



## 簡單數學題：12,000小時等於多少日？

相等於500個不眠不休的服務日

2017年恒隆一心義工隊

- ✓1,000位義工 | ✓100項義務工作
- ✓5,000位受眾 | ✓12,000服務小時

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

Equivalent to 500 consecutive days of service

Results of the Hang Lung As One Volunteer Team in 2017

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



# 恒隆集團及恒隆地產委任新行政總裁

## Hang Lung Group and Hang Lung Properties Appoint New CEO

恒隆集團有限公司及恒隆地產有限公司於2018年3月16日（星期五）公布，委任盧韋柏先生為候任行政總裁，於2018年5月16日（星期三）生效。現任行政總裁陳南祿先生將於2018年7月16日（星期一）退休，在此之後會獲委任為董事長顧問及恒隆地產非執行董事，而盧韋柏先生會於同日正式接替陳南祿先生為行政總裁。

盧韋柏先生現年47歲，畢業於香港大學，獲得社會科學學士學位。盧韋柏先生在香港及內地的銀行業及快速消費品行業有超過25年管理經驗。彼於2000年加入花旗集團，在出任多個要職後，於2013年任職該集團香港及澳門區行長，乃該環球銀行於香港區的最高職級。在此之前，他於可口可樂中國有限公司及寶潔香港有限公司出任要職。

盧韋柏先生表示：「能夠有機會成為恒隆的行政總裁，我深感榮幸及興奮。恒隆是一家獲高度讚譽的公司，其業務成就超卓，亦積極肩負企業責任。我期望在這堅實的基礎上帶領公司前行，並為所有持份者長遠增值。我感謝董事長陳啟宗先生及恒隆董事局對我的信任，以及在陳南祿先生的領導下，組成了一支強大的管理團隊，好讓公司再創高峰。」

現年62歲的陳南祿於恒隆服務八年。他表示：「這是我退休的最佳時機，希望可以在接連工作41年後好好休息。我很榮幸能夠於恒隆服務，並對董事長陳啟宗先生及恒隆董事局致衷心謝意。回望過去八年，雖然充滿挑戰，但努力總有回報，成果亦帶來滿足。恒隆有今天的成就，實在有賴公司每位同事及所有業務夥伴的貢獻。沒有他們的努力和付出，我們不可能走到今天。我在此衷心感謝每位同伴的努力，同時祝願他們成就非凡。」

恒隆董事長陳啟宗先生說：「本人以及董事局很高興可以委任盧韋柏先生為行政總裁。盧韋柏先生經驗豐富，有廣泛的知識，可以把恒隆帶上另一高峰。我深信他會得到公司管理團隊的全力支持，並期望與他緊密合作。」

陳啟宗先生繼續表示：「我謹代表恒隆董事局感謝陳南祿先生在過去八年的卓越貢獻。公司於這段期間脫胎換骨，成就比以前更非凡。建基於陳南祿先生的努力，盧韋柏先生可以在這個堅實的基礎上，與強大的管理團隊繼續前行。我祝願陳南祿先生有美滿健康的退休生活。」

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

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

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

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

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

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





# 恒隆一心義工嘉許禮2017

## Hang Lung As One Volunteer Recognition Ceremony

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觀看影片



▲ 陳家岳（後排左二）及菊梓喬（後排右二）頒發嘉許狀予去年服務時數最高的五位恒隆義工：郭建民（後排右一）、蔡思欣（前排中）、蕭朗然（後排左一）、鄭卓軒（前排右）及王燕雲（前排左）  
Norman Chan (back row, 2<sup>nd</sup> from left) and Hana (back row, 2<sup>nd</sup> from right) present certificates of appreciation to the top five Hang Lung volunteers with the most service hours contributed during 2017, namely Kaw Kin Min (back row, right), Yandy Choy (front row, middle), Patrick Siu (back row, left), Jay Cheng (front row, right) and Wong Yin Wan (front row, left)

### 上下一心 推動優質企業義工文化

憑藉超過1,000位恒隆義工的力量，「恒隆一心」義工隊去年於香港及內地推動了超過100項以 Shaping The Future 為主題的義務工作，服務社會逾12,000小時！

為表揚義工的無私付出，恒隆於2月21日（星期三）舉行了「恒隆一心義工嘉許禮」，活動除邀得公司執行董事陳家岳主禮，一眾管理層亦出席為義工打氣，包括董事——集團傳訊及投資者關係關則輝、董事——成本及監控張啟華、董事——項目管理梁鼎新、董事——內部審計曾殿科及董事——集團租務 Mikael Jaeraas 分別向出色義工頒發感謝狀，表揚同事過去一年對社會的貢獻。此外，熱心公益的藝人菊梓喬（Hana）亦於當晚擔任表演嘉賓，並分享義工經驗。

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

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

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

### 由「睇數」化身「教數」的執董

掌管租務及物業管理部的執行董事陳家岳平日多與同事研究租金和零售額等數字問題，他去年由「睇數」化身「教數」，擔任「恒隆趣味數學班」導師，為基層學生補習數學。他表示：「過去兩年，我參與了不同類型的活動，除了為同學補習數學，也參加南生圍單車生態遊，教導小朋友認識生態環境。在每次活動中，我都與參加者分享自己的人生閱歷，希望可以協助他們規劃自己的未來。」

### An Executive Director with Expertise in Mathematics Served as a Tutor

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



### 「恒隆數學獎」得主 由研數到解數

「恒隆一心」義工隊於2015年聯同歷屆「恒隆數學獎」參加者和香港中文大學數學系學生推出「恒隆趣味數學班」，以一對一的形式向基層學生提供免費數學功課輔導。2006年「恒隆數學獎」金獎得主，現職土木工程師的鄭卓軒自數學班推出以來一直擔任導師，同時成為2017年度服務時數最高的恒隆義工之一。他說：「我十分喜歡鑽研數學，希望透過傳授解讀數學的技巧，化解同學對數學的恐懼。除了學術知識，義工與小學生亦成為良師益友，為學生提供心靈輔導。」

### Platform to Let the Enthusiast of Mathematics Shine

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



### 用心、專業、傳承

「恒隆一心」義工隊致力在青少年發展、宣揚環保及支援長者方面服務。

去年，恒隆策動了為期一個學年的「恒隆·築跡——年輕建築師計劃」，讓300多名中學生透過一系列互動講座、工作坊、遊戲及導賞團，認識建築與社區的關係，培育他們成為未來的建築師。恒隆地產多名建築師及建築界的表表者亦成為活動的顧問，為計劃提供專業的意見。

今年「恒隆一心」義工隊繼續以 Shaping The Future 為主題，推動優良企業義工文化，用心服務社群！

### Serving with Heart, Professionalism & Inheritance

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

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

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



## 各地義工同獻社區

## Contribute to the Communities



◀▶ 恒隆廣場·上海 Plaza 66



◀▶ 港匯恒隆廣場·上海 Grand Gateway 66



◀▶ 恒隆廣場·無錫 Center 66



▲▶ 市府恒隆廣場·瀋陽 Forum 66

▼▶ 恒隆廣場·大連 Olympia 66



▼▶ 恒隆廣場·昆明 Spring City 66



▲▶ 恒隆廣場·濟南 Parc 66



◀▶ 恒隆廣場·天津 Riverside 66



▲▶ 恒隆廣場·武漢 Heartland 66



▲▶ 皇城恒隆廣場·瀋陽 Palace 66





# 恒隆年報再添殊榮

## Another Accolade for Hang Lung's Annual Report

2017|18 WINNER



恒隆地產以「一心一志」為主題的2016財政年度年報繼去年勇奪多個大獎後再下一城，於國際知名的2017/2018年MERCURY Awards中獲得「年報——整體表現：物業發展」組別的銀獎，是公司連續第11次在這個評選中獲獎。透過開誠布公的溝通和披露，我們向持份者闡釋公司的發展及業務資訊，進一步肯定公司在實踐良好的企業管治所付出的努力。

由美國MerComm, Inc.主辦的MERCURY Awards旨在表揚全球於公共關係、公共事務與企業傳訊三大方面有出色表現的單位，從創意、原創性、風格，以至信息呈現的技巧及表達的有效性等多角度作為評審標準。

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

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

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# 恒隆成為「卓越僱主」之道

## Becoming an Employer of Choice

恒隆已連續四年在《JobMarket求職廣場》舉辦的「卓越僱主大獎2017」中榮獲「卓越僱主大獎」，並連續兩年囊括「卓越企業持續發展大獎」，此佳績肯定了公司在人力資源和企業持續發展方面的非凡成就，其成功之道就是把員工放在第一位。

總經理—人力資源潘舜雅表示：「恒隆一直視員工為重要資產，持續為員工提供全面、多元化的職場發展，亦提供崗位輪換，讓員工嘗試跨部門發展。」員工的身心健康亦是恒隆關注的一環，除了為員工提供最安心的工作環境，更特別設立了「僱員身心健康計劃」，定期舉辦活動，協助減輕員工的生活壓力，達到身心平衡。公司亦為員工制定專業培訓計劃，由前線的星級客戶服務課程至管理層的管理決策與領導力課程，提升員工學習及企業營運的效率之餘，亦提升僱主品牌形象以吸引人才加入恒隆。

同時，公司亦非常重視在持續發展上的貢獻，在工作場所質素、環境保護、營運管理及社區參與方面都有出色的表現。

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

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

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



▲ 潘舜雅（中）、人才管理主管李志華（左三）、高級經理—可持續發展李栢麟（右三）及同事出席「卓越僱主大獎2017」頒獎典禮 Janet Poon (center), Head of Talent Management, Eva Li (3<sup>rd</sup> from left), Senior Manager – Sustainability, Jonathan Li (3<sup>rd</sup> from right), and the team attend the award presentation ceremony of Employer of Choice Award 2017





踏入狗年，開工吉日當然要喜氣洋洋！行政總裁陳南祿、首席財務總監何孝昌、執行董事陳文博、陳家岳及程鼎一，齊齊向同事送上賀年祝福，並大派利是。

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

# 開工大吉！ 管理層送上

## Start the Year of the Dog with Blessings!



集團租務及集團市場團隊  
Central Leasing and  
Central Marketing Teams



管理培訓生  
Management Trainees



人力資源部  
Human Resources Department



陳南祿即席揮毫，為員工送上祝福  
Philip Chen writes red lucky scrolls to express his blessings to the staff



康怡廣場 Kornhill Plaza



租務及物業管理部  
Leasing & Management Department



發展及設計部  
Development & Design Department



綜合服務部  
Service Delivery Department



Fashion Walk

淘大商場 Amoy Plaza



賀年祝福



# 陳家岳：商場重視清晰定位

## Norman Chan: Positioning is Key

租務及管理團隊日夜努力不懈，協助公司達至成為最尊崇的全國性商業地產商的目標。今期的「立體訪談」，我們就與執行董事陳家岳對談，了解他如何領導租務及物業管理團隊的逾3,000位優秀同事，管理公司在香港及國內的龐大租賃物業組合。

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



### 領先同群

面對過往數年競爭劇烈加上經濟疲弱的雙重難關，陳家岳認為制勝之道在對市場有深刻認識——即在每一個城市，都必須釐清自身相對競爭對手的優劣，方能演繹獨有優勢，達至傲視同群。因此，商場定位至關重要。

陳家岳解釋道，由於公司在八個內地城市營運10個項目，必須配合市場演變以至科技發展對購物消閒習慣的影響，花時間微調及鞏固每個項目定位。定位的價值在商場開業後首數年內，不一定即時會反映在表績上，需要長時間維持，他說：「公司於內地的商場一向都是一線商場，而香港商場的定位則因地點而異。」

以上海的恒隆廣場為例，定位就是Home to Luxury。上海的恒隆廣場開業已有18年，憑着與租戶建立的緊密關係，我們得以攜手打造屬於商場的獨特定位。另外，以濟南為例，濟南的恒隆廣場定位就相對大眾化，是適合好友家人相聚的社交熱點。

地理與客戶群的組成對商場定位影響深遠，我們須在每個城市找出那種獨特的元素，以此為基礎建立品牌。

對於香港的商場，恒隆有另一套策略。我們不單單要聚焦高端零售，而是希望憑借香港的國際化都會形象，與客戶在品味的層面上取得共鳴。另外，亦會用主題推廣來演繹其定位，在銅鑼灣的Fashion Walk運用Fashion Intelligence這個連續性的故事就是當中一個好例子。



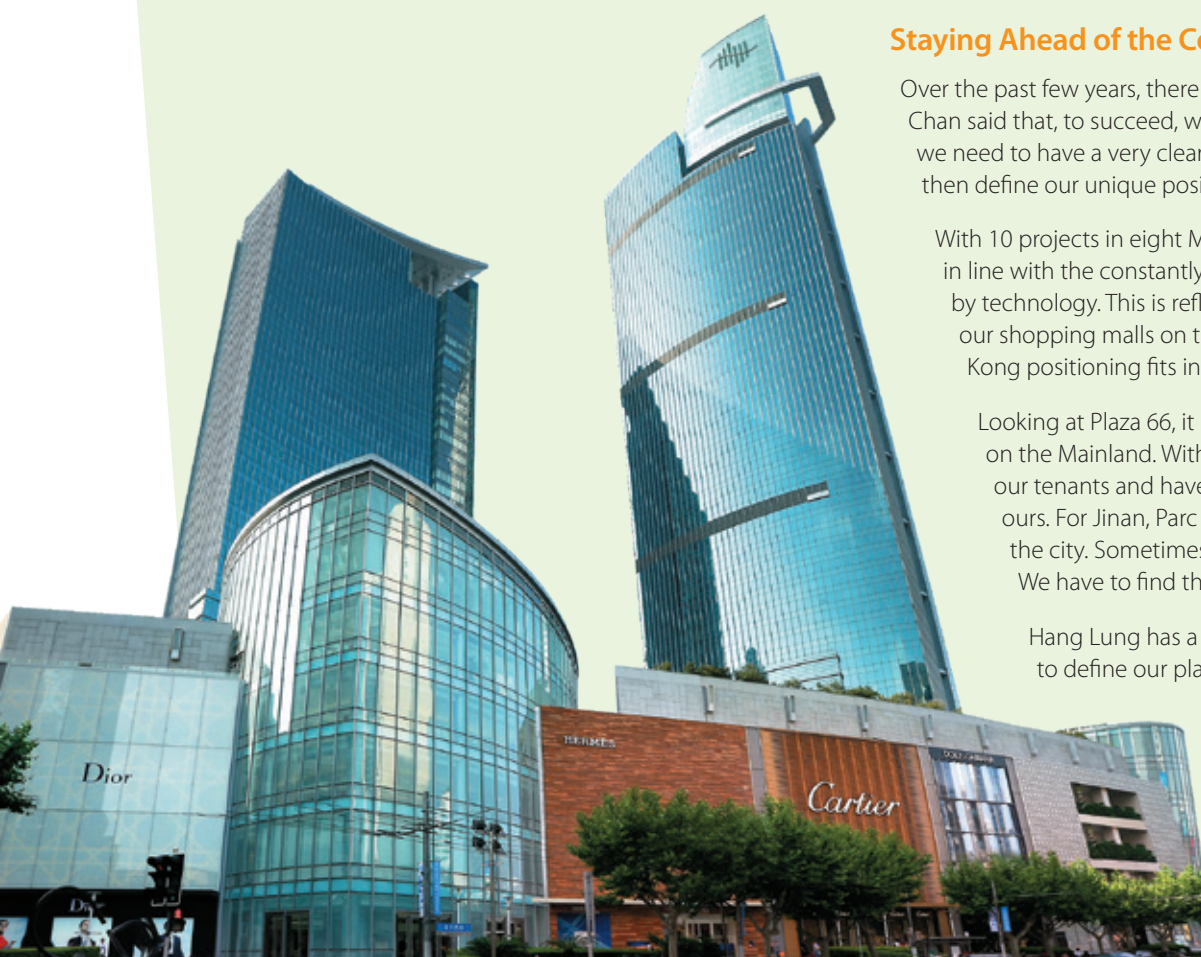
### Staying Ahead of the Competition

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

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

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

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





## 持續求進

對於過去六年，公司致力提升香港的物業及上海的兩大地標，陳家岳就解說道：「我們在2012年啟動資產優化計劃，至今已投入超過港幣20億元。要領先同群，成為內地第一線的商場，必須有最頂尖的硬件。我們借經濟下行的良機，果斷採取行動，維持市場上的競爭優勢。」這策略已為上海的恒隆廣場帶來破紀錄的業績增長，而在香港，雅蘭中心與Fashion Walk的優化項目已經完成，成果讓人滿意。上海的港匯恒隆廣場與山頂廣場的資產優化計劃正進行得如火如荼，預料完成後將進一步提升公司的競爭優勢。

陳家岳表示：「我們積極管理物業組合，回應客戶的需求，同時與租戶緊密合作，達致雙贏局面。客戶體驗是其中關鍵。」他解釋，公司策略是走在市場潮流前端，鎖定目標客戶群最感興趣的商鋪和食肆。除了聚焦能帶動客流的重點租戶外，我們亦加入不同的趣味小店，為客戶帶來嶄新體驗，維持新鮮感。此外，特定商場也可劃出短租形式的空間，在限定時間內設立不同商鋪，例如展銷空間、小攤位、期間限定店等，為客戶帶來別出心裁、有如尋寶一般的購物體驗。我們在香港及內地的商場都應用此策略，從上海的恒隆廣場Prada Spirit期間限定店，到天津的恒隆廣場與天貓合辦的「光棍節」宣傳活動，至旺角家樂坊的金寶湯期間限定店，都是其中的成功例子。

被問及網上購物對商場業績表現的影響，陳家岳認為網購絕對無法取代好的商場。人是社交群體，一個體驗豐富的購物消閒娛樂環境肯定有它的地位。網購的貨品與商場的不相同，主要是令購物更方便及擴大消費市場。各方用心，尋找對策，也可以形成雙贏局面。他以蘋果、小米的銷售模式為例，指出網購的興起，其實能為商場帶來產品推廣及接觸顧客的機會。顧客會先到實體店體驗及購買產品，再於網上訂購或回商場購買更多，增添選擇，兩全其美，因此能提升商場的客流及價值。

除此以外，要真正了解客戶想法，就必須直接與客戶建立聯繫。公司推出客戶關係管理（CRM）計劃，建立專屬客戶資料庫，從而針對客群推出專享服務、優惠、送禮貼士及針對性的市場推廣活動等等，見證公司業務正從與租戶聯繫（B2B）的模式，逐步延伸至與顧客建立直接互動關係（B2C）的領域。



## Constant Improvement

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

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

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

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

## 中央化部門架構提升效率

從公司架構圖可見，除項目營運外，還劃分集團租賃部、集團辦公樓租賃部、業務策劃部、集團市場部等，各個部門的職責為何？陳家岳表示，要掌握競爭優勢，有效管理多元化的租賃物業組合，需要集團的團隊負起統籌角色。「我們一共有2,000多個業務伙伴，其中不少租戶於不同項目均有商鋪，因此需要有一個中央的聯絡點。」此架構能提升業務效率，加強與業務伙伴的溝通，有助與租戶維持長遠關係和信任。除租務外，集團市場部的功能包括搜索及提供國際化的市場推廣元素質量管理，以提升協同效應。至於業務策劃部的團隊就是市場調研及策略的幕後腦袋，他們分析業務的各個層面，包括商場客戶組合、競爭對手、市場趨勢等，協助管理層根據資料數據作出精準判斷。

是次訪談讓我們得以瞥見租務及物業管理團隊的內部運作，如何憑他們鉅細無遺的心思，在每一個決策都考慮周詳，為公司每一個項目訂立無比精確的市場定位。

訪問完結前，我們向陳家岳請教他的管理哲學。他表示用人是關鍵——以人為本，用人唯才。團隊合作固然重要，亦須掌握個人優點，發掘他們的潛力。此外，當同事表現卓越，就應把握時機，儘量即時給予讚賞。每當有改進空間的時候，也應立即提供指引，給予清晰的方向。

## Centralized Departments to Increase Efficiency

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

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

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





星級服務專區 HL Star Service

# 高水平服務的關鍵

## The Key to Achieving Top Service Quality

**高**水平服務不只在於我們提供了什麼給顧客，更在於理解顧客的需要。

恒隆明白，提供服務的過程亦是與客人交流的寶貴經驗，故成立綜合服務部，以增加部門與顧客溝通和互動的機會，並已見成效。部門亦會推行更多舉措，以提升留客率和顧客的忠誠度。其中，由綜合服務部優質管理團隊主導的「顧客滿意度調查」已在內地的商場全面推行，並將於本年度推廣至部分香港項目。

管理綜合服務部的執行董事程鼎一表示：「掌握顧客需求尤為重要。恒隆旗下的購物商場除了為顧客提供世界級設施，亦為他們設計了最佳的顧客體驗；這是讓顧客滿意及鞏固其忠誠度的關鍵。」程鼎一認為，顧客的寶貴意見有助進一步提升服務質素，遂領導其團隊推行此項調查。他補充：「透過調查，我們可針對各個商場和團隊的整體表現，獲得更多有用的資料。」

為了加強報告的可信性和效益，調查以三種方式進行。除了由禮賓部前線員工與顧客進行面對面訪問外，顧客亦可通過掃描二維碼登入調查網站，或在各個商場的微信專頁留言，以表達意見。去年，公司已進行超過7,600個調查。副總經理——優質管理梁偉霖表示：「調查結果令人鼓舞。顧客不但對我們多個方面的服務表示滿意，亦同時就如何持續提升服務質素，提供了具體和具建設性的建議。此調查同時亦是一個有效的方法和工具，推動前線同事主動接觸顧客和提供服務。從長遠來看，我們希望能透過這種每天接觸顧客的習慣，建立主動服務的文化。」他還表示，團隊將繼續進行調查，收集客人的寶貴意見。

《連繫恒隆》的「星級服務專區」將繼續分享體現公司高服務水平的範例，請繼續密切留意，以了解我們如何精益求精，令服務盡善盡美！



◀ 執行董事程鼎一  
Executive Director Dane Cheng



▶ 禮賓部前線員工與顧客進行面對面訪問  
Frontline concierge staff conduct face-to-face interviews with customers



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

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

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

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

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



◀◀ 顧客可通過掃描二維碼登入調查網站，或在各個商場的微信專頁留言表達意見  
Customers could access the survey portal by scanning a QR code, or give feedback on each mall's WeChat page



恒隆這樣走過來 Retracing the Hang Lung Path

# 陳曾熙和胡應湘——對合和中心的遠見

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

**位**於灣仔的合和中心，樓高66層，當中有接近50層為寫字樓。每天早上，附近一帶車水馬龍，有不知多少人在這裏上班。

如果，合和中心不是寫字樓，又有沒有現在的川流不息？

「當年很多人都不看好我這個概念，不相信這個寫字樓會成功，惟獨是熙哥。」

現年82歲的合和實業董事長胡應湘爵士接受恒隆歷史書的訪問，在回顧與恒隆創辦人陳曾熙先生的點滴時，想起了在1972年，與他的對話。

「我告訴他想把地皮用來建樓高幾十層的寫字樓。他沒有說什麼，卻親身走到地盤，從頭到尾走了一圈。然後跟我說：『你把這個起好以後，晚上什麼地方也不用去了！』」

當時胡爵士對陳曾熙先生的說話不明所以，後來才明白，其實就是說寫字樓會很成功，有了它，什麼地方也不用去了。

胡爵士表示，他於1969年開始，用了三年時間，逐步購入了13幅地皮。至1972年合和上市前一個月，他完成所有收購。當他向友人透露起寫字樓的想法時，有很多人都不看好。有些建議他興建住宅，有些只說不會成功。惟陳曾熙先生話也不說，自己親身走了一趟後，得出說話一句。

還看今朝。合和中心寫字樓，就是空前成功。

「他就是這樣有遠見。」胡應湘爵士說。



▲ 相片來源：互聯網／網上照片  
<http://twpcentre.weshare.hk/oceandeep3000/articles/756885>

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

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

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

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

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

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

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

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

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



▲ 插畫：麥東記  
Illustration by: Don Mak

## 「型·聚旺角」營造獨特購物體驗

### A Unique Shopping Experience at the Place WHERE TRENDS MEET

**公**司自2012年起持續有序地展開資產優化計劃，致力提升香港的核心物業組合的競爭力。繼雅蘭中心完成提升後，另外兩個坐落旺角的物業——家樂坊及荷李活商業中心亦即將進行優化，工程包括翻新外牆、升降機大堂、停車場出入口等，以營造更優質的營商環境。雅蘭中心、荷李活商業中心及家樂坊更以「型·聚旺角」為策略定位，積極引入多個國際潮流品牌旗艦店，並定期開設期間限定店，成功為這個傳統購物地區注入新動力。

過去兩年，旺角的物業組合引入多個品牌並開設其在香港的首間旗艦店，當中包括6IXTY8IGHT及迪卡儂。此外，出前一丁的清仔、充滿香港特色的美食車，以及來自日本九州的熊本熊亦先後進駐家樂坊開設期間限定店，並推出一系列嶄新的推廣，為顧客帶來全新的購物體驗，鞏固公司物業在區內的地位。三大物業將打造強勢鐵三角，發揮更大的協同效應。

由4月1日起（星期日），栢裕商業中心將與毗鄰九龍區最大的H&M概念旗艦店及星巴克特色店將統一稱為家樂坊，以確立其區內的主要地標的角色。



◀ 栢裕商業中心與毗鄰九龍區最大H&M概念旗艦店及星巴克特色店將於2018年4月起統一稱為家樂坊  
Starting from April 2018, the Park-In Commercial Centre, together with the adjacent H&M flagship store and Starbucks specialty store will be renamed Gala Place

## 商場聚焦 Eye on HL Malls

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

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

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



# 新年、新店、新氣象！ New Year, New Stores, New Beginings!

踏入新一年，Fashion Walk繼續有新氣象，多家人氣商店和食店陸續開幕！日本人氣品牌Kura Chika by Porter及來自台灣並以水果茶聞名的「一芳」於2月登陸Fashion Walk的Paterson；而來自新加坡的「天天海南雞飯」及主打手工啤酒的The Artist House亦接力於3月開幕。

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



**Kura Chika by Porter**

銅鑼灣Fashion Walk百德新街42-48號  
地下A舖  
Shop A, G/F, 42-48 Paterson Street,  
Fashion Walk, Causeway Bay

情人節碰上春節，正好用愛為狗年揭開序幕！恒隆旗下多個商場舉辦了不同的春節及情人節慶祝活動，希望大家在愛的季節，感受一個與別不同的新年！

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

## 當春節 遇上情人節 *A Romantic Chinese New Year*



淘大商場  
Amoy Plaza



康怡廣場  
Kornhill Plaza



山頂廣場  
The Peak Galleria

雅蘭中心、  
荷李活商業中心及家樂坊  
Grand Plaza,  
Hollywood Plaza &  
Gala Place



Fashion Walk



一芳

Yifang Taiwan Fruit Tea

銅鑼灣Fashion Walk記利佐治11-19號  
1樓F-17號舖  
Shop F-17, 1/F, 11-19 Great George  
Street, Fashion Walk, Causeway Bay



天天海南雞

Tian Tian Hainanese Chicken Rice

銅鑼灣Fashion Walk京士頓街9號  
地下H2舖  
Shop H2, G/F, 9 Kingston Street,  
Fashion Walk, Causeway Bay



The Artist House

銅鑼灣Fashion Walk京士頓街9號  
一樓G4舖  
Shop G4, 1/F, 9 Kingston Street,  
Fashion Walk, Causeway Bay



市府恒隆廣場·瀋陽  
Forum 66



港匯恒隆廣場·上海  
Grand Gateway 66



皇城恒隆廣場·瀋陽  
Palace 66



恒隆廣場·無錫  
Center 66



恒隆廣場·大連  
Olympia 66



恒隆廣場·天津  
Riverside 66



恒隆廣場·上海  
Plaza 66



恒隆廣場·濟南  
Parc 66





# 捕捉吧！ 恒隆 X 攜程AR遊戲

## Got Cha! Hang Lung x Ctrip AR game



去年10月，公司與內地著名在線旅遊服務公司「攜程旅行網」合作推廣萬聖節活動後，Fashion Walk、家樂坊、荷李活商業中心和雅蘭中心在2月9日至28日期間亦與「攜程旅行網」合作，推出為農曆新年而設的擴增實境遊戲「捉King有賞」，將推廣結合科技，吸引更多遊客到訪，認識我們旗下商場的玩樂好去處，從而推動O2O (Online to Offline) 的發展，帶動商戶的銷售。

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



▶ 玩家集齊特定貼紙組合便可換取商戶優惠  
Players can get a tenant offer or gift e-coupon when they collect a specific collection of stickers and redeem them in our malls



恒隆廣場·上海  
Plaza 66

## 甚麼是Prada Spirit? What is Prada Spirit?



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

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

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

◀ 秦舒培以淺藍色上衣搭配印花裙與大衣外套，將優雅與前衛結合得恰到好處  
Qin Shupai has demonstrated the combination of elegant and chic with a light blue top, a printed skirt and a reefer jacket from the latest collection

Prada Spirit旨在提供另類購物體驗，以及於獨一無二的位置提供獨特產品，好讓顧客在輕鬆舒適的氣氛中分享和交流。

Prada Spirit期間限定店以時尚優雅的經典義大利咖啡店為概念，展出一系列獨家的皮包及配飾。店內擺放着紅色天鵝絨沙發和黑色咖啡桌，顧客可以在舒適的環境中瀏覽產品目錄。店內中央則以酒吧設計的展示區展出產品，透明的陳列櫃檯，配上高腳椅，讓顧客尤如置身酒吧中並得以好好放鬆。

Prada Spirit於2月3日（星期六）在上海的恒隆廣場舉辦開幕酒會，著名模特兒劉雯、秦舒培、王弘宇、陳燃和Linda驚喜亮相，一同欣賞Prada新春限定系列。

- ◀ Prada Spirit期間限定店以時尚優雅的經典義大利咖啡店為概念  
The main concept of the Prada Spirit pop-up store is a trendy yet elegant Italian coffee shop
- ▼ 店內中央則以酒吧設計的展示區展出產品  
A bar that is set in place at the middle of the store showcases all the products







潮動社區 | 恒隆·築跡——年輕建築師計劃 Hi! Community | Hang Lung Young Architects Program

# 恒隆年輕建築師探索城市設計與規劃

## Hang Lung Young Architects Explore Concepts of Urban Design and Planning

**超**過300名對建築充滿熱誠的中學生於3月3日（星期六）再次聚首一堂，參加了第二個「恒隆·築跡——年輕建築師計劃」（下稱「計劃」）講座暨工作坊。大會邀得2015年青年建築師獎得主梅詩華女士擔任題為「舊瓶新酒：世界舊建築的創意大變身」的主講嘉賓，獲得全場同學的不少掌聲。

當天最具挑戰性的環節非工作坊莫屬了。不同組別的同学需要以九龍東為藍本，作出適切規劃，並為該區設計一座地標。同學們扭盡六壬，為該區的發展提出了多項建議，包括將之規劃成旅遊點、購物點或平民住宅區等。大會評判根據他們的創意、所運用的知識及團隊精神選出了頭三名的組別，贏取一張特別的世界地圖，以鼓勵他們用自己的足跡探索世界。

第一屆的「計劃」即將進入最後的衝刺階段，各組別正密鑼緊鼓為「建築路線設計比賽」做準備。透過比賽，他們將自行設計建築路線，並於稍後成為導賞員，親自帶領大會評審走過自設路線，以贏得於暑假期間前往海外參與建築導賞團的機會。

「計劃」於去年10月推出，透過一系列的互動工作坊、講座、導賞團及路線設計比賽，鼓勵300多名中學生了解香港建築的特色、其背後的故事，以及建築與人之間的關係。

▼ 總經理——集團傳訊羅淑雯（右）與活現香港共同創辦人陳智遠（左）頒發予其中一隊在工作坊中得獎的學生  
General Manager – Corporate Communications Betty Law (right) and Co-founder of Walk In Hong Kong Paul Chan (left) present the prize to one of the winning teams at the workshop



- ▲ 學生在工作坊學到城市設計與規劃的理論後，透過合作設計模擬城市及理想中的地標  
Students get hands-on experience in designing their own city and iconic landmark after learning about the concepts of urban planning and design at the workshop
- ▼ 本地年輕女建築師梅詩華女士與學生分享如何為舊建築進行創意大變身  
Young local architect Ms. Sarah Mui shares on how to bring about change in cities that have historic buildings



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

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

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

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

請即掃描 QR code 觀看影片





## 綠色行動 Green Actions

## 不一樣的體驗 提升室內空氣質素

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

你 經常到訪哪一個商場？經常逛該商場的原因又是甚麼？

商場設計時尚、定位鮮明、店舖吸引，這些硬件部分，固然是吸引客流的重要原因；硬件以外，軟件部分的客戶體驗更是商場的致勝關鍵。貼心的顧客服務、適中的室內溫度、乾淨清新的洗手間，全都是顧客所考慮的範疇。恒隆地產更多行一步，就連室內空氣質素也細心照顧。

恒隆地產建造及營運旗下物業時，一直以人為本，積極推出改善環境及關注健康的舉措。我們自2017年起投放超過港幣4,000萬元，分階段提升旗下在內地的商場及辦公樓的空氣淨化裝置，為員工、商戶、顧客及市民大眾提供一個更健康舒適的生活空間。

恒隆的提升室內空氣質素計劃特別為旗下的內地物業環境需要而設，採用高端的設備包括達醫院級的高效袋式過濾器、紫外線殺菌燈、靜電除塵器及光觸媒過濾器等。計劃可為恒隆地產旗下物業過濾高達八成的空氣污染物包括PM2.5，讓場內空氣質量超越一般甲級商業大樓的標準。

計劃首階段已於內地三個項目——即上海的恒隆廣場、無錫的恒隆廣場及濟南的恒隆廣場完成，並將於本年度陸續在其他城市包括瀋陽、天津及大連的項目推行第二階段工作，讓各地顧客及租戶走進我們的物業時，都有不一樣的舒適體驗。

What makes a mall a favorite among the people?

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

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

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

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

## 潮動社區 | 恒隆廣場·天津 Hi! Community | Riverside 66

寒冬中的一點暖  
Warmth in the Cold

遇上寒冷的天氣，同事們大可以安坐於公司，但消防員仍需要堅守在前線，以看守所屬的區域。有見及此，天津的「恒隆一心」義工隊於2月12日（星期一）帶同飲品到和平消防支隊勸業場中隊，希望在嚴冬為消防隊送上一點溫暖，以感謝他們一直以來所提供的協助。

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





綠色·恒隆 HL Sustain

# 氣候危局新出路？

## What do you know about Climate Change?

**自**工業革命以來，頻繁的商業活動排放大量溫室氣體。根據國際能源署數據顯示，全球於2016年的二氧化碳總排放量高達32.1億噸<sup>1</sup>，使氣候變化日趨嚴重。全球氣溫的上升將導致極端天氣現象的發生機率以倍數增加，衍生大量環境及社會問題。持續增強的熱浪、乾旱及熱帶氣旋、冰川溶化導致極地生物缺乏棲息地、因天災被迫遷移居住地而衍生的氣候難民等，只是氣候變化帶來之後果的冰山一角。

聯合國195個成員國於2015年12月就《巴黎協議》內容達成共識，目標為將全球平均氣溫升幅控制在工業革命前水平以上低於攝氏2度之內，並致力限制升幅於攝氏1.5度之內<sup>2</sup>，並同時於2050年把全球二氧化碳總排放量較2010年減少49%。由2023年起，所有簽署國包括中國每隔五年都會各自評估和報告有關抑制氣候變化科技、配套及措施帶來的整體成效。此協議依賴每一個人共同朝着同一目標進發，而恒隆亦為對抗氣候變化積極興建綠色建築，為下一代建構更可持續的將來。

Since the Industrial Revolution, the increase in commercial activities has caused a massive amount of greenhouse gas emissions. According to data published by International Energy Agency, global carbon dioxide emissions reached 32.1 gigatonnes<sup>1</sup> in 2016, further worsening the problem of climate change. Rising global temperatures will greatly increase the probability of extreme weather phenomenon, which could have tremendous environmental and social impacts. Intensifying heat waves, droughts and tropical cyclones, reduced habitat for polar creatures due to melting glaciers, and increasing numbers of climate refugees due to destruction and changes in the natural environment are all examples of the countless consequences of climate change.

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

Reference:

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



### 員工動態 Staff Focus



工作累了？  
開懷大笑一下吧！  
Let's Smile!

**都**市人生活節奏急促，在繁忙的工作中，往往承受了過多的壓力也不察覺，忽略了心靈健康。公司當然關注同事的情緒健康，特此推出「僱員身心健康計劃」，透過一連串的活動，從辦公室的佈置，以至舉行大笑瑜珈工作坊等，落力保護恒隆每一位員工最真切的笑容和最寶貴的心靈。

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





# Fashion Walk 團隊分享如何化解「針織裝飾」的危機

## Knit Art Incident Sharing by Fashion Walk Team

社交媒體及平台大行其道，要識得「玩」絕對需要了解現時的網上生態。近百位同事於2月21日（星期三）參與由Fashion Walk團隊主持的午間講座，分享在剛過去的聖誕節，如何化解「針織裝飾」事件，交流處理網上危機的經驗。

講座中，董事——租務及物業管理蔡碧林、總經理——租務及物業管理羅欣琪及Fashion Walk團隊分享如何與政府部門、區議員及其他持份者溝通，尋找解決方案，最終避免事件演變成危機。「事件發生當日網民群情洶湧，媒體紛紛從不同渠道查詢，Fashion Walk團隊及負責公司危機管理的集團傳訊部即時商量應對策略。」蔡碧林說。

董事——集團傳訊及投資者關係兼集團危機管理經理關則輝表示：「完整的紀錄對危機處理極為重要，可以成為有力的理據，為公司提供保障。就個別惡意言論，同事亦無需過分反應，反而要冷靜思考應對策略。在瞬息萬變的世代，團隊合作更為重要。」



▲ 執行董事陳家岳（左四）、關則輝（左一）、蔡碧林（右四）、羅欣琪（右三）與Fashion Walk推廣部及集團傳訊部同事在「針織裝飾」事件中分工合作  
Executive Director Norman Chan (4<sup>th</sup> from left), C.F. Kwan (left), Bella Chhoa (4<sup>th</sup> from right), Katherine Lo (3<sup>rd</sup> from right) and colleagues from Fashion Walk team and CCD work together to resolve the "knit art incident"

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

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

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

## 我們的法律防線

### Our Legal Guardian

同事們可能還未有機會詳細了解法律及秘書部的工作。先簡單介紹一下：秘書部需要處理公司在香港持有的228間子公司，以及內地超過100間子公司的大小事宜；而香港和內地的法律部除了需要處理公司整個資產組合的法律問題之外，同時還要應付保險、商標註冊和監督等事務……

為了讓同事了解更多法律及秘書部的工作，公司於3月2日（星期五）舉辦了一場午間講座，由董事——總法律顧問及公司秘書甄嘉雯、法律主管（香港）謝育華、總經理——法務（內地）張雲和高級經理——公司秘書謝佩玉，詳細講解所屬部門的運作，並回答同事的提問，加深同事對法律及秘書部的了解。



▲ 甄嘉雯詳細講解法律及秘書部的運作  
Margaret Yan gives an overview of the operation of the Legal & Secretarial Department

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

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



# 恒隆綠「惜」迎新春

## Hang Lung's Green Spring for the New Year

每逢大時大節前後都是棄置廢物的日子，故公司特別推出以「恒隆綠『惜』迎新春」為主題的三個活動，包括讓同事以物易物，送出閒置物品的「新春大筴地」；由同事發揮創意，創作宣傳減廢信息揮春的「綠『惜』揮春比賽」；以及給予利是封重生機會的「利是封回收重用大行動」，鼓勵同事在慶祝新年的同時，亦要減少棄置廢物，為環保出一分力。

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



### 新春大筴地 Hang Lung Spring Barter

連續第二年舉行的「新春大筴地」二手易物活動收集了近400件由同事捐出的物品，為這些舊物尋找新的主人。

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

▲ 同事從舊物中尋寶，既可減少浪費，又可滿足需要  
Colleagues get their desired items while at the same reducing wastage



### 綠「惜」揮春比賽 Green Spring Couplets Competition

除了讓舊物重生外，公司在香港多個辦公室放置了文房四寶，讓同事動動腦筋，創作與環保有關的新年賀詞，並由董事——租務及物業管理兼可持續發展委員會副主席蔡碧林及可持續發展組成員選出六個最具創意及切題的揮春。

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



冠軍得主  
Champion

▲ 綠「惜」揮春比賽冠軍得主——租務及物業管理林世雄  
The Champion of Green Fai Chun Competition, Lam Sai Hung, Leasing & Management



▲ 董事——項目管理勞建亮(左)及董事——集團審計曾殿科(右)把舊利是封放進收集箱  
Director – Project Management Adrian Lo (left) and Director – Corporate Audit Ricky Tsang put used red packets into the collection box

### 優異獎得主 Merit Award Winners



▲ 租務及物業管理江惠珊  
Vincci Kong, Leasing & Management



▼ 發展及設計康杏旋  
Ann Hong, Development & Design



▲ 綜合服務(工程)蘇柏兒  
Peony So, Service Delivery (Technical)

▼ 租務及物業管理陳勵如  
Chan Lai Yu, Leasing & Management



▲ 租務及物業管理黃靚  
Wong Lan, Leasing & Management



### 利是封回收重用大行動 Red Packet Reuse Program

另外，管理層派發開工利是給員工後亦身體力行，支持回收利是封的活動，給予利是封新生機會。

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



# 2018恒隆龍舟隊啟航

## Hang Lung Dragon Boat Team 2018 Sets Sail



距離端午節還剩四個月，恒隆龍舟隊已急不及待展開今年的首次集訓！新一屆隊員於2月24日（星期六）無懼寒冷天氣，在專業教練的指導下於沙田城門河訓練，學習划龍舟的技術，為今年端午節的龍舟競渡賽努力備戰！

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

▶ 原圖  
The original photo



APP +

## 素顏拍照一樣得

### The Perfect Selfie without Makeup

Youth

使用Youth功能回復青春肌膚  
Use the Youth function to get youthful appearing skin

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

Puffy

Makeup

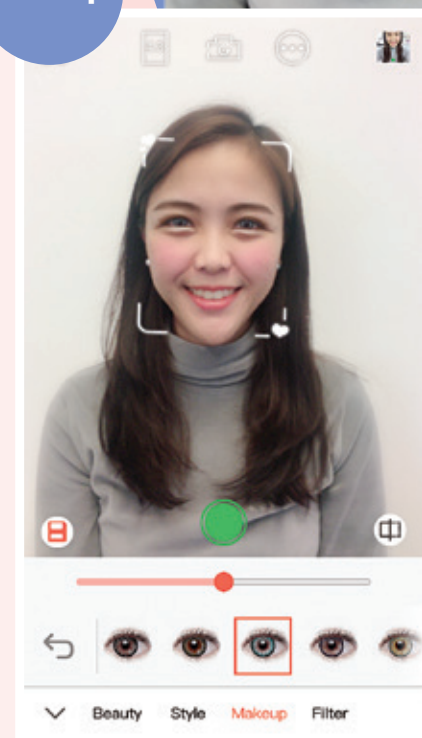
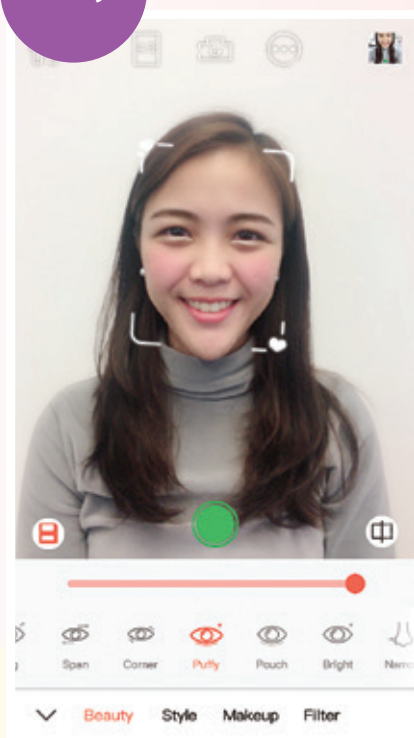
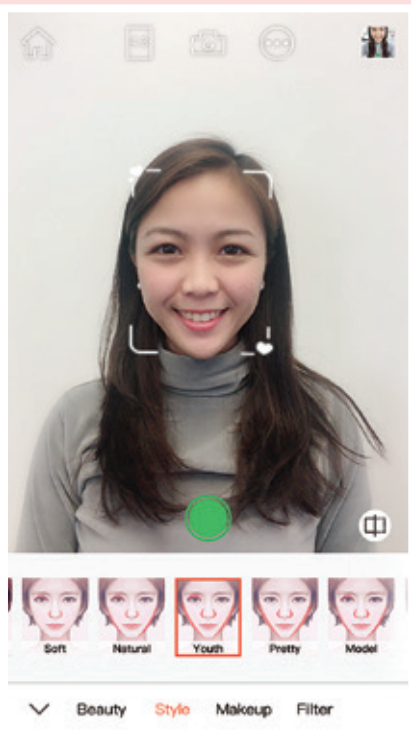
▶ 修圖後  
The edited photo



承接上一期的介紹，今期主打人像攝影。坊間已有不少的彩妝App，可以瞬間拍出亮麗的美照。素顏拍照根本沒有難度。今次介紹的是設置專屬美顏效果的「无他相机」，小至眼型眼妝，大至臉型全妝都可輕鬆調教，更能輕按一鍵回復青春，讓你隨時都能拍出完美照片。

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

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





型品屋 Chic Corner

# 最新最潮修身法

## Latest Tips for Keeping Fit

無法抵擋各式各樣賀年美食的引誘，不小心過了個「肥年」，迎接狗年來臨的同時亦迎來了數十磅的肥肉？今期「型品屋」請來Goji Studios運動及科學總監李韋煜博士為大家介紹最新最潮的健身理念，集健身計劃、營養諮詢及設計健康美味膳食於一身，希望各位可以健康輕鬆地減磅，在夏季前塑造美好身形。

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



### 30/70黃金規律

#### The Golden 30/70 Rule

部分人對於正確而且有效的健康減肥方法有誤解，認為做運動就能有效減肥，但其實控制飲食更為重要。李博士與我們分享：「控制體重的黃金方程式，運動只佔三成，另外七成靠飲食。不少滿有決心減肥的朋友勤奮做運動，但卻沒有控制飲食和選擇對的食物，令減肥徒勞無功。」他舉出案例，一位體重約60公斤中等身形的女士，每星期運動約三至四小時，只要每天進食大約1,200至1,500卡路里，便可以有效減少脂肪的積聚。如配合減少進食碳水化合物、糖、酒精和奶類產品，修身效果更為顯著。

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



### 專屬私人健身課程

#### Personalized Training Program

最近流行「個人化」，原來健身課程亦要個人化！李博士指出，專業私人健身教練可以因應健身者的身體狀況和需要而定立針對性的訓練計劃。例如需要在結婚前瘦身減磅的女士與因為健康問題需要控制體重的男士，所需要的訓練和膳食計劃截然不同。另外，教練亦會定期為健身者作評估及營養諮詢，適時修訂訓練計劃以確保計劃達至滿意的效果。

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



**李韋煜博士 Dr. Justin Lee**  
Goji Studios 運動及科學總監  
Goji Studios' Director of Sports and Science

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## 築跡 City Contour

## 銅鑼灣：中西交融

Causeway Bay:  
When East Meets West

**集**購物與娛樂於一身的銅鑼灣，其歷史文化背景深厚，沿途不難發現形形色色的建築風格。既有半八角形的傳統中式廟宇、中國文藝復興式的教堂，亦有新古典主義建築風格的華人福利團體總部。中西合璧的建築，新舊並存的城市景致，每一處都記載了香港由殖民地時期至今的演變過程。

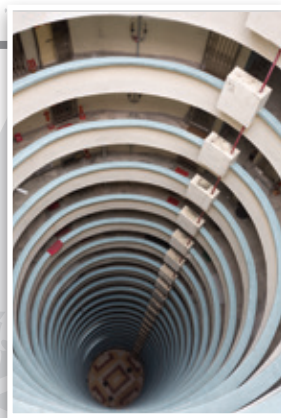
Causeway Bay is not just about shopping and entertainment. In fact, there is a surprisingly rich amount of history and culture in the delightful variety of architecture the district offers. Causeway Bay is home to an array of interesting structures, from an octagonal Chinese temple, an impressive Chinese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

## 蓮花宮 Lin Fa Temple

1

蓮花宮建於1863年，其八角型建築是香港中式廟宇之中獨一無二的。這裏亦是一年一度大坑舞火龍傳統的起站。

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



2

## 勵德邨 Lai Tak Tsuen

公屋設計，通常都是Y型或H型，圓筒型你又見過嗎？那麼，你一定要到訪勵德邨！它落成於1975年，其中勵潔樓和德全樓採用獨特的圓筒形設計，每個單位圖則呈扇形，設計有助採光及空氣對流。

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

3

## 浣紗街 Wun Sha Street

浣紗街的「浣紗」指昔日當地居民可在毗鄰的水坑洗衣，如今其北段部分已被覆蓋為「火龍徑」，成為一年一度大坑舞火龍傳統儀式的其中一個主要場地。

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



4

## 書館街十二號前孔聖義學 Hung Shing Yi Hok, No. 12 School Street

前孔聖義專收容貧窮子弟，所以建築風格也儘量樸實，它採用立方體外型、平屋頂設計、白色牆身等元素。現址重建於1949年，被評為三級歷史建築。

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



5

## 香港中央圖書館 Hong Kong Central Library

香港中央圖書館於2001年啟用，為全港最大的公共圖書館，屬後現代主義風格，室外立面以混合仿希臘柱式、仿文藝復興窗扉及現代玻璃幕牆為設計特色，室內仿效港式商場設中庭及子彈升降機。

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

## 聖瑪利亞堂 St. Mary's Church

6

聖瑪利亞堂在1937年落成，屬中國文藝復興建築風格，是香港島所獨有。

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



7

## 基督君王小堂 Christ the King Chapel

如今要找到戰前古典復興風格建築，果真買少見少。建於1930年的基督君王小堂，優雅而莊嚴，最突出是，這裏以圓形頂蓋設計配上柱頂雕花的格林多柱。有趣是，聖堂內部沒有任何阻礙視線的柱樑，全部建於室外，換句話說，一眼就可以看盡整座建築的特色！

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

怡和街環形行人天橋  
Pedestrian Footbridge in Yee Wo Street

8

「兜過幾個圈，看木馬旋轉……」銅鑼灣這座環形天橋，遠看已經夠獨特。1985年興建的原因，全為了方便途人遊走交通繁忙的怡和街。環形的設計獨特，是當時香港第一座環形天橋，吸睛度之高連《攻殼機動隊》真人版電影都來取景！

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

商場也是景點？是的！Fashion Walk位於銅鑼灣核心地帶，集四條街道於一身，包括記利佐治街、百德新街、京士頓街及加寧街。Fashion Walk以前是日資百貨公司的集中地，包括大丸百貨公司（現時室內購物中心）及松坂屋（現時的恒隆中心）。香港的第一間麥當勞，當年也開設在恒隆中心呢！如果你有留意，以往搭乘小巴的時候，通常會叫「大丸有落」，亦即是現在的Fashion Walk了。

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

9

## Fashion Walk





# 請教盧師傅 Chef Lo's Kitchen



## 三色咕嚕肉 Sweet and Sour Pork



盧師傅教路  
Chef Lo's Tips

**A** 醬汁方面，用山楂水代替白醋味道更佳。  
For the sauce, it's better to use Hawthorn water instead of white vinegar.

**B** 最後落鑊炒，應先將所有配料及醬汁炒好埋芡後，才將豬肉落鑊快炒數下即上碟，以保持肉質鮮嫩。  
To complete the dish, fry all the other ingredients, except the pork, with the sauce first to keep the pork crispy.



◀ 管理培訓生譚國希 (右)  
Management Trainee Kevin Tam (right)



### 做法 Directions

#### 醃製豬肉 Preparation of the Pork

- 1 先將豬肉洗乾淨，用廚房紙印乾並切粒。  
Rinse the pork and pat dry with a kitchen towel. Cut into small chunks.
- 2 將醃料、蛋和生粉加到肉粒中並拌勻。  
Add the marinade, an egg and some potato starch to the pork and mix well.
- 3 將肉雪藏一小時。  
Refrigerate for an hour before cooking.
- 4 從雪櫃取出豬肉，加入生粉並輕輕用力扼成球形。  
After marinating for an hour, use potato starch to coat the pork and form it into a spherical shape.

#### 炸豬肉 Pan Fry the Pork

- 5 中火將油加熱，當油加熱至起泡後，將豬肉落鑊。  
Heat the oil in a pan on a medium heat. When small bubbles emerged from the heated oil, switch to low heat and add the pork into the pan.
- 6 炸大概10分鐘至金黃色後可上碟。  
Pan fry them for about 10 minutes until they become golden brown. Then, remove from heat.
- 7 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 **A**

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

#### 上碟 Complete the Dish **B**

- 9 預備一個平底鑊，倒入甜酸汁、炸好的豬肉、三色椒及菠蘿片炒勻。  
Heat a pan with oil and toss the fried pork, peppers, and pineapple in the sauce.
- 10 加入生粉芡。  
Add potato starch mixed with a little water to thicken the sauce.
- 11 待醬汁變得黏稠，炒勻即成。  
Stir fry till the sauce thickens and coats everything. Serve while hot.

#### 材料 Ingredients

梅頭 Pork shoulder	400克 400g
三色椒 (切片) Bell peppers (red, yellow, and green) (sliced)	各半個 Half of each color
菠蘿片 (切片) Pineapple (sliced)	1罐 1 Can
生粉 Potato starch	適量 Enough to coat the pork

#### 醃料 Marinade

紹酒 Shaoxing wine	1茶匙 1 Teaspoon
生抽 Soya sauce	1茶匙 1 Teaspoon
糖 Sugar	1茶匙 1 Teaspoon
鹽 Salt	1茶匙 1 Teaspoon
胡椒粉 Pepper	適量 To taste
雞蛋 Egg	1
生粉 Potato starch	1茶匙 1 Teaspoon

#### 醬汁 Sauce

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



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「建」多識廣 ArchiFun

# 進擊的數據中心

## Rise of the Data Center

文：高級經理—成本及監控張宇翔

By Senior Manager – Cost &amp; Controls Eugene Chang

今時今日，不論在地鐵上、餐廳內、甚或走在街上，處處都是機不離手，眼中只有智能手機屏幕的「低頭族」。益普索市場研究集團發現，年齡屆乎15至24歲的香港人中有超過八成擁有智能手機，而在50歲以上的群體中亦有33%為智能手機用戶。此外，據研究機構高德納估計，全球有超過84億部連接至互聯網的裝置，至2020年更將激增至204億部。利用數據服務，即使是來自南美的韓迷也輕易可觀賞到地球另一端的韓星現場演出；同時，電競運動亦隨數據網絡發展興起，更將在2022年首度成為於中國舉辦的亞運會項目之一。網上遊戲、視像串流、流動裝置合共佔有全球60%的網絡與數據頻寬，令數據中心等基礎設施需求日增，同時帶來龐大的電力消耗。

數據中心可算是由電腦組成的巨大數據倉庫，能支持不同行業交易、營運之用。數據中心一般設置有網絡架構及伺服器，每日24小時無間斷運作。以一般的數據中心來說，單是散熱系統，已佔總電力消耗的40%之多。今日，數據中心已成為建造商最常興建的建築類型之一。全球兩座最大型的數據中心就位於中國及美國，分別佔地720萬及630萬平方呎。單計2017首半年，環球企業及基金已投資多達182億美元在美國本土興建數據庫，為2016年同期的兩倍。隨著數據中心規模與數量不斷增長，消耗的電能也同步上升。2015年，全球數據中心總電力消耗為416兆瓦，達全球電力消耗的3%，比整個英國的消耗量還要多40%，碳排放亦達全球總排放量的2%——相等於航空業的排放！

全球最大的網絡企業如谷歌（Google）、Facebook與亞馬遜（Amazon）等都致力減少數據中心消耗的電力。美國與挪威合資的數據企業Kolos就提議於北極圈內興建全球最大的數據中心，利用當地寒冷、乾燥的空氣，配合海水作自然冷卻用途，讓數據中心無須安裝耗能的空調裝置。此數據中心也利用潮汐發電供電，以可再生能源代替產生碳排放的化石燃料。

與此同時，自2016年起微軟正試驗海底的數據中心，稱為Project Natick。該數據中心處於加州中部30呎深的水底之下，是一個闊8呎、內置伺服器的防水鋼製金屬箱，外連數條喉管抽取海水作降溫用途。因為海洋的溫度很少會高於攝氏15度，所以作降溫之用，既穩定又減省了成本。另外，圓形的金屬箱亦是抵禦水壓的最佳形狀，而金屬箱亦可依從海浪及潮汐能中獲取能量使用。

經初步成功試驗，微軟下一步的目標為設立「獨立式水底數據中心」，可無須任何維修自行運作五年之久。

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

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

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

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

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

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



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