

连系恒隆 CONNECTIONS

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恒隆与你共迎

Hang Lung Wishes You a

Happy New Year

2018



赠送精美挥春



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Note from the Editorial Committee

各位读者，祝大家2018年快乐！踏入新一年，《连系恒隆》推出多个新栏目，为读者送上更多资讯，当中包括回顾公司由1960年成立至今的历史的〈恒隆这样走过来〉；探讨科技新趋势的〈Tech+〉；介绍香港各区建筑与历史的〈筑迹〉；讲解国际环保议题，以及恒隆可持续发展理念的〈绿色·恒隆〉；和与恒隆管理层的访问〈立体访谈〉。

此外，深受读者欢迎的〈卢师傅好煮意〉将变身为〈请教卢师傅〉，邀请公司的“隐世厨神”教大家炮制拿手小菜，并请卢师傅品评及介绍煮食小贴士。

《连系恒隆》不仅是一本集团刊物，它更是涵盖不同范畴的生活杂志。快来看看今期的精彩内容，并与身边的亲友分享吧！

编辑委员会

Dear Readers,

Happy 2018! *Connections* looks forward to bringing fresh elements for your enjoyment throughout the New Year!

New columns are being added to enrich the variety of news starting from this issue, such as *Retracing the Hang Lung Path*, which provides an in-depth look into the history of the Company since its establishment in 1960; *Tech+* to introduce the latest technology trends; *City Contour* to explore examples of architecture and their history across Hong Kong; *HL Sustain* to share global green issues, and the Company's sustainability initiatives; and *Management Dialogue* to offer a sneak peek into the daily work lives of Hang Lung senior executives.

In addition, one of our reader's favorites, *Chef Lo's Recipe*, will be transformed into *Chef Lo's Kitchen*, where some of the best cooks from the Company will demonstrate their favorite dishes, and invite Chef Lo to give professional cooking tips.

Connections is not just a corporate publication but also a living journal for every aspect of life. Enjoy reading and share it with your family and friends!

Editorial Committee

恒隆与你共迎

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2018

Happy New Year



一国两制中心中国政治现况与展望讲座

China's Political Landscape and Outlook: A Lunch Talk with the One Country Two Systems Research Institute

中共十九大在去年10月闭幕，为了让同事充分了解国内的政经形势，公司特地邀请了香港一国两制研究中心总裁张志刚及研究总监方舟博士，到恒隆总部主持一场午餐讲座，与同事分享十九大的重点及深层意义，分析国家政策的路向，以及港商可如何配合国家的发展。行政总裁陈南禄、执行董事陈文博、执行董事陈家岳、执行董事程鼎一及逾百位同事出席。

张志刚认为，十九大可以用“不忘初心牢记使命”这八个字作为总结，方舟则表示，期待国家在建设雄安新区，和一带一路等项目的发展。

陈南禄认为，张志刚和方舟的分享很有见地且具前瞻性，对公司发展有莫大的裨益。他又提到，公司有逾一半生意都在内地，所以对讲者的分享，特别感同身受，他并表示公司会掌握发展机遇，继续扩展在内地的业务。



▲ (左起) 陈家岳、陈文博、陈南禄、张志刚、方舟及程鼎一于讲座后合照
(From left) Norman Chan, Adriel Chan, Philip Chen, Cheung Chikong, Dr. Fang Zhou and Dane Cheng pose for a photo after the talk

With the closing of the 19th National Congress of the Communist Party of China in October 2017, there is a need to acquaint ourselves with our country's developmental goals and aspirations. To present colleagues with a clearer picture of how the country's political landscape has evolved and continues to progress, the Company organized a lunch talk hosted by Cheung Chikong, Executive Director of the One Country Two Systems Research Institute (OCTSRI), and Dr. Fang Zhou, Research Director of the OCTSRI. They shared key discussion points raised at the 19th CPC National Congress and their implications, analyzed the country's development strategy, and gave recommendations for how Hong Kong businesses could expand in response to the country's development strategy. Chief Executive Officer Philip

Chen, Executive Directors Adriel Chan, Norman Chan and Dane Cheng along with more than 100 colleagues joined the luncheon.

Cheung said that the 19th CPC National Congress could be summarized in one sentence as the desire to "remain true to its original aspiration and keep its mission firmly in mind." Zhou said he looked forward to the development of China's Belt and Road Initiative and to the Xiongan New Area.

Chen found the talk insightful and beneficial to the company, as more than half of the company's business is focused on the Mainland. He said that he resonated with what the speakers shared and hoped that the Company could make the most of the chance to expand its business.

管理层与国际投资者交流

Management Members Exchange Views with International Investors



执行董事陈文博及董事——集团传讯及投资者关系关则辉于去年12月8日(星期五)出席由美国银行——美林举办的Hong Kong Property Board Day，与现场逾70位国际投资者分享恒隆的长远发展策略，并探讨香港和内地零售市场的最新趋势。投资者踊跃发问，与陈文博就日益改变的消费行为，及如何利用科技以提升客户体验等范畴交流意见。

Executive Director, Adriel Chan, and Director – Corporate Communications & Investor Relations, C.F. Kwan, took part in the Hong Kong Property Board Day organized by Bank of America Merrill Lynch on December 8, 2017 (Friday). The event was attended by more than 70 international investors. They shared Hang Lung's corporate strategies, and discussed the latest retail market trends in Hong Kong and Mainland. Meanwhile, Chan and the participants exchanged views on changing customer behaviour and ways to enhance customer experience through technology.

关键决策

Decisions that Matter

日常生活中，我们面临各种各样的选择，何为一个好的决定？决策是指衡量不同的方案，选出达成目标的最佳决定。无论在个人或工作层面作最佳判断，都是以达最理想效果为目标。

为协助同事磨练决策技巧，公司与香港科技大学（科大）合办了为期两天的“管理决策与领导力”工作坊。科大商学院兼任教授王嘉陵指，决策是一种靠学习而获得的技能，简单的GPA（目标Goal、优先次序Priorities、可选方案Alternatives）以及IPO（资讯Information、人才People、客观推理Objective Reasoning）架构，有效带领团队做决策，获得支持，并取得竞争优势。

多位管理层成员也参与工作坊环节，包括行政总裁陈南禄、执行董事陈文博、执行董事陈家岳和执行董事程鼎一。陈文博期望同事能够彼此分享当天所学，并且学以致用，将架构付诸实行。陈南禄指出：“同事应该珍惜这次机会，提升个人能力，领导团队，并提高决策能力。”其中一位参加者，高级经理—集团推广洪雅珊表示：“我们很容易以为，每天所做的事情就是将来做事的应有方式。这个工作坊令我反思自己的管理技巧，并且让我获得一套进行有效决策和团队培训的工具。”



▲ 王嘉陵教授（首排右四）、陈南禄（首排左四）、陈文博（首排右三）、程鼎一（首排左二），以及45位行政人员于“管理决策与领导力”工作坊合照
Professor Caroline Wang (first row, 4th from right), Philip Chen (first row, 4th from left), Adriel Chan (first row, 3rd from right), Dane Cheng (first row, 2nd from left) and 45 executives pose for a photo at the Managerial Decision Making and Leadership workshop

Making decisions, big or small, is a part of our lives at home and at work. Decision making is the choice of the best option out of a list of alternatives. When we choose the best, either personally or professionally, we are making a decision that will result in the best possible outcome.

To assist colleagues in honing the necessary skills to be good decision makers, the Company co-organized the Managerial Decision Making and Leadership workshop with the Hong Kong University of Science and Technology (HKUST) over a period of two days. Professor Caroline Wang, Adjunct Professor of School of Business and Management at HKUST shared how quality decision making is a competence that can be acquired according to a simple framework: GPA (Goal, Priorities, and Alternatives) and IPO (Information, People, and Objective reasoning). With this simple framework, managers can gain credibility and team support for the decisions they make.

A number of management members attended the workshop, including Chief Executive Officer Philip Chen, Executive Directors Adriel Chan, Norman Chan, and Dane Cheng. Adriel Chan shared that he hopes colleagues could share what they have learned and put the framework into practice. Philip Chen said, "Colleagues should cherish the opportunity and see how we can continuously improve ourselves and inspire the team to further excel." One of the participants, Teenly Hung, Senior Manager – Central Marketing said, "It is easy to assume that what we are doing every day is the way we should work in the future. This workshop made me sit down and reflect on my management skills, and equipped me with a set of tools for effective decision-making and team coaching."

蓝塘道23-39最新多用途体验屋

The New Multi-Function Gallery at 23-39 Blue Pool Road



▲ 何孝昌（左四）及关则辉（左三）带领一众股评人参观蓝塘道23-39
H.C. Ho (4th from left) and C.F. Kwan (3rd from left) bring a group of stock commentators to visit 23-39 Blue Pool Road

This year, Hang Lung has turned one of the semi-detached houses at 23-39 Blue Pool Road into a multi-function gallery – The Lounge – in which virtual reality (VR) technology has been used to allow visitors to experience the grand house when two semi-detached houses are connected. Chief Financial Officer, H.C. Ho and Director – Corporate Communications and Investor Relations, C.F. Kwan, invited a group of stock commentators to visit the project on December 20, 2017 (Wednesday), so that they could experience the specially curated design and the exquisite ambiance. They were all impressed by the high-level of privacy and meticulous design and were excited to put on VR glasses to experience the space and ambiance of two connected houses.

Recently, 23-39 Blue Pool Road also completed the deal for houses 27A and B at HK\$644 million.

恒隆今年把住宅项目——蓝塘道23-39其中一间半独立屋打造成多用途体验屋——The Lounge，利用虚拟实境（VR）技术，让参观者透过VR镜头仿如置身于两间半独立屋打通合并后的大宅。首席财务总监何孝昌及董事—集团传讯及投资者关系关则辉于去年12月20日（星期三）邀请了多位股评人参观项目，亲身感受其精雕细琢的设计及恬静怡人的环境。他们都对项目的高私隐度及用心设计留下深刻的印象，并纷纷戴上VR眼镜，感受合并后大宅的宽阔空间及气派。

蓝塘道23-39最近成功售出27A及B两间半独立屋，总成交价达港币6.44亿元。



▲ 何孝昌（右一）及关则辉（左一）向股评人介绍项目的外围的园景特色
H.C. Ho (right) and C.F. Kwan (left) introduce the green landscaping outside the houses

FASHION WALK 全新时尚生活区域 Kingston隆重登场

Fashion Walk Proudly Expands Lifestyle Footprint at Kingston

Fashion Walk早于2014年展开全面的优化计划，重新打造独特的室内外购物环境。继室内商场早前以全新面貌示人后，京士顿街9号的优化工程亦已竣工，十多个独家潮流时装品牌、国际级时尚家品专门店及特色餐厅相继登场，为城中潮人提供充满特色及个性的潮流产品及体验。随着京士顿街9号优化工程的完成，亦标志着Fashion Walk三大区域的诞生，包括Paterson、Kingston及Food Street（食街）。重新划分的三大区域包罗万有，来自世界各地时尚服饰、家品及餐厅都一应俱全，务求为顾客带来全新体验。

董事—租务及物业管理蔡碧林期望京士顿街9号的重新开幕，能强化Fashion Walk作为铜锣湾地标的角色。她表示：“Fashion Walk三大区域，各有特色，位于Kingston区域的京士顿街9号，成功吸引纳十多个崭新的概念店进驻，当中不乏首度进军香港的品牌，标志着品牌对Fashion Walk以创新风格为尊的信念有信心。不少品牌亦在京士顿街9号推出限定产品，例如PUMA Sample Suede by Michael Lau限量版波鞋为PUMA旗舰店打响头炮，相信各大特色店亦会继续在Fashion Walk推出限量产品。”

全新的京士顿街9号，面积达10万平方呎，汇聚时尚潮流、运动、生活用品、餐饮、体验和娱乐等元素，同时带来多间全港首创的独特概念品牌。



Fashion Walk三大区域：Paterson、Kingston及Food Street（食街）
The three main areas of Fashion Walk: Paterson, Kingston and Food Street



京士顿街9号独特概念品牌包括：
The exceptional concept brands at 9 Kingston Street includes:

United Tokyo (First Overseas Store)

United Tokyo是Tokyo Base旗下、STUDIOUS的姊妹品牌，备受钟情于高素质简约服装的时尚文青追捧，所有产品都是日本制，店面由日本知名建筑师Makoto Tanijiri与Ai Yoshida以日式未来为概念而设计。香港首间专门店更引入全綫男装及女装。

As a part of the brand-family of Tokyo Base and STUDIOUS, United Tokyo is popular among seekers of simple, stylish clothing made to exceptionally high standards of quality. All products are made in Japan with even the shop designed by famous Japanese architects Makoto Tanijiri and Ai Yoshida, who used Japanese future as the center of their design concept. A comprehensive range of men's and women's wear is available at the brand's first Hong Kong store.



Shop D, G/F, 9 Kingston Street, Fashion Walk

AC Flower Gallery

AC Flower Gallery从世界各地引入不同种类的花卉植物，以及搜罗各式各样型格有趣的家居饰品，为家居及办公室设计合适的花卉摆设。

AC Flower Gallery imports various plants from around the world and provides a broad range of chic housewares for homes and offices.



Shop G7, G/F, 9 Kingston Street, Fashion Walk

Ashley Furniture HomeStore



Shop I, G/F, 9 Kingston Street, Fashion Walk

户香港的首站，更是旗舰店的所在地。

Established in the U.S. in 1945, Ashley Furniture HomeStore has branches in over 123 countries including Australia, Japan, Russia, and Korea, and is renowned for creating high quality furniture pieces at reasonable prices. This flagship is its first branch in Hong Kong.

来自美国的Ashley Furniture HomeStore源于1945年，分店遍及全球逾123个国家，包括：澳洲、日本、俄罗斯、韩国等，研发家俱优质且超值，特选潮流与品味生活集中地Fashion Walk作落

ものもの (Mono Mono)

由AEON香港集团营运的全新概念品味生活百货ものもの (Mono Mono) 首度袭港，逾7,000件货品中，日式日用品、宠物用品及食品、咖啡烘焙商品、健康与美容、煮食用品一应俱全，为港人生活带来新生趣。

Managed by AEON Hong Kong, the new concept lifestyle department store Mono Mono comes to Hong Kong for the first time with over 7,000 products including Japanese daily products, pet products and food, coffee roasting items, health and beauty items, and cooking utensils.

PUMA

旗舰店楼高两层，让喜欢设计感和运动风的潮人多一个购物选择。旗舰店更发售多款人气产品，包括PUMA Select及Fenty。此店更刚完成PUMA Sample Suede by Michael Lau企划，为开幕打响头炮。

The flagship store has two floors where chic fans of design and sports culture can enjoy shopping. The store offers various popular products including PUMA Select and Fenty, and has just launched PUMA Sample Suede by Michael Lau.



Shop F, G/F and whole 1/F, 9 Kingston Street, Fashion Walk



▲ Fashion Walk京士顿街9号
Fashion Walk 9 Kingston Street

Fashion Walk began its enhancement program in 2014 and has transformed itself into a one-of-a-kind fashion-forward lifestyle destination with an unparalleled shopping environment that embraces the best of indoor and outdoor shopping and dining experiences. The newly unveiled 9 Kingston Street welcomes over ten exclusive fashion brands, international houseware shops, and signature restaurants, offering stylish shoppers an immersive experience of life. The completion of 9 Kingston Street completes the rejuvenation of Causeway Bay's iconic shopping hub across three main areas, namely Paterson, Kingston and Food Street, together forming a city of style with a truly global perspective on the latest trends in fashion, housewares, and dining.

Bella Chhoa, Director – Leasing & Management hopes that the re-opening of 9 Kingston Street can strengthen Fashion Walk's position as Causeway Bay's shopping, leisure, and lifestyle landmark. "Each of the three main areas of Fashion Walk sparkles with its own color. 9 Kingston Street welcomes over ten new concept stores, some of which are arriving in Hong Kong for the first time, marking their trust in Fashion Walk's creativity. A number of brands have also launched exclusive, limited-edition product lines at 9 Kingston Street, such as the PUMA Sample Suede sneaker by Michael Lau at the PUMA flagship store, with more to come from other brands."

The all-new 9 Kingston Street masters its 100,000 sq. ft. of retail space, filling it with stylish trends in sports, daily products, dining, entertainment and more, heralding numerous firsts for Hong Kong.

Strokes

全港首间迷你高尔夫俱乐部，为个人以至团体提供与别不同的消遣娱乐，玩味十足。当中包括两个9洞高尔夫推杆球场、多用途活动空间、生活用品零售及展览区于一身，还提供创意美食与健康果茶，及多款酒精饮品让你与一众好友举杯同乐，无论是工余消闲、饮食享受、交友聚旧，都为你带来一站式吃喝玩乐的社交体验。

Hong Kong's first local mini golf club providing both individual and group leisure options, including two nine-hole golf courses, multi-functional activity space, lifestyle product shops and exhibitions, plus creative food and healthy fruit tea, and a well-stocked bar for after-work relaxation with friends.



Shop G2-3, 1/F, 9 Kingston Street, Fashion Walk

EAT.it

重新开业的EAT.it是一家坚持使用高质意大利空运食材的休闲意大利餐厅，由意大利名厨Gianni Caprioli创办。新店不但设有露天座位，适合各种聚会，并同时推出全新menu。

Set up by renowned Italian chef Gianni Caprioli, the re-opened EAT.it is a casual Italian restaurant which flies-in high-quality ingredients direct from Italy. The new store not only provides outdoor tables perfect for various gatherings but is also launching new menus.



Shop J, G/F, 9 Kingston Street, Fashion Walk

Nike Running Experience Store

全港首间跑步体验店铺，不单齐备各款最新的跑步产品，更引入崭新的步态分析服务，协助跑手全面了解自己的跑姿和习惯，从而挑选最适合自己的装备。体验店的设计加入大量本地元素，为一众跑手带来归属感，加上每星期都举办领跑活动，绝对是一个真正属于本地跑手的聚脚点。

Hong Kong's first running experience shop with all-new running products and running-gesture analysis services to help runners gain an insight into their own gestures and habits for the best equipment. The Experience Store incorporates local elements to build a sense of belonging for runners, the weekly run-leading event is absolutely the best gathering for runners.



Shop 4, 1/F and G/F, 9 Kingston Street, Fashion Walk

PlayStation® PlayGround

PlayStation®崭新游戏体验馆，提供多款最新独家PS4及PS VR游戏试玩，包括备受瞩目的蜘蛛侠《Spider-Man: Homecoming》及正义联盟《Justice League》VR体验。

The Experience Store offers various newest exceptional PS4 and PS VR game trials including the widely talked *Spider-Man: Homecoming* and *Justice League* VR Experience.



Shop G5-6, G/F, 9 Kingston Street, Fashion Walk

PaPi

正宗意大利餐饮品牌，店名意指的Pasta（意粉）与Pizza（薄饼）均为全人手制作。意式小碟Chichetti也是主打名菜。此外，亦举办由客席名厨主理的餐酒搭配盛宴及“厨师发办”料理，为食客增添新鲜感，满足味蕾外还提供意粉制作课程，让顾客体验下厨乐。

An authentic Italian catering brand with Pasta and Pizza (from which the restaurant gets its name) all handmade, and Chichetti as its delicious signature dish. Wine feasts by guest-chefs and All-by-Chef cuisines also bring surprises for customers, not to mention their fun pasta-making courses.



Shop K, G/F, 9 Kingston Street, Fashion Walk

恒隆这样走过来 Retracing the Hang Lung Path

由多元变专注 From Diversification to Sharp Focus

陈曾熙先生于1960年创办恒隆，公司早期的业务颇为多元化，当中包括酒店、餐厅、百货、超市、石油气、保险等，当中最为唯人熟悉的，可算是70、80年代叱咤一时的日资百货公司松坂屋，而当年位于格兰酒店地牢的维京餐厅，更是70年代高级餐厅之一。恒隆于早年经营多元化业务，既为公司的物业带来租金收入，亦为外资提供优越的铺位位置，可谓一举两得。

董事长陈启宗先生形容其父亲陈曾熙先生是一个很有创见的人。回忆起当时的众多业务，他说：“当时很多东西（引入Hello Kitty和石油气）都还没有人做，他（陈曾熙先生）就去做了。”而恒隆前任董事长——陈曾熙先生的弟弟陈曾熹先生，亦表示：“当时恒隆中心上面作写字楼，我们便思考下面用来做什么？结果便开了松坂屋。当时来说是很trendy（紧跟潮流）的一件事。”

陈启宗先生于1991年成为董事长后，由于市场环境出现变化，这些业务的收入表现相对逊色，于是逐步结束非地产业务，改为专注在内地发展商业地产，以另一持续发展的模式经营恒隆。

恒隆部分非地产业务

Some of the non-property Hang Lung businesses

年份 Year

- | | |
|------|---|
| 1965 | 与日本白洋舍合资成立干洗及洗衣公司恒隆白洋舍（香港）有限公司成为加德士石油公司港澳地区唯一代理*
Founded the drying cleaning and laundry services company Hang Lung-Hakuyosha (Hong Kong) Limited, a joint venture with Hakuyosha of Japan
Became the sole agent for Caltex gas in Macau and Hong Kong* |
| 1966 | 成立恒隆酒店管理有限公司，管理座落于尖沙咀加拿芬道的格兰酒店（现为格兰中心）*
Founded Hang Lung Hotel Management Company to manage the former Grand Hotel, located at Carnarvon Road in Tsim Sha Tsui (now Grand Centre) * |
| 1975 | 占50%股权的松坂屋百货开幕*
Opened Matsuzakaya, which Hang Lung owned a 50% interest in* |
| 1977 | 与Denny's Inc. of California, U.S.A. 签订协议，以特许经营形式开设Denny's Restaurant和Winchell's Donut Houses*
成立Hang Lung-Namco Company Limited，营运室内娱乐设施
Entered into a franchise agreement with Denny's Inc. of California, U.S.A. for the opening of Denny's Restaurant and Winchell's Donut Houses*
Founded Hang Lung-Namco Company Limited to operate indoor entertainment facilities* |

* 已结束 Already ceased operations

The late Mr. T.H. Chan founded Hang Lung in the 1960s. In its early years, the Company ventured into diverse business sectors such as hotels, restaurants, department stores, supermarkets, liquid petroleum gas (LPG), and insurance – the most well-known of which was the Japanese department store Matsuzakaya, which was very popular in the 1970s and 80s. “The Viking” at the Grand Hotel was also one of the finest dining locations in town in the 1970s. As these diverse businesses were set up in properties owned and operated by Hang Lung, they served the dual purpose of bringing in valuable rental income and providing premium retail space for overseas investors.

Chairman Mr. Ronnie C. Chan describes his father, Mr. T.H. Chan, as a man with great foresight. When he recalled the many businesses the Company was involved in, he said, “A lot of these, particularly the introduction of Hello Kitty and LPG to Hong Kong, were unprecedented. He [Mr. T. H. Chan] took the initiative to do it, because no one else did.” Former Chairman Mr. Thomas Chen, who is also the younger brother of Mr. T. H. Chan, agreed with the strategy at that time, and recalls, “With the top floors of Hang Lung Centre assigned as office space, we thought about what to do with the lower floors. We ended up introducing Matsuzakaya. It was a trendsetting move at the time.”

After Mr. Ronnie C. Chan became the Chairman in 1991, he gradually closed down some of the non-property related businesses, as their revenue contribution was no longer lucrative due to changes in market sentiment, and turned his focus to commercial property development on the Mainland. And so the development of Hang Lung Group continued, in another sustainable form.



▼ 格兰酒店
Grand Hotel

▲ 1975年4月2日，占地四层的松坂屋于现时恒隆中心H&M的位置举行盛大的开幕仪式。恒隆中心同时亦是当年全港首间麦当劳的进驻地。
On April 2, 1975, the four-floor Matsuzakaya department store held its grand opening at Hang Lung Centre, at the present location of H&M. The first McDonalds restaurant in Hong Kong also opened at Hang Lung Centre.

灾难复原演练 为危机作好准备 Disaster Recovery Drill to Enhance Crisis Preparedness

同事每日处理大量与租户、顾客以及员工相关的资料，资讯的处理及维护对企业的可持续发展尤其重要。因此，公司已设有备份数据中心，确保系统可用性。资讯科技部早前便进行了年度灾难复原演练，模拟主要数据中心电力故障而长时间无法使用，测试同事的应对能力以及既有系统在恢复系统、资料以及正常运作所需的时间。内部审计及财务部同事亦参与其中。

总经理——资讯科技部招树辉表示：“在大数据的时代，我们必须确保资料的完整性及安全性。公司已先后推出多项措施，让同事可以在安全的网络环境下传送讯息，并随时取得完整资料。今次演练测试了复原程序的有效性，并提升同事的应变能力。”

公司在内地的项目亦将定期进行灾难复原演练，为危机作好准备。

Every day, colleagues handle a tremendous amount of information related to tenants, customers, and staff. The proper handling and protection of data has become essential to the sustainable development of a corporation. As a result, the Company has set up a backup data center to make sure the system availability. Earlier on, the IT department conducted the annual disaster recovery drill simulating a scenario in which the major data center was out of function due to power failure for a prolonged period. The drill was designed to test colleagues' ability to respond effectively, and the time needed to recover system and data to resume normal

operations. Colleagues from Internal Audit and the Finance Department also participated to provide their observations.

General Manager - Information Technology, Patrick Chiu said, “In the era of big data, we have to ensure the completeness and safety for our data. The Company has implemented various measures to provide a safe online environment for colleagues to transmit and process data, and access complete information anytime they need to. The drill has tested the effectiveness of existing recovery procedures while at the same time enhancing colleagues' ability to respond.”

To ensure a state of preparedness for any crisis, Mainland projects also regularly conduct the disaster recovery drill.



科技与顾客服务

Application of Technology to Customer Service

公司于去年11及12月与亚太顾客服务协会 (Asia Pacific Customer Service Consortium) 在香港及上海举办了两场杰出顾客关系服务 (CRE) 及优质顾客服务标准 (CSQS) 圆桌会议，并邀请总经理——人力资源潘舜雅、副总经理——优质管理梁伟霖及各行业代表就“大数据转型O2O购物消费体验创新”主题分享，阐述优质客户服务对于公司品牌，及整体业务的重要性。潘舜雅于致欢迎辞时表示，大数据分析是现今的发展趋势，为客户服务带来新的机遇，使业界能更迅速精准了解顾客所需。而梁伟霖以零售市场的一些品牌作例子，指出营造精彩的客户体验关键在于触动客户的心，创造美好回忆。同时，他们亦讲解如何从服务流程规范、处理客人投诉等技巧，提升客户服务素质。

Hang Lung co-organized two roundtable sessions with the Asia Pacific Customer Service Consortium on Customer Relationship Excellence (CRE) and Customer Service Quality Standards (CSQS) in Hong Kong and Shanghai. General Manager – Human Resources, Janet Poon, Deputy General Manager – Service Quality, Ray Leung, and industry leaders shared views on the theme Big Data Transformation – the O2O Shopping Experience Innovation and explained the importance of quality customer service to the Company's branding and development. Poon said in her welcoming speech that big data analytics is becoming more widely used, as it allows businesses to identify customer needs more quickly. Leung raised examples from some retail brands to explain that the key to create excellent customer experience is to touch the heart of individual customers for long lasting memories. Both of them discussed how to enhance customer service by standardizing customer service guidelines and strengthening colleagues' skills in handling complaints.



▲ 潘舜雅 (前排左三)、梁伟霖 (前排右一) 与亚太顾客服务协会主席朱刚岑 (前排中)、安盛援助前首席运营官陆伟贤 (前排右二) 及江苏城中国林股份有限公司副总经理杨晓娟 (前排右三) 出席于上海举行的圆桌会议

Janet Poon (front row, 3rd from left), Ray Leung (front row, right), and Asia Pacific Customer Service Consortium's Chairman Jason Chu (front row, center), along with AXA Assistance's Former COO Andy Luk (Front row, 2nd from right) and Jiangsu Cheng Zhong Garden Co., Ltd's Deputy General Manager Yang Xiaojuan (front row, 3rd from right) attend the International Customer Relationship Excellence (CRE) and Customer Service Quality Service (CSQS) Roundtable held in Shanghai

星级服务专区 HL Star Service

失物不迷失 Lost and Found

你有没有试过遗失物品？当大家遗失物品的时候，通常都会很焦急，都希望有一位有心人，将物件归还。2017绿宝石客户服务奖优异得主之一，港汇恒隆广场的礼宾服务组主任谷青则深明这个道理，落力为商场一件失物寻找主人。事缘有一天，谷青收到同事报告，在男洗手间捡获一个文件袋，谷青尝试透过袋中的一张眼镜订单和护照联络失物的主人，但都无功而回。

最后，凭著袋中文件一个电话号码，每隔五分钟拨号一次，终于联络到失物的主人，把文件袋归还。相信谷青不单为失物的主人，送回一个文件袋，还多送了一份温暖。

Had you ever lost something? When we discover that we have lost something, we are usually worried and hope that someone find and return the thing to us. One of the Hang Lung Emerald Award merit winners, Grace Gu, who is an officer of Concierge Service at GG66 from Grand Gateway 66, knew how worried a customer would be if they lost something and wholeheartedly helped to contact the owner of a lost file holder. Gu found a receipt and a passport inside, but it didn't help to identify who the owner was. Finally, Gu tried to call the telephone number written on one of the files every five minutes until she finally reached the owner. Gu not only returned the lost file holder to its owner, but with it, the warmth of someone who truly cares.



▶ 港汇恒隆广场的礼宾服务组主任谷青 (中)
Winner of the Hang Lung Emerald Award,
Grace Gu (center)

立体访谈 Management Dialogue

法律及企业管治的守护者——甄嘉雯

Margaret Yan: Guardian of Compliance and Corporate Governance

今期开始，《连系恒隆》将带你走访公司管理层成员，了解他们的日常职务。同时，探索推动和启发他们作为管理层的关键元素。此外，专栏将让你领略个中的管理哲学，明白公司各部门如何团结一致，使恒隆成为一间备受尊崇的全性商业地产商。今期受访者是董事——总法律顾问及公司秘书甄嘉雯。她的职责是处理恒隆地产和恒隆集团两间上市公司的法律顾问和公司秘书的事宜。

法律和道德责任

大多数人认为法律顾问的职责枯燥乏味，只管依循一页页法律条文和守则，告知受托人如何按章遵守。其实现今的法律顾问工作充满启发性，特别是对恒隆这类型的公司。她补充：“公司的业务版图从香港扩展至内地。不同城市的法律和规例各异。为提供適切有效的法律意见，我们需要充分了解当地事务。”她说：“‘只选好的 只做对的’是公司管治的核心，引领我们的策略方针。”

国家、地区及城市层面的法律、指引及规例瞬息万变，她表示必须紧贴现况，分析其变更如何影响业务运作。她统领的专业团队，负责应对公司在各项业务营运时面对的法律风险。她续说：“团队会定期参与专业培训，有时会谘询外聘律师的法律意见。我们必须对法律和规例的变更了解透彻，使每位团队成员紧贴现况，注意与工作有关的风险。我们透过季度的法律通讯，简述各项法制改变如何影响业务营运。”

企业管治 恪守诚信

甄嘉雯的另一个重任是充当两间上市公司的公司秘书，涉足错综复杂的企业管治领域。那公司秘书的职责是什么？她说：“公司秘书需要与董事局、管理层及股东合作，还要与政府和监管机构斡旋。后者会监控如我们这类大型公共上市公司的营运情况。”

良好的企业管治是公司稳健发展和持续致胜的要诀。“只选好的 只做对的”是公司的核心管治理念，引领我们以高透明度营运，恪守正直诚实的原则。她表示：“这亦关乎建立信任。不论任何阶层均以相同方式营运。从董事长、董事局、管理层以至公司上下，都需要向股东以至整个社会负责。这种问责性带领我们在一个制衡机制下以最高的诚信标准工作，确保管治良好健全。”

企业管治不仅影响公司高层，还触及每位员工。甄嘉雯和其团队透过适时发表财务报告、公布和披露价格敏感度消息，以至规划和建造新物业及环保事务等工作范畴，左右我们的工作方针。她形容团队“透过以身作则、培训及有效监控”，将良好的企业管治风格融入我们的企业文化之中。

有时候我们看似受制于排山倒海的规则和规例，但现在我们更清楚明白到它们各司其职，保障个人和公司的利益。只要各人坚守公司的理念，定能凭沈诚信所赋予的力量茁壮成长，从而令公司蓬勃发展，成为一间备受尊崇的全性商业地产商。



Starting this issue, *Connections* will be bringing you a backstage peek into the working lives of some of our Company's management members. Find out more about their work. Discover what drives and inspires them as leaders. Get insights into their management philosophy and how the different departments in our Company work with a unified vision of making Hang Lung the most admired commercial property developer in mainland China. This issue, we welcome Margaret Yan, Director – General Counsel & Company Secretary. She is responsible for the legal advisory work and company secretarial services for our two listed companies.

The Law & Our Ethical Responsibilities

To many, the role of legal counsel probably sounds like a boring one, focusing on pages and pages of laws and regulations and telling people how to comply with them. But actually, the job nowadays is much more stimulating, especially in a Company like Hang Lung. Yan elaborates, “Our portfolio spans from Hong Kong to the Mainland. The laws and regulations are different in every city, and in order to provide effective legal counsel we need to understand the local issues.” “The philosophy, **We Do It Right** points to the most important principle of integrity, which is something the Company holds dear, and which directs our strategic choices,” says Yan.

Laws, guidelines, and regulations change at a fast pace at national, regional, and city levels, and Yan needs to keep abreast of all of these changes and how they impact the way we do business. With a team of talented individuals, Yan is responsible for responding to the changing legal risks that the Company faces in every area of its operations. “The team takes part in regular professional training and at times we solicit help from external lawyers to get their legal advice.” Yan continues, “Clear communication about changes to laws and regulations is essential to keep every team member in the loop and aware of risks related to his/her work. We do this through the ‘Legal Quarterly Update’ which presents a summary of how any changes affect our business.”

Corporate Governance & Our Commitment to Integrity

The other side of Yan's work involves her in the complicated world of Corporate Governance as the Company Secretary for the two listed companies. So, what exactly does a company secretary do? Yan answers, “It's about working with the Board of Directors, management, and shareholders. It's also about dealing with government and regulatory bodies, which supervise the way large public listed companies like ours are run.”

Good corporate governance is vital for the Company's well-being and continuous success. At the center is the tenet, **We Do It Right** which guides us to operate our business transparently, with integrity and honesty. “It's also about building trust,” says Yan, “at every level, we operate in the same way. Starting with our Chairman, Board of Directors, management team and ultimately the Company as a whole, we are accountable to our shareholders and to society at large. This accountability leads us to work with the highest standards of integrity, under a system of checks and balances that ensures sound governance.”

Corporate governance not only affects the Company at the highest levels but also every member of the Hang Lung family. From timely financial reporting and the release of price-sensitive announcements and disclosures, to the planning and construction of new properties and the Company's work in the area of environmental protection, Margaret and her team have an impact on the way each of us works. She describes how the team instills the principles of good corporate governance into our corporate culture, “through leadership by example, training, and effective controls.”

Sometimes it might seem that a lot of rules and regulations control the way we work, but now we can see more clearly that they are in place for the benefit of the individual and the Company as a whole. By consistently ‘doing it right’ as individuals, we allow ourselves to grow with the strength that integrity provides. And as we grow as individuals, so too does the Company grow towards becoming the most admired commercial property developer in mainland China.



▲ 内地法务部举行的年度法务会议
The Annual Legal Conference held by the Mainland Legal Teams

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荷李活商业中心 Hollywood Plaza

潮流美妆护肤品牌 登陆旺角

Popular Beauty Brands Arrived at Mongkok

Last December, Hollywood Plaza welcomed two makeup and skincare brands, Kiehl's and shu uemura, to help ladies get latest makeup looks. Director – Leasing & Management Bella Chhoa and General Manager – Leasing & Management Victor Ng attended the opening ceremony in early December to get a feel for the new stores. The new Kiehl's specialty store is set up with Customize Your Kiehl's work station and Kiehl's first-ever interactive projection wall called Nature & The City, allowing customers to take short videos, photos, and design personalized tote bags and package stickers. The new shu uemura store incorporates Japanese street culture elements such as neon lights and Japanese-style wooden decorations into the store's design. The most popular products and best sellers are also on display. Customers can also make use of the YouCam makeup App, to virtually try on different makeup products.



荷李活商业中心刚于去年12月迎来两家潮流护肤品牌—Kiehl's和shu uemura，助女士们打造百变妆容。董事—租务及物业管理蔡碧林和总经理—租务及物业管理吴铠廷于上月初出席两家新店的开幕式，感受全新的购物体验。Kiehl's全新专门店特设Customize Your Kiehl's工作站及Kiehl's全球首个Nature & The City互动投射墙，让顾客拍摄短片及相片，并当场设计个性化的tote bag与贴纸！而shu uemura新店融入东京街头特色，如霓虹灯牌、和式木制摆设，并展示品牌最受欢迎及畅销的皇牌产品，客人亦可利用场内YouCam makeup的程式，模拟试用不同的彩妆产品。

▼ (左起) 植村秀 (香港) 总经理Lee Jongsue、恒隆地产高级经理—租务易美仪、总经理—租务及物业管理吴铠廷、董事—租务及物业管理蔡碧林、L'Oreal化妆品香水部总经理Choi Yeonah、L'Oreal (香港) 业务发展总监Juliana Chung、Kiehl's品牌总经理Carol Tsoi出席护肤品牌shu uemura和Kiehl's的开幕式
(From left) shu uemura Brand General Manager - Lee Jongsue, Hung Lung Properties' Senior Manager – Leasing Grace Yick, Hung Lung Properties' General Manager – Leasing & Management Victor Ng, Hung Lung Properties' Director – Leasing & Management Bella Chhoa, L'Oreal Luxe Division General Manager – Choi Yeonah, L'Oreal HK Business Development Director - Juliana Chung and Kiehl's Brand General Manager - Carol Tsoi attend the opening ceremony of the new shu uemura and Kiehl's stores

港汇恒隆广场·上海 Grand Gateway 66

全新UGG概念店登场

New UGG Shop Opens

继演员陈柏霖早前出席圣诞树亮灯仪式，艺人杨颖 (Angelababy) 亦于去年12月8日 (星期五) 亮相港汇恒隆广场的UGG全新概念店，为家人及朋友挑选圣诞礼物，并当场分享她与粉丝之间关于礼物的窝心回忆，也为在港汇恒隆充满悦耳旋律的圣诞气氛下向现场观众送上祝福。

After actor Chen Bolin attended the lighting ceremony of the Christmas tree, actress Angelababy also visited the new UGG shop at Grand Gateway 66 to select Christmas gifts for her relatives and friends on December 8, 2017 (Friday). Apart from sending Christmas blessing to the audience under the joyful Christmas melodies around Grand Gateway 66, she also shared the sweet and warm memories about sending gifts between her and her fans.



用音乐为圣诞 Tune In To Christmas Cheer! 干杯!

音乐是世界共通的语言，是与不同背景、不同地区的人，表达与分享喜悦的最佳途径，亦是恒隆各地商场，举办各类“响见圣诞”节庆活动的重要元素。在香港，康怡广场，与及雅兰中心、荷李活商业中心及家乐坊，则分别邀请了人气歌手糖妹（黄山怡）和JW（王灏儿）到场表演。Fashion Walk、康怡广场、山顶广场及淘大商场亦伙拍慈善机构“儿童发展配对基金”，带来圣诞颂音乐会。此外，内地多个商场也举办了各式各样的音乐会，齐齐以音乐欢度圣诞，迎接新年！

When words fail, music speaks! Music is definitely the best way to communicate with people of different backgrounds, which is why music is such an essential element in all the Christmas celebrations at Hang Lung's shopping malls. In Hong Kong, Kornhill Plaza invited singer Kandy Wong to serenade visitors, while Grand Plaza, Hollywood Plaza, and Gala Place were thrilled to welcome Joey Wong (JW) to perform on stage. Whereas, Fashion Walk, Kornhill Plaza, The Peak Galleria and Amoy Plaza partnered with charity, Child Development Matching Fund, to host carol singing performances. On the Mainland, Hang Lung's malls also enjoyed a harmonious Christmas with concerts and other live shows to ring out the joy of the season. As thousands tuned in to Christmas with Hang Lung, a crescendo of happiness echoed through all our malls.



◀ Kornhill Plaza 康怡广场

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

► Fashion Walk
▼ Amoy Plaza 淘大商场



▲ Olympia 66 恒隆广场·大连



▲ Grand Gateway 66 港汇恒隆广场



▲ Palace 66 皇城恒隆广场



淘大商场 Amoy Plaza

期间限定布甸狗Café开幕 Pompompurin Café Opens

由 2017年12月1日起至2018年2月28日，位于淘大商场的鸿福堂找来万人迷布甸狗登陆首间布甸狗主题凉茶店，带来一系列又萌又暖的期间限定冬日滋味养生美食，势成一众布甸狗粉丝的打卡热点。开幕礼当日许廷铿更以特约厨神的身份，即场炮制Pop-up Café独家供应的“布甸狗甜蜜雪糕布甸”，预祝各位一个甜蜜开心的圣诞节。

Beginning on December 1, 2017 and through to Feb 28, 2018, Hung Fook Tong in Amoy Plaza is transforming itself into a Pompompurin themed herbal tea café, bringing a series of healthy food options that will delight Pompompurin fans everywhere. During the opening ceremony, Alfred Hui was invited to make a delicious Pompompurin ice-cream pudding to celebrate Christmas. The dessert is also exclusively available only in the Pop-up Café.

◀ (左起) 总经理—租务及物业管理刘静雅、许廷铿及鸿福堂主席兼执行董事谢宝达
(From left) General Manager – Leasing & Management Helen Lau, Alfred Hui and HUNG FOOK TUNG's Chairman and Executive Director Tse Po Tat



▲ 位于淘大商场的鸿福堂化身首间布甸狗主题凉茶店
Hung Fook Tong in Amoy Plaza transforms itself into first Pompompurin themed herbal tea café

企业责任 Corporate Responsibility

绿色·恒隆 HL Sustain

迈向可持续发展的道路 The Road to Sustainability



经济与科技发展一日千里，人类在过去半个世纪，迎来了前所未有的兴盛时代。

然而盛世背后却存著不少代价：如二氧化碳浓度不断刷新纪录；过去50年近半森林被砍伐；全球人口迈向80亿，但耕地和水资源却持续减少；8亿人仍生活在绝对贫穷线之下、文盲人口亦高达六分之一，而这些人当中有2/3是妇女；各种新型疾病肆虐等。面对着撼动人类存亡的危机，193个国家元首于2015年9月25日共同发布了《2030年可持续发展方针》，涵盖17项兼顾“经济成长”、“社会进步”与“环境保护”的可持续发展目标，作为各国合作解决各全球议题的原则。正如联合国前秘书长潘基文所言，落实可持续发展方针，需要世界各地的每个人一起行动。

恒隆作为负责任的企业公民，一直致力推动可持续发展，透过兴建绿色建筑、培育青少年发展及举办义工活动等方向为社会和环境创造价值，并将针对持分者的期望发表全新的可持续发展行动计划。与此同时，我们亦希望透过推出这全新专栏“绿色·恒隆”，让大家对不同全球可持续发展议题有更深入的了解，并以行动回应。

Economic growth and technological advancement has brought humankind into an unprecedented era of prosperity.

Nonetheless, such prosperity comes at a price – for instance atmospheric carbon dioxide levels are hitting record highs; we have lost half of our forests in the same half a century;

the world's population has hit eight billion and continues growing, yet farmland and water resources to support that population are decreasing; 800 million people still struggle in absolute poverty; one-sixth of the global population is still illiterate and about two thirds of them are women; and new diseases threaten our very existence. In view of these global challenges, 193 heads of state set the 2030 Agenda for Sustainable Development on September 25, 2015. The Agenda comprises 17 goals that balance economic growth, social progression, and environmental protection, serving as the guiding principle for intergovernmental collaboration to tackle various global issues. As Ban Ki-moon, Former Secretary-General of the United Nations mentioned, we need action from everyone everywhere to make the agenda into action.

Hang Lung as a responsible corporate citizen, we always strive to promote sustainability in our sphere of influence, such as through the construction of green buildings and by organizing volunteer activities to create value for society and the environment. Continuing in this vein we are going to launch a new sustainability action plan in response to stakeholders' expectations. Meanwhile, we are also launching this new column HL Sustain, aimed at introducing global sustainability issues to everyone and invite you to action.

如想了解更多有关联合国于可持续发展的倡议，请即浏览：
Please click here for more information on sustainability initiatives by the United Nations :



《2030年可持续发展方针》发展目标
Sustainable Development Goals set by 2030 Agenda for Sustainable Development



恒隆·筑迹——年轻建筑师计划 Hang Lung Young Architects Program

恒隆年轻建筑师踏上另一里程

Inspiring Hong Kong's Young Architects

二百多名中学生于去年12月16日(星期六)聚首一堂,参加了首个“恒隆·筑迹——年轻建筑师计划”讲座暨工作坊。大会邀得2010年青年建筑师奖得主叶颂文先生担任题为“跳出框框:建筑可以有多创新?”的讲座,获得全场同学的不少掌声。透过当天的两个工作坊,同学亦学习了建筑应包含的元素以及空间和建筑的关系。他们亦初尝建筑师的滋味,亲身设计了自己的居住空间及社区配套设施。

众多同学早前亦参加了由大会举办的“微笑中的建筑物”摄影比赛。青少年以独特的观察力及创意发掘了城中会微笑的建筑物,为城市带来惊喜。

恒隆地产伙拍本地文化企业“活现香港”,于去年十月推出为期一个学年的“恒隆·筑迹——年轻建筑师计划”,透过一系列的导赏团、互动工作坊及讲座,让中学生有机会了解建筑与社区的关系。

Laughter and applause filled an auditorium where over 300 Hang Lung Young Architects thoroughly enjoyed the first seminar cum workshop organized by the Hang Lung Young Architects Program and held on December 16, 2017 (Saturday).

“Think Out of the Box: How Creative Can Architecture Be?” was the topic shared by Mr. Tony Ip, the winner of the HKIA Young Architect Award 2010. Giving vivid examples and analyzing real-life case studies, he explained to the youngsters our relationship with the natural environment and how architecture can help enhance human lives. In the two workshops held on the same day, students learnt about the elements that are combined to create architectural works, as well as the relationship between space and buildings. They also had the opportunity to design their own living spaces and community facilities.

The students were thrilled when Hang Lung announced the 10 winners of the Buildings that Smile photo competition. All participants in the innovative contest were pleasantly surprised to discover how many “smileys” can be found in the city’s buildings, thanks to the youngsters’ sharp eyes, exceptional observation powers and lively imagination.

Hang Lung launched the Young Architects Program with the local cultural enterprise Walk in Hong Kong in October last year with the objective of encouraging secondary school students to understand the close relationship between architecture and our community through guided tours, interactive workshops and the seminar.



请即扫描QR code
观看影片



郭庭欣
宝安商会王少清中学

Kwok Ting Yan
Po On Commercial Association
Wong Siu Ching Secondary School



刘蔚妍
宝安商会王少清中学

Lau Wai Yin
Po On Commercial Association
Wong Siu Ching Secondary School



骆响盈
宝安商会王少清中学

Lok Hui Ying
Po On Commercial Association
Wong Siu Ching Secondary School



郑卓盈
赛马会体艺中学

Joanna Cheng
Jockey Club Ti-I College

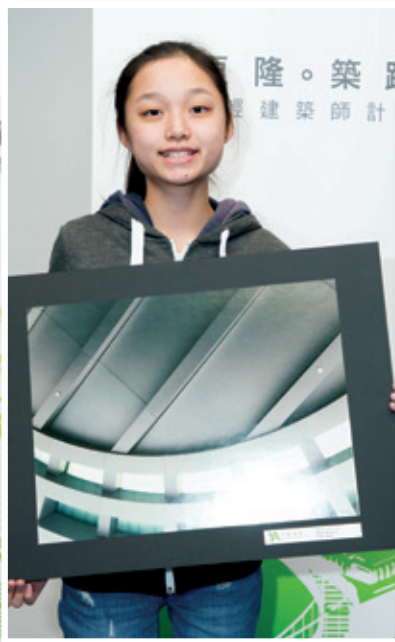


周海铭
英华女学校

Chow Hoi Ming
Ying Wa Girls' School



胡若曦
圣保罗男女中学
Hu Ruo Xi Rosie
St. Paul's Co-educational College



杜心言
圣士提反女子中学
To Samantha Lilian
St. Stephen's Girls' College



袁捷滔
喇沙书院
Yuen Chit To Michael
La Salle College



许懿楠
圣杰灵女子中学
Xu Yi Nam
St. Catharine's School for Girls



苏永欣
圣杰灵女子中学
So Wing Yan
St. Catharine's School for Girls

港汇恒隆广场·上海 Grand Gateway 66

圣诞工作坊 Christmas Workshops



▲ 港汇恒隆广场的“恒隆一心义工队”举办薄饼工作坊，与小朋友迎接圣诞
Volunteers of Grand Gateway 66, along with a group of primary school students, learn to make pizza together

“叮叮当、叮叮当、铃儿响叮当！”快乐的圣诞儿歌响遍世界的同时，恒隆在内地的两个商场，也为小朋友举办了不同的工作坊，齐齐欢度圣诞！港汇恒隆广场的“恒隆一心义工队”与虹桥路小学的学生，齐齐学整薄饼；至于济南的恒隆广场则与当地一间儿童康复中心合作，创作属于自己的布包。两地参与活动的学生都十分投入，共度了一个温馨的下午。

“Jingle bell, Jingle bells, Jingle all the way!” While the Christmas bells were ringing all over the world, two of our Hang Lung malls on the Mainland were holding different workshops to celebrate Christmas with children. The Hang Lung As One volunteers of Grand Gateway 66, along with a group of primary school students, learned to make pizza together. Also, volunteers at Jinan's Hang Lung As One volunteer team worked with a children's rehabilitation center, helping to teach children to draw their own designs on tote bags. The two activities successfully shared the warmth of the Christmas spirit with participants.

▼ 济南的恒隆广场则与当地一间儿童康复中心合作，创作属于自己的布包
Volunteers at Parc 66 work with a children's rehabilitation center, helping to teach children to draw their own designs on tote bags



清水湾护林日 Tree Care Day in Clearwater Bay

在种植树木的过程中，往往会有些杂草长在四周吸收树木的营养，影响它们的生长。有见及此，“恒隆一心义工队”的35名义工与本地环保团体“绿惜地球”合作，于去年12月17日（星期日）到清水湾进行护林工作，到植树区除草施肥，为保护和美化郊野出一分力。

Weeds appear during our tree planting process. They will absorb the soil nutrient and affect tree growth. In light of that, Hang Lung As One volunteer team's 35 members joined a local green group The Green Earth on December 17, 2017 (Sunday) and went to remove weeds and fertilize trees in Clear Water Bay, so as to bring fresh air and scenic beauty to the environment.

▼ 恒隆一心义工队与环保团体“绿惜地球”合照留念
Hang Lung and Green Earth volunteers pose for a photo



▲ 义工为树苗进行除草及施肥
Volunteers remove weeds and fertilizing the trees



为长者留下最美一刻 Capture a Moment in Time

照片总带着回忆及价值，但并不是每个人都有机会拍下重要的时刻。逾30位昆明的“恒隆一心义工队”成员于去年12月9日（星期六）齐集昆明大观楼公园，为园内的长者免费拍照，让他们与挚爱留下美好的回忆。义工们细心为长者化妆，打灯及冲晒照片，长者们拿着作品均充满喜悦之情。



▶ 长者拿着义工为他们拍下的照片，感到十分满足
The couple feel happy and satisfied when they see the photo taken by the volunteers

▶ 义工协助打灯，拍下长者最美的一刻
Volunteer help with lighting so to create the best atmosphere for the senior citizens



▶ 义工亲自为长者化妆，让他们以最美的形象拍照
Volunteer help the elderly with their makeup so that they can present in their best look in front of the camera

Photos carry memories and that's why they are so valuable. However, not everyone has the opportunity to capture that special moment on camera. On December 9, 2017 (Saturday), over 30 volunteers of Spring City 66's Hang Lung As One volunteer team gathered at Da Guan Lou Park to take photos for the senior citizens in the park for free so that they could capture that memorable time with their love ones. Volunteers help the senior citizens to do makeup, lighting and even printing photos. The seniors were overjoyed when they saw the final output.

员工动态 Staff Focus

态度决定成败 Attitude is Altitude

公司刚于去年12月19日（星期二）举行了第二次“与董事对话”活动，由执行董事程鼎一与同事分享如何克服在不同国家及工作范畴所遇到的挑战，鼓励同事放胆为公司业务发展提出创新的想法，与管理层分享。如建议可行，公司乐于提供资源配合。另外，他亦指活动促进经验传承。

公司将继续邀请不同部门的高级管理层出席活动，与同事分享经验及提供意见。

The newly launched program – Talk with Directors – organized the second talk on December 19, 2017 (Tuesday). Dane Cheng, Executive Director, spoke with colleagues about how he overcame the various challenges he encountered when working in different countries and in various positions. He encouraged colleagues to be creative and brainstorm more new ideas for the Company's development. If the suggestions are feasible, the Company is willing to provide the necessary resources to make it happen. He emphasized that colleagues can impart knowledge upon one and other.

More sessions will be held in the future for colleagues to exchange ideas with senior management.



▶ 程鼎一主讲第二场“与董事对话”交流会
Dane Cheng hosts the second session of the Talk with Directors series



▶ 一众同事与程鼎一交流工作上遇到的挑战
Dane Cheng and participants talk about the various challenges they encounter at work

圣诞前夕，公司于渣打银行大厦及柏裕商业中心分别举行了圣诞派对，让同事聚首一堂，享受节日的欢乐气氛。大家除享用丰富的美食外，更参与大抽奖，管理层亦送出多份圣诞大礼。另外，租务及物业管理部于去年12月15日（星期五）康兰居内的会所一号举办了周年圣诞派对，并邀请了日籍街头音乐人Wally到场表演，场面热闹。

The Company organized Christmas parties at the Standard Chartered Bank Building and Park-In Commercial Centre just before the Christmas holidays, for colleagues to have a good time. Colleagues enjoyed delicious food and participated in lucky draws to win gifts from the management. Meanwhile, the Leasing & Management Department held an annual Christmas party at ClubONE in the Kornhill Apartments on December 15, 2017 (Friday). Japanese music performer Wally was invited to perform at the party.

圣诞派对 欢度佳节 Christmas Party for All

▼ 渣打银行大厦的圣诞派对
The Christmas party at the Standard Chartered Bank Building



▼ 行政总裁陈南禄（左）颁奖予得奖同事
Chief Executive Officer Philip Chen (left) presents a prize to a lucky draw winner



▼ 执行董事陈文博（左）颁奖予得奖同事
Executive Director Adriell Chan (left) presents a prize to a lucky draw winner



▶ （左起）董事—成本及监控张启华、执行董事陈家岳、执行董事程鼎一及总经理—租务及物业管理罗欣琪于圣诞派对合照
(From left) Director – Cost & Controls Gabriel Cheung, Executive Directors Norman Chan and Dane Cheng, and General Manager – Leasing & Management Katherine Lo pose for a photo at the Christmas party



▶ 首席财务总监何孝昌（右）颁奖予得奖同事
Chief Financial Officer H.C. Ho (right) presents a prize to a lucky draw winner



▶ 蔡碧林（中）及总经理—租务及物业管理刘静雅（右一）与同事开心合照
Bella Chhoa (center) and General Manager – Leasing & Management Helen Lau (right) pose with colleagues

▶ 陈南禄（后排右一）、陈家岳（前排中）、董事—租务及物业管理蔡碧林（后排左四）、罗欣琪（后排右三）、总经理—租务及物业管理刘静雅（后排左三）与同事合照
Philip Chen (back row, right), Norman Chan (front row, center), Director – Leasing & Management Bella Chhoa (back row, 4th from left), Katherine Lo (back row, 3rd from right) and General Manager – Leasing & Management Helen Lau (back row, 3rd from left) pose with colleagues



▶ 租务及物业管理部在康兰居内的会所一号举办了周年圣诞派对
The Leasing & Management Department holds their annual Christmas party at ClubONE in the Kornhill Apartments



夜景拍摄工作坊

Night View Photography Outing



香港的夜景举世闻名，经常吸引不少摄影师慕名而来。恒隆康体会属下的恒隆摄影会于去年12月15日（星期五）晚上举办了摄影实战工作坊，专业摄影导师于尖沙咀海旁教授同事夜景拍摄的技巧，当中包括海面倒影拍摄、刻意失焦、浅景深和小模型效果等等，并一同感受浓厚的圣诞节气氛。



导师在海旁教授同事夜景拍摄的技巧
Different skills are taught during the outing at Tsim Sha Tsui Harbor Front

Hong Kong is well known for its stunning night view. Hang Lung Photography Club (a subsidiary club under Social Club) has held a night view photography outing at Tsim Sha Tsui harbor front on December 15, 2017 (Friday). Professional photographers shared skills including reflection, out-focus, shallow depth in field and tiny model techniques. Colleagues captured the glamorous moments of Victoria Harbour and shared the festive joy of seeing Christmas lights.



同事完成课程后在海旁合照留念
Colleagues take photos at the Harbor Front after completing the course

AUTO WB 0000 0.8 AUTO ISO

圣诞电影家庭同乐日

Christmas Movie Outing

恒隆康体会于去年12月23日（星期六）举办了“圣诞电影家庭同乐日”，在康怡戏院与100多名同事及其家人观赏老少咸宜的电影《Paddington 2》，希望透过电影让同事感受到圣诞节的节日气氛，与家人有一个乐而忘返的周末。其后大会更安排了所有参加者享用丰富圣诞晚宴，共享天伦之乐。

To celebrate Christmas, the Hang Lung Social Club organized a Christmas Movie Outing on December 23, 2017 (Saturday). More than 100 colleagues together with their family members enjoyed the *Paddington 2* movie at Grand Kornhill Cinema. Watching the movie together, colleagues could feel the joy of the season and spend an amusing weekend with their families. After the movie session the Social Club also arranged a Christmas feast for all the participants to share the happiness with their family members.



▲ 同事与家人享用丰富圣诞晚宴
Colleagues enjoy the Christmas feast with their family members



▲ 参加者在戏院观赏电影
Participants watch movies at the cinema

廉洁奉公 Integrity at the Workplace



▲ 公司邀请廉政公署介绍相关法例
The Company invites the ICAC to introduce related regulations

诚信是恒隆最重要的核心价值之一，在企业管治和专业道德方面都坚守最高标准。公司早前分别为前线人员、行政人员以及与建筑施工有关的同事举办了五场诚信讲座，并邀请廉政公署专员介绍相关法例，并从商业角度分析，令同事知道在他们的工作范畴内比较容易碰到的情景，提升同事对工作中贪污欺诈风险的认知。

Integrity is one of Hang Lung's most important core values and hence promotes the highest standards of corporate governance and professional ethics. Recently, the Company invited the ICAC to conduct five seminars for Administrative and Operational Staff, Executives and staff related to construction. The speaker introduced related ordinances in some common corruption scenarios and pointed out some corruption prone areas in the workplace. The seminars enhanced colleagues' awareness of the corruption risks they may face at work.



▲ 公司为同事举办了五场诚信讲座
The Company conducted five integrity seminars for colleagues

品味生活 Savor Life

Tech +

时装 X 科技的数码美学 Weave Technology into Fashion

(photo credit: FX Gear)

谈及虚拟实境 (Virtual Reality)，你或许会想到电影和游戏机等娱乐方面的应用，因为它为用家的视觉和感官带来更加刺激的感受，让他们觉得仿佛身历其境，而当用家移动时，电脑会立即进行复杂的运算，将虚拟世界的影像传回，产生临场感。

事实上，这种技术已经被商家广泛利用，以提升顾客的购物体验。英国潮流品牌Topshop于伦敦Oxford Circus的旗舰店早

于2014年举办Topshop Unique Show，让顾客戴虚拟实境眼镜和耳机，使顾客犹豫座在伦敦时装周的第一排贵宾席，以360度全景观赏新品。韩国公司FX Gear推出FX Mirror，顾客只要面向FX Mirror镜子并拣选心水衣服，镜子中的你就会自动穿上衣服，让顾客轻松观看其效果。

智能科技除了可带来感官新体验，它更可成为你的专属造型师。电子业巨头Amazon推出智能装置Echo Look，它先将用家两套不同的装扮拍照，并从合身度、颜色、设计、潮流等多方面分析，推荐较合适的一套。同时，系统亦会就用家的穿着，推荐其他品牌相类似的新品。

将来结合时装和科技产物不仅是一个智能装置，而是把科技无瑕地引入时装中，例如根据温度改变颜色的运动衣和可监控婴儿的呼吸、体温的婴儿连身衣等，做到了科技上身也不被察觉的效果。



▲ 韩国公司FX Gear推出FX Mirror
Korean company FX Gear's 3D virtual fitting solution, FX Mirror

When you think of Virtual Reality (VR), the first thing that comes to mind might be its use in the entertainment sector such as in movies or video games. Virtual Reality brings a new level of excitement to our senses and creates the illusion that we are actually experiencing the virtual world. As users move, the computer undertakes a series of calculations to react to our changing perspectives on the virtual world around us.

Such technology has already been widely adopted by retail businesses to enhance the customers shopping experience. In 2014, U.K. Fashion brand Topshop's flagship store in Oxford Circus hosted the Topshop Unique Show, inviting customers to don VR goggles and headphones to experience a 360-degree panoramic view of London Fashion Week from the front rows. Korean company FX Gear launches a 3D virtual fitting solution, FX Mirror. When an item is chosen by a customer facing FX Mirror, the reflection will put on the selected item automatically, allowing customers to view the overall easily.

Aside from these fun applications, the employment of these technologies in the fashion world could give you your own virtual personal stylist. Amazon recently launched the voice-controlled Echo Look, which takes photos of two different looks styled by the user. The device will choose the more suitable one judging from factors including fit, color, design, and current fashion trends. At the same time, the system can suggest similar items from other brands according to user's style.

Looking forward, Fashion tech will not just be about smart devices but will seamlessly weave technology into fashion, with examples like active wear that changes color according to temperature, and baby jumpsuits that monitor infants' breathing and body temperature.

型品屋
Chic Corner

为衣柜换上SS18大热新装 SS18 Wardrobe Inspiration



送旧迎新，踏入新一年，除了许下新的新年愿望，定下新的目标，相信不少女士都打算为衣柜换季，添置新装，为自己打造一个新形象。究竟2018年春夏流行什么元素？我们找来知名品牌Vivienne Tam和Kate Spade，分享他们SS18的时装，大家或许可以从中找到灵感！

As the saying goes, "Out with the old, and in with the new!" Stepping into 2018, other than making New Year wish and setting New Year resolutions, ladies might also like to refresh their wardrobes with new clothes. What fashion trends will the upcoming Spring/Summer season bring? We invited two famous brands, Vivienne Tam and Kate Spade New York, to share their latest collections, so we can get ideas about what to wear once we pack away our winter clothes.



Vivienne Tam

综观纽约或伦敦的春夏时装周，不少设计都采用了印花或较夸张的抽象图案，无疑是今个春季不可或缺的元素。当中，Vivienne Tam更将一部内地奇幻电影《捉妖记》及主角胡巴，带上纽约时装周，推出以该电影为设计灵感的全新系列，将电影中丰富的场景画面，化作多变的山水印花图案，以印花或刺绣呈现于系列上，加上另一大热元素，荷叶饰边与不规则裙摆，巧妙将潮流与电影唯美的画面结合，带来惊喜。

At the latest New York and London Fashion Weeks, brands are using bigger and bolder florals and retro-inspired prints in their designs. Vivienne Tam is one of them. The brand's SS18 collection was inspired by film, *Monster Hunt*, and its main character, Wuba. The film's lush imagery finds expression in prints and colors reflecting nature. The designs also use ruffled dresses with asymmetric hems. The collection speaks to a playful journey of the mind, from fantasy to modern, urban chic.



Vivienne Tam

地址 Address：
铜锣湾Fashion Walk记利佐治街11-19号地下17及17A号舖
Shop 17&17A, G/F, 11-19 Great George Street, Fashion Walk, Causeway Bay



Kate Spade New York

为庆祝Kate Spade踏入25周年，品牌创意总监Deborah Lloyd特地游历纽奥良 (New Orleans) 寻找灵感，深深被当地的独特风貌，及独有的文化气息所吸引，包括壮丽的动植物景观，与醉人的爵士乐，于是设计了2018春季系列，当中也看到印花图案的踪影。

To celebrate the 25th anniversary of Kate Spade New York, their creative director Deborah Lloyd visited New Orleans for inspiration. The southern charm, magnificent flora and fauna landscapes, and the playful sounds of jazz on her journey served as inspiration for Deborah Lloyd's latest collection.



Kate Spade New York

地址 Address：
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Shops 6-7 & 20, G/F, 11-19 Great George Street, Fashion Walk, Causeway Bay

筑迹 City Contour

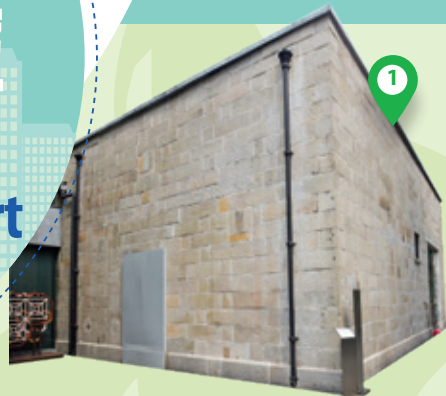
中环及金钟

核心内围之旅

Central and Admiralty:
Delving Deep into the Heart

中环自香港于1841年成为英国殖民地开始，成为香港的中心区域。政治、商业、司法、文化、宗教及军事建筑逐一出现，共同彰显核心权力。这一带盛载百多年的沉淀，充满珍贵建筑，无论是古典殖民风格，还是现代前卫设计，站在核心内围，就可饱览无遗。

Since the beginning of the colonial era in 1841, the Central district has been at the very heart of the life of Hong Kong. Power resides in its rich collection of political, commercial, judicial, cultural, religious and military buildings, which have come to define this roaring engine of the city. From vintage colonial edifices to avant-garde designs, the built heritage of Central speaks to more than a century's worth of stories. Stand at this fulcrum of the city's life and marvel at the fantastic array of architectural gems that have shaped Hong Kong.



1 亚洲协会香港中心 Asia Society Hong Kong Center

亚洲协会香港中心：亚洲协会香港中心位于金钟闹市的宁静一隅，它的前身却是建于1840年代的域多利军营军火库，是亚洲硕果仅存的英国殖民时代军火库遗址！四幢军营建筑物均属实用主义风格，于2012年成为亚洲协会香港中心的新会址。

Asia Society Hong Kong Center: Located in the corner of hectic Admiralty, Asia Society Hong Kong Center (ASHK) is situated at the former Explosives Magazine of the old Victoria Barracks. ASHK was built in the 1840s and is one of the few surviving buildings of such type in Asia. The four barracks buildings were built in an utilitarian style, and were redeveloped as the new address of the Asia Society Hong Kong in 2012.

3 渣打银行大厦 Standard Chartered Bank Building



渣打银行大厦：渣打银行大厦同时是恒隆地产的总部，由巴马丹拿集团建筑师李华武设计，大厦外墙以粉红和炭棕色花岗石建造，还在第17楼开始，每6层向内缩小楼面面积，造就直指云端的气势！

Standard Chartered Bank Building, also where the headquarter of Hang Lung Properties is, was designed by Remo Riva, architect and director of P & T Architects & Engineers. The exterior features pink and grey-brown granite. The floors begin to taper in blocks of six beginning from the 17th storey, resulting in a design reaching to the sky.

茶具文物馆 Flagstaff House Museum of Tea Ware

茶具文物馆：原为前三军司令官邸的茶具文物馆建于1846年，别称旗杆屋，是本港现存历史最悠久的殖民地建筑！它外观对称工整，属“帕拉第奥式建筑”，其后于1984年改建为茶具文物馆。

The Museum of Tea Ware: The Museum of Tea Ware, also known as the Flagstaff House, originally served as the office and residence of the Commander of the British Forces in Hong Kong in 1846. Designed in a symmetrical Palladian style, it is the oldest surviving colonial building in Hong Kong. It was converted to the Museum of Tea Ware in 1984.



2

4 终审法院大楼（旧最高法院大楼） Court of Final Appeal Building



终审法院大楼：终审法院大楼（旧最高法院大楼）建于1912年，属古典复兴式的建筑风格，最标志性的部份当然是建筑正上方的希腊正义女神泰美斯石像，代表著公正和权力。

Court of Final Appeal Building: Court of Final Appeal Building (The Old Supreme Court Building) is a Neo-Classical structure built in 1912. The most iconic feature is the statue of Themis, the goddess of justice, topping the pediment. The statue is an eloquent representation of impartiality and power.

5 皇后像广场 Statue Square



皇后像广场：皇后像广场于19世纪末填海后兴建，是香港首个市内公共场地，其后于五十年代加建具包浩斯建筑风格的喷水池、凉亭及园林绿化设施。

Statue Square: Statue Square was built on reclaimed land in the late 19th century. It was the first public area in Hong Kong. Bauhaus-style fountains, pavilions, and landscape gardens were added in the 1950s.

6 汇丰总行大厦 HSBC Main Building



汇丰总行大厦：汇丰总行大厦于1986年4月启用，由著名建筑师霍朗明设计，主要以钢和铝建成，大厦的独特之处是部件可逐一拆卸，拥有高度灵活性。

HSBC Main Building: Designed by renowned British architect Lord Norman Foster, the HSBC Main Building was inaugurated in April 1986. It was mainly built with steel and aluminium. A modular and flexible design allowing the removal of individual parts of the building was employed.

7 中国银行大厦 Bank of China Tower



中国银行大厦：作为中国银行，当然要有中国元素！1989年建成的中国银行大厦，由著名美籍华裔建筑师贝聿铭设计，设计灵感源自竹子的“节节高升”，并将中国传统意念和现代科技结合，是一座由玻璃幕墙和铝合金构成的立体几何建筑物。

Bank of China Tower: Completed in 1989, Bank of China Tower was conceived by revered Chinese-American architect I. M. Pei. Clad in glass and steel, the geometric skyscraper features a design that resembles growing bamboo shoots, symbolizing prosperity – a perfect embodiment of tradition and innovation.



8 都爹利街 Duddell Street

都爹利街：这里的石阶不是普遍的街，这里的街灯也不是省油的灯，因为它们都被列为法定古迹！都爹利街石阶早于1875已经存在，石阶两端的四盏街灯属于双灯泡罗车士打款式，更是本港仅存仍然提供街道照明服务的煤气路灯。

Duddell Street: The steps and street lamps of Duddell Street are not ordinary, as they have been declared monuments of Hong Kong! The steps of Duddell Street came into existence since 1875. The four gas-powered street lamps on both ends of the steps are two-light Rochester models. They have been the only remaining gas-powered street lamps in service in Hong Kong.

9 大馆 Tai Kwun

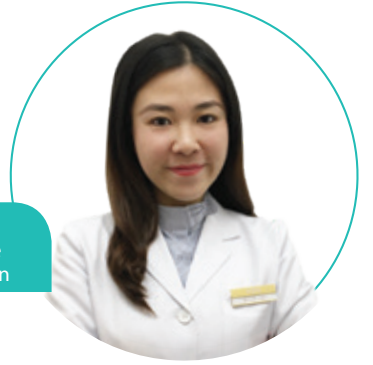


大馆（前中区警署建筑群）当中有三座法定古迹：第一座是1841建成的域多利监狱，属于维多利亚式建筑风格；第二座是于1919年重建的前中区警署，是全港第一所警察总部。最后是1914年建成的前中央裁判司署，采用希腊复兴式建筑风格。

Tai Kwun: Tai Kwun (The former Central Police Station Compound) encompasses three of Hong Kong's declared monuments: Completed in 1841, Victoria Prison, retains its Victorian-style façade; The former Central Police Station which was re-built in 1919, is Hong Kong's first police headquarters; The former Central Magistracy, which was built in 1914, is in the Greek-revival style.

生活百宝箱 Life Chest

中医保健问与答 Ask the Chinese Medicine Practitioner



和顺堂注册中医师卢文庭
Lu Wenting, a registered Chinese medicine practitioner at Wellsoon

问 踏入流感高峰期季节，有什么养生之道呢？

答 流感最常见病征包括发高烧，流鼻水、喉咙痛、肌肉痠痛，头痛、咳嗽和感到疲惫等，甚至会有呕吐及腹泻等症状。在每年一至三月和七至八月期间，都是本港流感高峰期。在中医的角度，染上流感或归咎于风寒暑湿燥火，当中尤以感受风邪或寒邪为主，即被风吹到“冷亲”，因此中医重视固护人体正气，相当于增强抵抗力之意，进行适量有氧运动，包括慢跑、游泳等，保持均衡饮食，多喝暖水，以及足够休息等，都有助增强正气。

问 有什么汤水可提升免疫力以抵抗流感？

答 黄芪能强益固表，白朮则有健脾益气之效，易反复患上感冒者，可适当饮用黄芪水固表提气。另外，亦可以黄芪、白朮煲汤，每星期煲汤饮用一至两次，有助提升免疫力。不过若真的患上感冒，最好都是向医师求诊。

白朮(左)、黄芪(右)
Largehead Atractylodes Rhizome (Left) and Mongolian Milkvetch Root (Right)



黄芪、白朮煲瘦肉汤 (2至3人份)

材料	做法
黄芪 20克	1. 将材料放进汤煲内，加入7-8碗水，以大火煲滚。
白朮 6克	2. 水滚后转小火煲约1至1.5小时，直至剩下约4-5碗水份量。
瘦肉 300克	

* 资料由和顺堂注册中医师卢文庭提供

Immunity boosting soup (2-3 servings)

Ingredients	Steps
Mongolian Milkvetch Root 20g	1. Put all the ingredients in a pot. Add seven to eight bowls of water. Bring the soup to boil on high heat.
Largehead Atractylodes Rhizome 6g	2. Reduce the heat to low and simmer for 60-90 minutes until you have about four to five bowls of water left
Lean pork 300g	

* Information provided by Lu Wenting, a registered Chinese medicine practitioner at Wellsoon Chinese Medicine Clinic.

Q The peak flu season is upon us, what measures can we take to prevent succumbing to the bug?

A Common symptoms of the flu (influenza) include a runny nose, sneezing, sore throat, headache, aching muscles, fatigue and weakness, and even vomiting and diarrhea. The peak seasons for the flu is from January to March and July through August. As a Chinese medicine practitioner, I focus on boosting the immunity. I suggest that people do moderate aerobic exercise, like jogging or swimming, having a balanced diet, consuming more warm water, and get enough rest.

Q Can any dietary therapy help boost the immune system?

A Mongolian Milkvetch Root is good for our immune system, and Largehead Atractylodes Rhizome can help boost spleen function. For those who seem to get the flu easily, I suggest putting Mongolian Milkvetch Root in water for drinking. Preparing a Mongolian Milkvetch Root and Largehead Atractylodes Rhizome soup about twice a week would help too. Of course, if flu symptoms are severe or infections with the flu virus frequent, it is best to go to see a doctor to rule out any underlying conditions.

请教卢师傅
Chef Lo's Kitchen

东南亚好滋味：香茅蒜香牛油鸡翼 Southeast Asian Flavor: Butter and Garlic Chicken Wings with Lemongrass



材料	Ingredients
鸡中翼 8只	Chicken Wings 8
香茅 3-4条	Lemongrass 3-4 stalks
蒜头 1个	Garlic 1
牛油 10g	Butter 10g

调味料	Seasoning
鸡粉 半茶匙	Chicken Powder 1/2 tsp
玫瑰露 1茶匙	Rose Dew 1 tsp
糖 半茶匙	Sugar 1/2 tsp
盐 1/3茶匙	Salt 1/3 tsp
胡椒粉 适量	Pepper As desired
生粉 适量	Corn flour Enough to lightly coat chicken

做法 Directions

- 先将鸡翼以适量鸡粉、酒、糖、盐调味，香茅切幼段切开，放于鸡翼中同腌，并用保鲜纸包实以保存香味，腌制至少两小时
- 将蒜头切小粒，放油中炸成金黄，盛起备用
- 将鸡翼沾生粉落油镬中慢炸至金黄色
- 将牛油与炸好的鸡翼轻轻拌匀，使其有薄薄的一层牛油，然后加上炸蒜粒便可



- 轻拍香茅再放入鸡翼，会使其更入味
- 炸粉以一半生粉及面粉制作，会使鸡翼更香脆
- 当镬中熟油开始冒泡，即表示温度刚好，可将鸡翼放入
- Smashing the lemongrass will help release the flavor
- Coat the chicken wings with a mixture of corn flour and regular flour to make the chicken wings crispier
- Put the chicken wings into the oil to deep fry as bubbles appear on the surface of the oil



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“建”多识广 ArchiFun

米兰主教座堂的建筑史 (上)

History of Duomo di Milano (Part I)

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

米兰大教堂，又称为米兰主教座堂 (Duomo di Milano)，于公元1386年始建，1965年完成，建筑过程耗时足足600年之久。这座凭米兰富甲一方的财力建成的建筑钜铸，在兴建期间受法国至意大利等欧洲列强的文化影响，融会文艺复兴至歌德等不同时期的建筑色彩，是全球最大型的歌德式教堂，以规模计在意大利排名首位，亦是全球第三大教堂。

该教堂的位置为西罗马帝国首府，米兰前身Mediolanum (285-402) 的市中心，原址于公元335年及公元836年先后用作兴建教堂及毗邻的圣殿，其后两建筑于1075年的大火中焚毁，新的大教堂就在遗址上重建。1386年，新任米兰统治者维斯康提公爵 (Duke Gian Galeazzo Visconti) 与其外甥萨卢佐主教 (Archbishop Antonio da Saluzzo) 共同下令兴建新的大教堂，以犒赏贵族与劳动阶级，并沈以展示自己的统治远好过前代的暴君 (Barnabò)。

不久之后，首任建筑师西蒙尼达 (Simone Da Orsenigo) 聚集三百名工匠技师，计划用砖块重建出伦巴第哥德式风格的大教堂，然而维斯康提公爵却希望教堂能紧追欧洲当代最入时的建筑风格，因此于1389年改聘法沈的建筑师博纳威图 (Nicolas De Bonaventuri)，为教堂添上法国辐射式哥德建筑风。公爵同时听从博纳威图的建议，用康多利亞 (Candogliai) 的花岗岩取代旧建筑所用的砖块。此举促使西蒙尼达必须从中欧等地广聘专门技师 (工程师、建筑师、雕塑家、石匠)，他们在花岗岩建筑方面的经验协助塑造了大教堂其后的独有风格。然而于1402年，在大教堂工程完成近半时，维斯康提公爵身故，工程亦随之被迫搁置。



The Milan Cathedral took nearly 600 years to be completed. Fueled by Milan's wealth, the prestigious cathedral, also known as Duomo di Milano, was constructed from 1386 to 1965, and had captured some of the most extraordinary architecture elements during difference periods from Renaissance to Gothic, across power nations at the time from France to Italy. It is the largest Gothic cathedral in the world, largest church in Italy and the third largest in the world.

Situated at the center of the former capital of Western Roman Empire, Mediolanum (285-402), where a cathedral and a Basilica were once located in adjacency since 335 and 836, the new Cathedral was constructed over the previous buildings reminds after they were damaged by a fire in 1075. In 1386, Duke Gian Galeazzo Visconti, the new ruler of Milan, jointly decided with his cousin Archbishop Antonio da Saluzzo to construct the new Cathedral as a reward to the noble and working classes and to demonstrate the new authorities was better than his predecessor Barnabò.

Soon, the project first architect Simone Da Orsenigo had gathered 300 employees with the idea to build the cathedral from brick in Lombard Gothic Style. However, Visconti set his sight beyond the architect could offer. He wanted the church to match the newest trends in Europe architecture. In 1389, he had invited Nicolas De Bonaventure to work on the project, and as a result, introduced French-Rayonnant Gothic Style to the project. Visconti also took Bonaventure's advice to use Candoglia marble* instead of brick (which was the main material use in the previous buildings on the site). This required Orsenigo to employ professionals (engineers, architects, sculptors, stone cutters) with marble projects experience from Central Europe, and these collectively knowledge had influenced the unique style of the resulted cathedral for the years to come. However, the construction of the cathedral came to a halt only half completed, when Visconti passed away in 1402.

*注：用以建造米兰大教堂的花岗岩是在满哥索市康多利亞 (Candoglia) 村的山脚开采，采石场位处托切河畔，奥索拉 (Val d'Ossola) 山谷的入口，专为建筑及维修大教堂供应石材，至今仍为米兰大教堂的建造商所拥有。该地的采石活动可追溯至罗马时期，其时为数个教堂建筑项目服务；至1387年，维斯康提公爵将康多利亞的花岗岩采石场指定为大教堂圣工场 (Veneranda Fabbrica) 专用，并给予工匠提契诺河及其后由达文西设计的大运河 (Naviglio) 的免费使用权。康多利亞的花岗岩颜色白中带粉红至灰，纹理粗糙，教堂建筑部件至装饰上均有用上此石材。由于康多利亞花岗岩的矿脉一般较薄，开采不易且成本颇高，即使以现今技术，从开采得来的石材也只有10至25%可以用于建筑之上。

* note: The marble used for the Milan Cathedral is quarried at the foot of Candoglia village, in the municipality of Mergozzo, the Toce River and at the mouth of Val d'Ssola, and is exclusively dedicated for the construction and maintenance of the cathedral. Today, it is still owned by the builders of Milan Cathedral. While first record of quarrying in the area arises to the Roman age on a number of church projects, in 1387, Gian Galeazzo Visconti granted Veneranda Fabbrica exclusive use of the marble quarries of Candoglia for the construction of the Milan Cathedral, along with the right to use the water ways of Ticino River and the Naviglio, designed by Leonardo da Vinci years later, free of toll. The white Candoglia marble are pinkish to greyish and coarse-grained, and have been applied to all aspect of the cathedral from building blocks to ornaments. Because of the narrow vein of this marble makes extraction difficult and costly—only 10-25% of total amount quarried can be used even in today's modern technology.

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