

Interview with  
**Ronnie C. Chan** 专访陈启宗

8 | 程鼎一：赢取顾客的心  
Dane Cheng: Winning the Hearts of Our Customers

20 | 恒隆周年晚宴2018  
Hang Lung Annual Dinner 2018

26 | 京士顿街的手工啤狂热!  
Enthusiasm for Craft Beer  
Bubbles-over at Kingston!

Interview with

# Ronnie C. Chan

## 专访陈启宗

董事长陈启宗先生自1991年起亲笔撰写年报内的《致股东函》（函件），一直开诚布公，将公司的业务发展策略，以及自己对香港、内地和环球经济的看法，一一收录在函件内，与读者分享。为了更深入剖析最新一份函件的内容，并了解陈启宗更多独特的想法和见解，《连系恒隆》安排了一次访谈，邀请他阐释部分重点。

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

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## 恒隆的传承与未来

陈启宗去年首次谈及管理层继任的安排，并于今年3月宣布委任新行政总裁的消息。

他在本年函件中表示“需要委任更多年轻和深谙科技的人士加入董事局”，

当问及所指的是不是即将加入恒隆的卢韦柏先生，他回答：“Weber（卢韦柏）虽然只有47岁，但他在P&G（宝洁香港有限公司）、Coca-Cola（可口可乐中国有限公司）、花旗银行有廿多年的管理经验，是相当成功的。我认为这（管理经验）对公司很重要。”

说着，陈启宗回想起公司在2010年时的营运状况：“今日的情况与2010年有很大分别，公司内部当时有极大的不确定因素，今日的相当小。”陈启宗所指的不确定因素，除了管理层变动外，还有公司的业务在八年间发展至内地八个城市，他续说：“公司增加了很多物业，起楼多了，租务又多了，营运不确定性极高，（20）09、（20）10、（20）11，那两、三年最不稳定。在Philip（现任行政总裁陈南禄先生）带领下的过去八年，（我们）做了很多基础工作。”

随着恒隆大部分项目的先后落成，公司的营运策略已由“买地起楼”及与租户联系（B2B），转为重视管理和营运、客户服务和与顾客联系（B2C）的租赁业务，故公司将来的领导人一定要在管理方面表现出色。提到这一点，相信大家都想知道，陈启宗期望“新拍挡”——卢韦柏和陈文博——将会为公司带来怎样的改变。

“他们（卢韦柏和陈文博）比较幸运，最‘不幸’的就是Philip，Nelson（袁伟良先生）的年代都是困难。”陈启宗续说：“卢韦柏、陈文博，他们要做的，就是将这架车（恒隆）做到世界级，可以去F1方程式。”回顾去年4月，陈启宗亦曾在《连系恒隆》的访问中表示，只要把车调校得好，不仅可以省油，更重要是可以减低磨损，并一直行驶畅顺，拿取一级方程式赛车大奖。



## 过度自由的影响

鲜有人有挺身敢言的道德勇气，去指出大众普遍认为是对，但事实上明显是错的事情。

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

陈启宗认为，这正正是“现代奴隶思想”。他以往曾经提出过，可能引致世界大乱的八个原因（自然灾害、气候变化、流行病、恐怖主义、网络战争、战争、经济崩溃、科技发展带来的不能预知后果），当被问到“现代奴隶思想”会不会是第九个原因时，他表示：“不是，它是隐藏在八个原因背后的推动力。”

陈启宗口中的“现代奴隶思想”是由于“过分自由”而起的，他在本年的函件中指出，“任何人胆敢道出忌讳，指出我们已有足够什或太多自由，均会受大众谴责。在这方面，我们似乎没有自主思考和自主发声的自由，思想和言论由社会规范。人人必须完全政治正确。”这套思想不仅在中国出现，在西方社会更加“来得更隐晦却更有力”。他认为“东方社会大部分人即使顺应社会风气而行，又或许被政府潜移默化，心底里却明白自己可能是错的。在西方社会，大部分人根本不知道自己是对的。”

## The Future of Hang Lung

这间公司将来的接任人一定比我们幸运。

Compared to us, our successors are more fortunate.

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

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

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

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

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



## The Effects of Too Much Freedom

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

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

我不是反对自由思想，而是反对过度自由思想。

I do not object to having freedom - but just not too much

陈启宗进一步解释：“假如团体社会中的人想要越来越自由的生活方式，而体制却越来越权力分散，人的思维过度自由，就会失去平衡、制衡。”他认为，当自由思潮一旦过度，出现太多自由，就会变得难以管制，成为可能引致世界大乱的八个原因的背后动力。陈启宗续说：“我不是反对自由思想，而是反对过度自由思想。”

谈及“自由思潮”对“资本市场”的影响，陈启宗认为“太多自由”是令环球市场有机会再次出现动荡的其中一个原因（另一个是“资金过剩”）。

他表示，当过分发展的自由思潮应用到资本市场上，就会变成愈大愈好、愈快愈好、愈多愈好、愈自由愈好，及至没人能管制的地步，变成“冇枉管”（广东话俗语）的“怪兽”。

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

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

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

## 中国与美国的平衡局势

现在世界只有两个经济体、两个国家有综合实力——美国和中国。

There are only two economies and countries in the world that have actual power – the U.S. and China.

翻看去年的函件，陈启宗曾说中国高达2.1米，而美国则是2.3米。一年已过，被问到这个差距有没有改变时，他说：“距离会愈来愈近。”

当问到会否预计中国有一天高过美国时，陈启宗表示：“我看不容易。”他续说：“只要不打架就可以。中国强大是对世界好，因为大家（美国和中国）就不想打……这是好事，不是坏事，世界平衡一点。”他指出，世界现在只有美国和中国是有综合实力的经济体，而由廿多个国家组成的欧盟总是有很多“裂缝”、“裂痕”，不容易联合行动。

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

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

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

我们不怕黑天鹅，什至可以说：‘来也不错’。

We are not afraid of a black swan, we can even say, ‘It may not be a bad thing.’

在今年的函件中，陈启宗说中国的体制易于出现“黑天

鹅”，而政府政策出了乱子更会令他“彻夜难眠”。对此，陈启宗笑着回应：“这件事又不至于会（使我）彻夜难眠……西方人喜欢说 What keeps you up at night? 中文翻译就是彻夜难眠，要不然该怎样译？”

中国的经济虽然存在不能遇见的情况，但陈启宗对恒隆的前景仍然很乐观，并认为投资内地是正确的决定。他说：“台湾有三分之一的经济体是灰色经济，在当地做地产难以成功；香港虽然市道良好，但投资者和资金都多；在内地，懂得经营商业房地产的内地公司不多，反而香港公司却有几间。考虑全部因素之后，在内地做高档商业房地产是一个很可以接受的风险。”

至于“黑天鹅”问题，陈启宗认为只要能妥善管理财务，基本上就没有问题，他更说：“黑天鹅来可能是好的，说不定是买地的机会。”

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

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

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

陈启宗于2015年开始，加强中期报告的《致股东函》的内容，好让股东及投资者能更适时了解公司的发展和策略，但这并不表示会削弱年终报告的内容。于2017年年报内的《致股东函》，陈启宗便就零售销售的市况、中国的经济发展，以及环球市况作出深入分析。而今次的访问内容，只是就着当中几点与陈启宗一起更深入探讨。读者可到恒隆网站，详阅新出版的《致股东函》，以了解陈启宗的个人想法。



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



## 恒隆2017财政年度年报出版 2017 Annual Reports Published

恒隆集团和恒隆地产以“根深·业茂”为主题的2017财政年度年报已经出版。

恒隆集团兼恒隆地产董事长陈启宗先生秉承公司一贯高度透明的管治作风，连续第28年亲笔以英文撰写两本年报中的《致股东函》。陈启宗在今年的函件中，深入阐释内地中产阶级崛起及个人消费迅速成为中国经济支柱，如何带动零售销售在经历六年的寒冬后复苏。他指出，现时翻新中及在建中的项目，将会显著壮大恒隆在内地的投资组合，为公司做好准备，迎接下一个增长阶段；另一方面，陈启宗亦从多角度剖析环球市场情况，提醒市场人士必须对爆发全球金融危机的可能性保持警惕。

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

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

年报已置于恒隆官方网站，欢迎随时浏览和下载。

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

Hang Lung Group  
Annual Report



Hang Lung Properties  
Annual Report



恒隆集团年报



恒隆地产年报

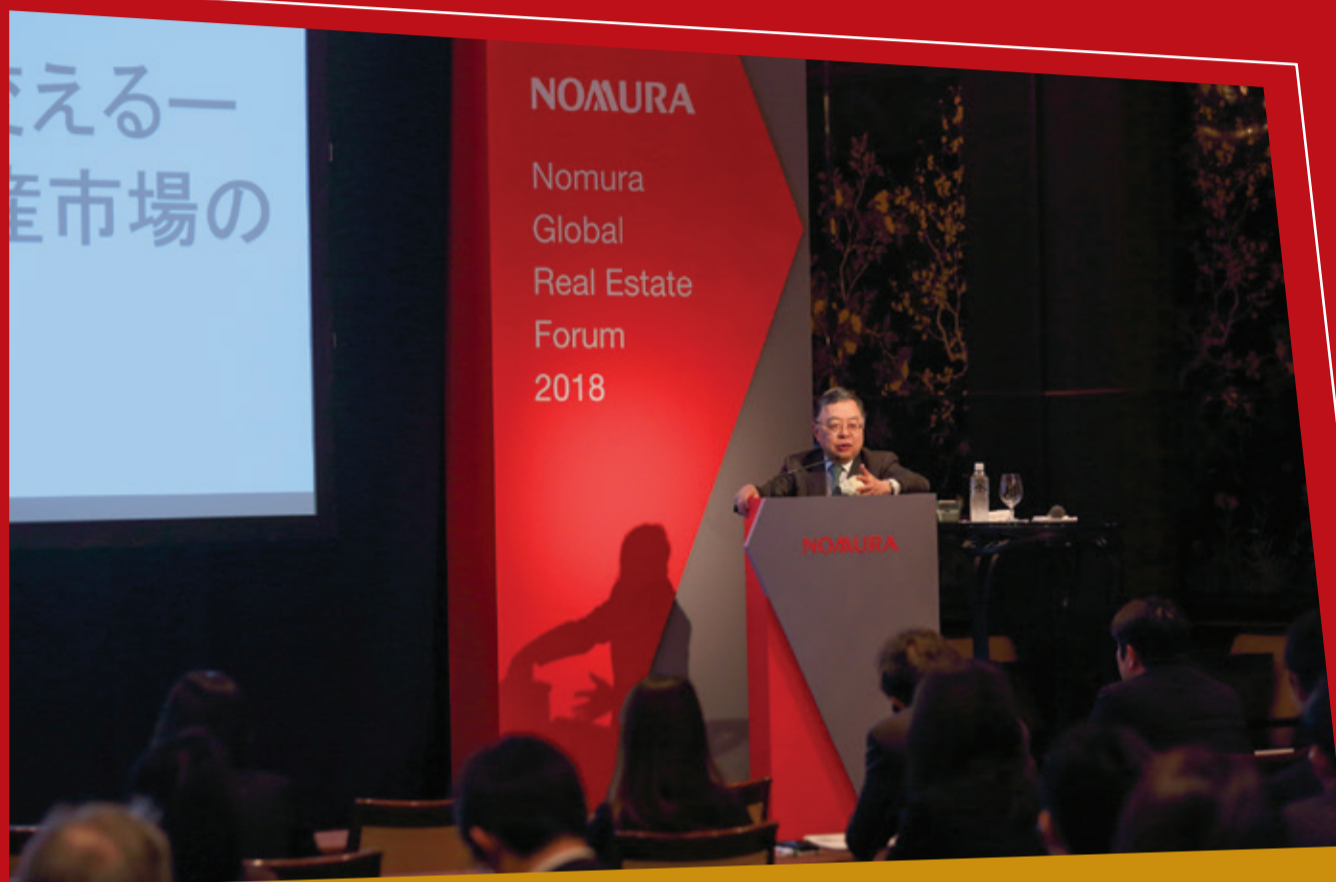


# 陈启宗于日本论坛演讲 Ronnie C. Chan Speaks at a Forum in Japan

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



▲▶ 陈启宗在野村环球房地产论坛2018上分享看法  
Ronnie speaks at the Nomura Global Real Estate Forum 2018



野村环球房地产论坛2018 (Nomura Global Real Estate Forum 2018) 于2月下旬在日本东京举行，董事长陈启宗先生应邀出席，并与大约130位日本及海外投资者分享公司的业务策略和发展。陈启宗同时出任论坛的其中一位主讲嘉宾，题目为 *Thriving the Turmoil-Outlook of Property Markets in Hong Kong/China*。

# 义务工作交流会2018 CSR Conference 2018

公司于3月17日(星期六)在香港举行义务工作交流会，邀请了超过30位来自内地不同城市并负责筹划义务工作的同事参加。透过讲座及两个互动性的体验活动，所有参加者进行了一次深入的交流。

当日，同事在社会企业“历着者”的带领下进行“高龄体验活动”。他们穿上逾10磅的体验衣及戴上仿老花眼镜，亲身体验老人在行动上的不便和困难，好让他们将来在长者义工服务时，更能了解长者的需要。此外，集团传讯部亦分享了“恒隆年轻建筑师计划”的活动概念，鼓励各地义工队举办建筑导赏团，连系青少年及社区。

▶ 同事穿上装有铅块的“重磅”衣物，体验佝偻长者蹒跚步伐的感受

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



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

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

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

# 综合服务部举行大型工作会议

## SDD Large-scale Conference

The Service Delivery Department became an independent department in July last year and added different functional teams, including Security and EST. To enable colleagues to better understand the functions of different groups and share lessons learned from daily operations as well as how to excel in service delivery, the Company gathered 60 colleagues from the Service Delivery Department and local project teams across Hong Kong and the

Mainland for the first time in mid-March to convene a large-scale conference. CEO Mr. Philip Chen, Executive Director Mr. Norman Chan, Directors – Leasing & Management Ms. Bella Chhoa, Mr. Joseph To, and Mr. William Yiu attended sessions to show their support.

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



综合服务部于去年7月成为独立部门，同时加入了不同的功能小组，包括保安服务及体验·服务·科技。为使同事了解不同组别的运作及分享达成高水平服务的成功之道，综合服务部在3月中，齐集了60名来自综合服务部及香港和内地项目的同事，召开了首个大型工作会议。行政总裁陈南禄先生、执行董事陈家岳先生、董事一租务及物业管理蔡碧林女士、涂家辉先生和姚永聪先生都有到场支持。

陈南禄在会上表示，公司十分重视顾客的体验，认为今次的会议提供了难得的机会，让同事交流意见，互相学习。相信透过大家的努力，有信心恒隆可以提供首屈一指的顾客服务。

作为综合服务部的统帅，执行董事程鼎一先生补充指，安排是此会议为使大家可以对彼此的工作有更深入的了解。公司的业务横跨香港和内地八个城市，部门有需要加强日常管理，以达到公司的目标。程鼎一希望其团队可以与各项目紧密合作，将营运和服务维持于高水平。



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

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

# 新思维 新突破

## Making Breakthroughs



守旧不可取，我们很多时候都需要激发新思维。公司于3月15及16日齐集了来自各项目共75位同事参与2018人力资源年度会议，借以加强同事的联系、提升策略性思维，并探讨如何提升工作绩效。总经理一人力资源潘舜雅女士在会上表示：“年度会议提供了一个互相分享的平台，让参加者就面对的工作挑战进行自由讨论及交流。现时我们在招聘和管理人才方面，均面临挑战，因此需要投放更多资源。行业急速发展，就业市场亦不断变化，我们必须想办法留住人才。”

在会议中，参加者集中讨论人才管理、薪酬与福利、培训和发展，以及如何更好地利用科技范畴。公司更邀请了SGS管理学院的邝俊伟博士主持这两天的会议，通过案例研究和分享激励同事作出新的突破。

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

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



# 程鼎一： 赢取顾客的心

Dane Cheng:  
Winning the Hearts  
of Our Customers



“现在随处可见都是大型的高档商场，大家有的品牌租户都差不多。那么为什么客人要选择到我们恒隆的商场来？我们要打败对手，就是要赢取顾客的心，要让他们感觉来到恒隆，有不一样的，更好的体验。”

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

去年7月加盟恒隆的执行董事程鼎一先生，肩负起提升顾客体验的重任，其掌舵的综合服务部，不只要做好物业硬件配套，提供的软件，也就是服务方面，更是区分我们和竞争对手的重要一环。

程鼎一强调：“除了风、火、水、电等基本配套设施要保持在最佳水平以外，我们更加需要提升服务质素，为客人为租户提供最佳的体验。”

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

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

## 搭建桥梁

要掌握什么是最佳体验，殊非易事。因此，厘定 (define) 和设计 (design) 便非常重要。程鼎一口中的define和design，是指要确切了解顾客的需要 (define)，再设计出他们欣赏的服务 (design)，最终提升顾客的体验。

要做好这点，首先要加强内部沟通。程鼎一非常重视综合服务部的“桥梁”作用。“我们需要和其他部门，例如项目管理和租务的团队搭好桥梁，针对顾客需要，做好硬件和软件的工作，相互配合，确保每个物业都畅顺营运。”

程鼎一多次提到，要加强公司内部的沟通，才能将最准确的信息，一层一层传递。因此，综合服务部于今年3月，举办了一场大型会议。“我们首次齐集了来自香港和内地综合服务部的高管同事，一起分享各自遇到的困难和挑战，重新检视过去半年的工作，并就如何提升顾客体验交流了意见，激发创新思维。”

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观看影片





## 掌握大数据

在数码化的年代，要创新，总会涉及大数据。程鼎一指出，市场竞争激烈，顾客的行为不断改变，要求亦更高；同时，数码化和手机化正革命性地改变顾客的消费模式。他说：“要突围而出，便需要结合大数据和新科技，更准确掌握顾客的消费模式和需要。”

“其实我们的商场一直有从不同的渠道，收集各式各样的数据，我们要好好加以利用。”程鼎一举例建议，现在可以透过人工智能科技，更详细追踪顾客在商场内的活动，配合其他的消费数据，便可以精确地掌握到他们的购物模式。

综合服务部旗下的EST（体验·服务·科技）小组，正是担当这个重要的角色，小组负责协调不同部门，包括市场推广、资讯科技、客户关系管理和租务等，结合各类数据，再就如何提升顾客体验一同出谋献策。

## Mastering Big Data

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

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

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



## 从心出发

在过去九个月，程鼎一努力与不同的部门同事沟通，深入了解并分析每项工作，在提升顾客服务方面为公司制定更清晰的蓝图。在过程中，他抱着谦虚的态度聆听不同的意见。

“近年我经常提醒自己，‘君子闻过则喜’。对我来说，任何意见和批评都是宝贵的。我们都需要不断学习，不断尝试，才能不断进步。”看来，程鼎一能赢取的不只是顾客的心，也是其团队的心。

## Leading from the Heart

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

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



## Building Bridges

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

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

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



项目新资 Project Updates

# 武汉的恒隆广场工程全速推进

## Construction Work at Heartland 66 in Full Swing

武汉的恒隆广场工程正进行得如火如荼，地库楼层的工程已于去年11月进展至地面，现时商场部分的建筑工程已达第六层施工、办公楼部分已施工至28层，整个项目预计于2019年起分阶段落成。

面积达177,000平方米的商场已开始招租，以引独特的租户组合，涵盖奢侈零售商、食肆、生活时尚、体验及娱乐选择等，满足当地顾客的需求和期望，项目势将成为武汉市以至湖北省的高端生活时尚、购物及休闲集中地。

总楼面面积约460,000平方米的武汉的恒隆广场将为武汉提供一座世界级的商场、一幢甲级办公楼、服务式寓所及停车位。



▲ 3D模型展现武汉的恒隆广场将来的面貌  
3D model of Heartland 66 image after project completion

▼ 武汉的恒隆广场工程正全速推进  
Construction work at Heartland 66 is in full swing

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

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

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

# 乐成行荣获绿建环评既有建筑2.0版“卓越”评级

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

恒隆重视可持续发展，一直坚守“建造可恒又持有的建筑物”的营运模式。我们致力于各个营运项目中落实环保及节能措施，并提高公众对可持续建筑的认识。

继渣打银行大厦（恒隆总部）勇夺由香港绿色建筑议会颁发的“绿建环评1.2版（既有建筑）最终铂金级认证”，恒隆的另一幢商业办公楼乐成行亦在“绿建环评2.0版（既有建筑）”的“能源使用”范畴中，荣获最高评级别的“卓越”评级，证明这幢办公楼在“能源管理”、“能源分析”、“能源效益实践及措施”、“能源指标”和“能源效益成果及减碳证书”这五个评估项目中，均表现理想。

坐落中环的乐成行建于1975年，是一幢甲级商业办公楼。为了提升这幢大楼的营运效益，并维持其长远的竞争力，公司早前投放港币1,200万元，全面更换制冷机组及照明系统，使办公楼在2013至2017年间的耗电量减少26.8%，从而达到提高能源效益的目标。

“绿建环评（既有建筑）”是一个为评定楼宇的实际表现及物业管理公司的管理模式而设的评级系统，旨在推动既有建筑减低对环境的影响，同时改善环境质素及提升使用者的满意度。

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

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

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

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



# 恒隆参与论坛 分享诚信理念

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

恒隆贯彻“只选好的 只做对的”的营运理念，并将“诚信”视为重要的元素，积极在香港及内地建立高标准的诚信文化。3月22日（星期四），董事—总法律顾问及公司秘书甄嘉雯女士应邀出席由ALB (Asian Legal Business) 举办的反贪论坛，向出席者介绍公司政策和纪律守则，并分享处理诚信案例的最佳实践做法。

甄嘉雯说：“恒隆以‘诚’为本，一直以来对任何有违行为守则的事件均采取零容忍政策。”

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

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

▶ 甄嘉雯（右二）出席论坛，分享公司处理诚信案例的最佳实践做法  
Margaret Yan (2<sup>nd</sup> from right) shares the Company's best practices for handling cases involving integrity issues



### 恒隆这样走过来 Retracing the Hang Lung Path

## 康怡下的秘密隧道

位于港岛东的康怡花园，依山而建，环境清幽，成为了超过六千多个家庭的安乐窝。

但有谁会想到，这个依山而建的项目当年在建造的时候其实面对很大的挑战？

前恒隆地产董事总经理，现恒隆独立非执行董事的袁伟良先生向我们分享这个项目的故事。袁伟良表示，恒隆于80年代开始积极发展康怡项目，项目依山而建，因此亦涉及了很多巨大的建筑问题。

由于康怡花园的前身是一座石山，政府拿这块地出来拍卖时，由于地价需要反映成本，因此地价可以很低，不过，恒隆却要负担非常高的建筑成本。

“不过，这对我们仍然是有利的，因为我们是第一次投得地价不高的土地，之后整理地盘时还可分期，即整理好一部分的地皮，就建一部分的楼。”

高昂的建筑成本，源于要“采矿”。“由于那是一整座石山，我们做的前期工作便像是采矿一样，要用很多炸药去爆石，同时要将那些石粉碎运出去。”在运送过程中，由于不可以使用主要干线英皇道，因此便惟有在康山的底部兴建一条隧道，一直通往鲤鱼湾。而隧道内还建了一条铁路，用炸药爆了石以后，放到碎石机，一路拉出鲤鱼湾，就在那里填海。

现在回看，袁伟良笑说：“可以说，鲤鱼湾的地盘是我们有份帮忙填平的！”

单是整个爆石和运送的过程，便用上了两、三年的时间。可惜，隧道已经封了，不能窥探内里情况。

罗马不是一天建成，相信就是这个意思。

## A Secret Tunnel Built Under Kornhill

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

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

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

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

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

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

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

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

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



星级服务专区 HL Star Service

# 助人不求回报

# Helping Others Unconditionally

常言道，助人要从日常小事做起，不因善小而不为。2017绿宝石客户服务奖优异奖得主之一，大连的恒隆广场的高级宾客体验专员李宁，正好表现了这种精神。李宁于一次巡逻时，在商场内发现一部手机，但他没有起贪念，反而将它充满电，静待失物的主人来电认领。失物主人终于来电，并表示当天晚上有急事必须取回电话，但因为要照顾小孩而不能离家。李宁听到失主心急如焚，即使已经是夜深，亦坚持亲自将电话送到失主家中。为答谢李宁的帮忙，失主准备了酬金，但他坚拒收下。李宁这个细心和窝心的举动，让我们知道什么是“不求回报”的付出。



As the saying goes, helping people starts with the everyday little things, expecting nothing in return is the way to go. One of the Hang Lung Emerald Award merit winners, Li Ning, Senior Guest Experience Ambassador at Olympia 66, demonstrated this spirit. Ning found a mobile phone while he was on patrol at the mall. Not motivated by greed, he chose to recharge the phone and wait for the owner to call. The owner finally called and told Ning that although she needed to get the phone back due to urgent matters, she also needed to stay at home to look after her children. Ning could sense that the owner was pressed for time. Even though it was already very late in the evening, he insisted on delivering the phone to the owner's home. And even when the owner offered him money out of gratitude, Ning refused to accept it. From Ning's every caring and heart-warming act, we truly see what it means to give for no return.

## 商场聚焦 Eye on HL Malls

### 淘大商场 Amoy Plaza

淘大商场与本港原创玩具品牌TinBot铁宝奇盒合作，推出“让玩具复活”主题活动，使铁宝奇盒机械人再生，同时与社企“再生玩具店”举办同乐日及工作坊，让顾客重拾童年乐趣之余，亦学习到延续玩具生命的理念。

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



## 我要复活! Let's Revive!

复活节除了是宗教节日，更是许多“打工仔”梦寐以求的长周末。在这个充满欢乐的假期，恒隆用心为顾客带来精彩的活动，让大家从沉闷忙碌的生活中“复活”过来！

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

### 山顶广场 The Peak Galleria

山顶广场与本地美术插画创作品牌HosannArt合作，带梦想家翱翔天际。HosannArt设计的大眼小女孩，化身复活兔，以七彩夺目的飞机、滑翔伞、气球和翅膀，为顾客送上一次充满童真的星空巡游。

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



康怡广场

▲ “新手爸爸”黎诺懿出席启动礼，分享陪儿子玩玩具的乐趣  
New Dad Lai Lokyi joins the kick-off ceremony and shares some of the precious moments he had with his baby boy

# 无伴奏合唱快闪恒隆商场

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

谁说一定要运用乐器才能奏出悦耳乐曲？无伴奏合唱便是在没有乐器伴奏下，凭人声演奏的表演方式。为推广这种独特的表演，公司邀请了三支来自“香港国际无伴奏合唱节”的合唱团，于3月24日（星期六）到旗下多个商场进行快闪演出。三支无伴奏合唱团各具特色，包括主打爵士和声的Accent成员来自法国、瑞典、加拿大、英国和美国六个国家；来自新加坡的The Apex Project擅长流行及爵士曲目；而成立于美国波士顿的东北大学的The Nor'easters屡获殊荣，更曾获邀于白宫为美国总统演出。他们精彩演出及精湛的技巧吸引大批市民围观，一起感受音乐的奇妙之处。

“香港国际无伴奏合唱节”由香港青年协会主办，透过不同的外展活动，推动本地无伴奏合唱发展，为青年人提供文化艺术交流的机会。

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

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



三支无伴奏合唱团分别到公司旗下商场进行快闪演出  
Three a cappella groups give flash mob performances at various Hang Lung malls



Fashion Walk

### 恒隆广场·天津 Riverside 66

天津的恒隆广场以“复活节狂欢绘”为主题，放置大型填色板，让顾客发挥艺术天分和创意，设计复活蛋上的图案与色彩。

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



### 恒隆广场·大连 Olympia 66

巨型的复活蛋和兔仔装置为大连的恒隆广场添上色彩，顾客除了在可爱的装置前拍照留念外，更可参加换领复活蛋活动，把幸运复活蛋带回家。

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



### Kornhill Plaza

康怡广场带来本地设计师创作的Rabbit Mint，在薄荷绿色的梦幻乐园内放满活泼又善良的兔子装置，与顾客合创梦幻开心之旅。

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

## 爱在百德新街

### Love In Paterson

近年香港掀起一股街头卖唱 (Busking) 热潮，而很多拥有艺术天分的年青人都在等待一个发光发亮的机会，23岁女生罗凯铃 (Judas Law) 便是其中一位。Judas是位拥有唱歌天赋年青人，希望以歌声“治愈”听众。Fashion Walk为表支持，特意于3月18日 (星期日) 邀请Judas到百德新街为港岛区的Busking爱好者演出多首情歌，包括《约定》、《下一站天后》及Judas的成名作《一天一天》，吸引大批音乐爱好者驻足围观。

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

罗凯铃 (Judas Law) 于Fashion Walk街头卖唱，吸引大批音乐爱好者驻足围观  
Judas Law busking at Fashion Walk, attracting a huge crowd of music lover

请即扫描QR code 观看影片



# 女士的专属节日

## An Exclusive Day for Women



▲ 女士顾客学习护肤技巧  
Female customers learn skin-care techniques

3月8日(星期四)是国际妇女节,趁着这个女士的专属节日,无锡的恒隆广场及沈阳的皇城恒隆广场于3月举办了一系列的庆祝活动,让女士顾客成为最受宠的一群。

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

恒隆广场·无锡  
Center 66, Wuxi

皇城恒隆广场·沈阳  
Palace 66, Shenyang



▲ 型男向女士顾客派发气球  
Gentlemen deliver balloons to female customers  
▼ 魔术表演吸引顾客驻足观看  
The magic show attracts the gazes of customers



▲ 女士顾客使用来自玻利维亚的羊驼毛制作手工艺  
Female customers get hands-on with Bolivian alpaca hair



▲ 外籍乐队现场表演  
Live performance by overseas band



▲ 女士顾客一边制作香氛手工艺,一边享用美味的下午茶  
Female customers enjoy a delicious afternoon tea while making fragrant handicrafts

恒隆广场·济南 Parc 66

## “撞”出早春时尚

### Creating Style for Spring

潮流就是要大胆实验,并深入发掘各种搭配,济南的恒隆广场开设Parc Style Lab潮流实验室,让10个潮流品牌互相碰撞,包括PORTS、DEBRAND、D-HARRY、Marisfrolg.SU、MEDECOO、MO&Co.、PEACEBIRD MAN、YINGER FASHION CLUB、ZUCZUG、tanni,“撞”出最完美的化学反应。

今次活动亦破格打造六角形装置,以姜黄色、鲜柠色、亮橙色、浓郁紫、少女粉、湖水绿,六种高饱和和鲜艳色彩,填满内部的整个墙面,势以色彩光谱打造最佳潮流社交圣地。

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

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



## Tesla电动车进驻恒隆广场

### Tesla Motor Cars Enter Hang Lung's Malls

恒隆与电动车品牌特斯拉(Tesla)再度携手,于3至8月期间在天津、大连、济南的恒隆广场及沈阳的皇城恒隆广场举办巡回展览,介绍首次于亚洲亮相的Tesla Powerwall系统及推广可持续生活方式的理念。此外,品牌亦安排产品专家为顾客作详细讲解,并每天为限额15位顾客提供试驾体验。

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

巡回展览时间如下 Dates of the exhibitions:

3.27 – 4.16	恒隆广场·天津 Riverside 66, Tianjin	6.4 – 6.24	恒隆广场·大连 Olympia 66, Dalian
5.12 – 6.1	皇城恒隆广场·沈阳 Palace 66, Shenyang	8.11 – 8.31	恒隆广场·济南 Parc 66, Jinan



港汇恒隆广场 Grand Gateway 66

# 奈良美智藏品分享展

## Yoshitomo Nara Exhibition

上海港汇恒隆广场于3月14日至4月8日举办《遇见自己—奈良美智藏品分享展》，在商场中庭搭建“奈良的小屋”，并把屋内划分三个空间，分别为“颠覆传统的浮世绘”、“四季的心路”及“樱花随想”，展出合共30多幅奈良美智早期作品的手稿和版画。

奈良美智的作品经常出现小女孩、白色的小狗及身穿绵羊装的儿童，当中那个拥有一双大眼睛并带点邪恶眼神的小女孩，更代表了不向现实低头、不为困难折服的人生态度。

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

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

“奈良的小屋”内展示了不同类型的作品  
Different kinds of artwork are displayed in Nara's Little Hut



活动邀请了艺评家分享对奈良美智作品的看法  
Art critics are invited to share their views on Yoshitomo Nara's artwork



企业责任 Corporate Responsibility

# 恒隆趣味数学班2018启动

## Launch of Hang Lung Fun Math Tutorial Classes 2018



“恒隆趣味数学班2018”正式启动！香港的恒隆一心义工队今年再次联同历届恒隆数学奖参加者和香港中文大学（中大）数学系学生，推出免费的数学补习班，将学习数学变成乐趣。

“恒隆趣味数学班”今年已是第四年推出，义工将于3至6月期间的星期六，为来自基层家庭的小学生提供免费的数学功课辅导，并通过轻松有趣的游戏，提升他们学习数学的兴趣。

今年的第一课已于3月10日（星期六）举行，义工带学生走出课室，到淘大商场进行体验活动，把数学应用于生活中，学习做个精明的消费者。

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

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

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



绿色行动 Green Actions

# 熄灯一小时 让自然闪亮发光

## Lights Out 60 Minutes Let Nature Shine



◀ 荷李活商业中心 Hollywood Plaza

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

### Think Beyond the "60 Minutes"

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

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

▶ 请即扫描 QR code 观看更多照片



▼ 市府恒隆广场·沈阳 Forum 66



环保并不是口号，更是生活的一部分。公司一直积极建造一个可持续发展的未来，今年亦继续参加由世界自然基金会举办的“地球一小时”活动，旗下大部分在香港及内地的物业都加入行动，于3月24日关掉所有非必要的灯光，透过这个简单动作传递节约能源这一个重要信息，实行将环保概念融入于日常工作及生活当中。

### 超越“60分钟”的思考

“地球一小时”是世界自然基金会应对全球气候变化所提出的一项全球性节能活动，提倡于每年3月的最后一个星期六当地时间晚上八时半，家庭及商界用户关上不必要的电灯及耗电产品一小时，使公众认识保护地球的重要性，以此来表明他们对应对气候变化行动的支持。公司以“地球一小时”活动为起点，持续、有效引导消费者意识和行为的转变，并倡议超越“60分钟”的思考和行动，把为地球生态环境健康和人类未来所要做的努力，转变成一种日常的生活方式。

绿色行动 Green Actions

# 为地球添上一抹绿

## Greening the Earth



无锡 Wuxi





潮动社区 Hi! Community

# 接待视障人士 认识无障碍措施

## Welcome the Blind to Experience Barrier-free Facilities

**继**早前陪同视障学生参观导盲犬培训基地后，大连的恒隆一心义工队于3月31日（星期六）带领一班聋盲学生、导盲犬训练员及五只导盲犬参观大连的恒隆广场，亲身体会商场内的无障碍设施，以及认识导盲犬在生活中的实际应用。

大连的恒隆广场是唯一荣获“无障碍示范商业中心”的项目，除了提供无障碍设施，商场亦欢迎视障人士携导盲犬进入室内范围。

▼ 义工亲身体会视障人士的困难  
A volunteer experiences the difficulties of being visually-impaired



▲ 视障学生在导盲犬的引领下行过障碍赛物  
A visually-impaired student passes through obstacles with the help of a guide dog

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

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

**为**了响应植树节，无锡及武汉的恒隆一心义工队，分别与无锡第一学府江南大学及武汉市江汉区常青公园合作举办植树活动，身体力行，为地球添上一抹绿。

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

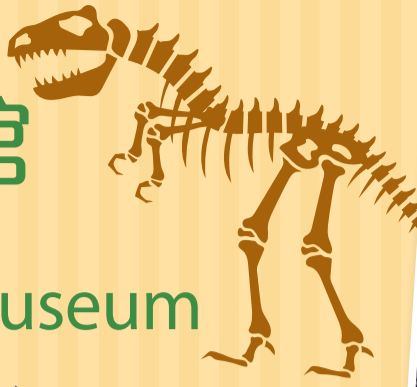


武汉 Wuhan



绿色行动 Green Actions

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



成长在石屎森林中，我们与大自然的关系似乎越来越疏离。为了推广环保信息，让新一代认识大自然，天津的恒隆一心义工队于3月11日（星期日）为“伴你成长”青少年发展中心的儿童，安排了参观自然博物馆活动，一同探索自然的奥秘。活动中，他们除认识了不同种类的陆地和海洋动物外，还通过绘画分享自己最喜爱的动物，及就如何在日常生活中推动环保，提出实际可行的建议。



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

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

绿色行动 Green Actions

# 亲手打造绿色生活 Build a Green Environment

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



绿色植物除了可以净化空气，还会对人的大脑产生一种良好刺激，使紧张的情绪得到放松，并舒缓眼睛疲劳。港汇恒隆广场的恒隆一心义工队与虹桥路小学合作，于3月23日（星期五）为超过20位小学三年级学生筹划“DIY微景观盆栽”活动，通过紧张刺激的抢答环节，以及亲手制作微景观盆栽，丰富他们对绿色生活的了解。



# 清新天团 O<sub>2</sub>登场

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

O<sub>2</sub>是个耳熟能详的代号；O<sub>2</sub>是个清新可爱小团体的名字；O<sub>2</sub>是个为你带来舒适生活空间的元素。

O<sub>2</sub>由66个样子趣怪的空气小分子成员组成，他们每一个都性格活泼好动，表情多多，亦充满幽默感和正能量。他们是伴随着恒隆地产旗下的“提升空气质素计划”而登场的天团，此计划分阶段提升恒隆在内地的商场及办公楼的空气净化装置，为商户、顾客及市民提供一个更健康舒适的生活空间。经提升的空气净化装置能过滤高达八成连同PM2.5在内的空气污染物，让大家在恒隆广场有更舒适的体验。

O<sub>2</sub>将会率先登陆上海的恒隆广场、无锡的恒隆广场及济南的恒隆广场，并会在微信表情包上线。密切留意着我们公布，赶快下载特别版O<sub>2</sub>表情包，除了撒娇卖萌，也可以在这个小清新的环境聊天！

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

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

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

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

▶ 闪闪惹人爱，给你好空气和好心情的O<sub>2</sub>  
The new bling-bling that brings fresh air and good moods



### 绿色·恒隆 HL Sustain

## 什么是“碳中和”？

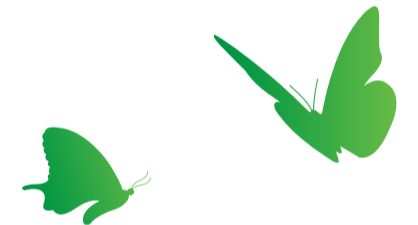
## What Do You Know about Carbon-neutrality?

自工业革命以来，人类的经济活动大量使用化石燃料，每天排放数以千万吨计的温室气体，使气候变化持续加剧。为改善全球气候，全球各国以至各大企业已陆续开始控制温室气体排放。基于我们生活的需要，部分温室气体排放仍是无可避免的，故此便衍生了“碳中和”的概念，透过投资减少碳排放的项目，如发展再生能源和植树等，借以抵销其他经济活动所产生的碳排放，达致净零碳排放量。

“恒隆周年晚宴2018”（年宴）便是一项被认证的“碳中和活动”。我们委托低碳亚洲为我们计算整个年宴所产生的碳排放，得出年宴总碳排放量相等于7.8吨的二氧化碳，故公司购买相应的碳排放额，以支持位于中国甘肃省瓜州县的100兆瓦太阳能发电项目，从而抵销年宴的碳排放。虽然，碳抵销能减少对环境的负面影响，但我们仍须从个人做起，在生活各方面努力减排，为保护环境略尽绵力。

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

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



# 恒隆周年晚宴2018

## Hang Lung Annual Dinner 2018

动画电影Zootopia的兔子Judy说：“任何人都能成为他想成为的”，意思是每个人都可以彰显自己的价值。这句话不仅成为电影中的金句，更是恒隆周年晚宴2018的主题TOGETHER, WE MAKE HANG LUNG A UTOPIA的背后想法，鼓励同事发挥天赋和才能，共同为公司创造更高成就。

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

▼ 董事局成员及公司的高级管理层出席恒隆周年晚宴2018  
Directors of the Board and the Company's senior management attend the Hang Lung Annual Dinner 2018



▲ 公司的管理层全情投入演出多首经典歌曲，将全场气氛推至高潮  
The Company's management members unleash their music potential on the stage

# 周年晚宴精彩时刻 Precious Moments of the Night

## 长期服务奖 Long-service Award

▲ 租务及物业管理部陈金城 (左)  
Chan Kamshing,  
Leasing & Management (left)

◀ 租务及物业管理部邝伟杰 (左)  
Ricky Kong, Leasing & Management (left)

◀ 租务及物业管理部梁锦明 (左)  
Leung Kamming,  
Leasing & Management (left)

▶ 董事办公室关碧仪 (左)  
Ella Kwan, Director's Office (left)

◀ 租务及物业管理部王力生 (左)  
Wong Liksang,  
Leasing & Management (left)



## Lucky Draw

头奖 Grand Prize  
行政部赵瑞琪 (右)  
Suki Chiu from  
Administration (right)



# 千人狂欢 玩转年会

## Carnivals Across the Mainland



上海 Shanghai



济南 Jinan



无锡 Wuxi





大连 Dalian



天津 Tianjin



沈阳 Shenyang



武汉 Wuhan



昆明 Kunming

# 最佳衣著奖

## Best Outfit Award

### 最佳衣著奖 Best Outfit Award

麦殷萍 (右) Peggy Mak (right)  
集团市场部 (客户关系管理)  
Central Marketing (CRM)



### 最佳衣著奖 Best Outfit Award

吴铠廷 (左) Victor Ng (left)  
租务及物业管理部  
Leasing & Management



### 最佳衣著奖 Best Outfit Award

集团市场部 Central Marketing



# 恒隆明星赛2018得奖者

## 2018 Hang Lung's Got Talent Winners

冠军—恒隆广场·昆明  
Champion – Spring City 66



亚军—恒隆广场·大连  
1<sup>st</sup> runner-up – Olympia 66



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



# 西营盘 Sai Ying Pun: A Jaunt in 'City West' 城西趣游

**西**营盘属于本港较早期发展的区域，依山而建，区内不同的建筑展示了香港的历史轨迹及华人生活的转变。在这个大街小巷及斜道交错的地区内，教会、学校、医疗卫生建筑林立。当中矗立在山坡上，具爱德华巴洛克建筑风格的香港大学本部大楼更是当区地标。近年扶手电梯与港铁站的出现，为城市格局带来新的面貌。

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

## 2 英皇书院 King's College

英皇书院校舍于1926年建成，属新古典主义风格建筑，主要以红砖建成，具英式庭园的对称几何设计，与花岗石及灰塑外墙形成视觉上一大对比。

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



## 1 香港大学本部大楼 Main Building of The University of Hong Kong

香港大学本部大楼建于1912年，是香港大学最历物，采用古典复兴式建筑风格，大楼由多条爱奥尼式花岗石石柱作支柱，散发英式学院韵味。

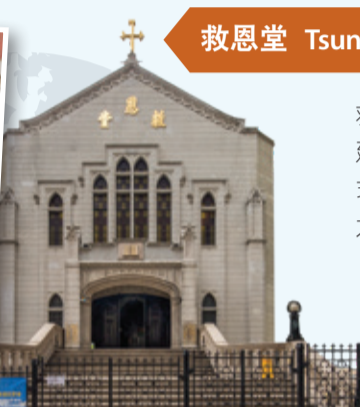
Main Building of The University of Hong Kong is the oldest building on the campus, constructed in 1912 in Classic Revival style. The structure is supported by granite columns in Ionic style with the flair of a traditional British campus.



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

救恩堂是香港首间客家教会，建于1852年，1932年重建。大楼以混凝土及石块建造，配合哥德式尖拱窗及都铎式门廊，属混合哥德式及都铎式的复兴式建筑，集各家之大成！

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



## 4 西区社区中心 Western District Community Centre

西区社区中心属新古典主义建筑，风格属于爱德华时期，属香港一级历史建筑！1922年落成，墙底基础采用粗面大麻石，墙身为红砖，布局左右对称，现为社区中心。

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

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



## 5 第二街公共浴室 Second Street Bath House

第二街公共浴室建于1904年，乃当时殖民政府为改善华人的卫生环境而设，至今仍然运作，是全港唯一不设公厕的公共浴室。

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



## 6 福德祠 Fuk Tak Temple

西营盘很多地方都是百年历史建筑，坐落在常丰里的福德祠就是表表者，它由红色铁皮搭建而成，庙内供奉土地神只，每年在福德正神土地公的诞辰及盂兰胜会，都会大事庆祝。

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



## 7 正街 Centre Street

“正街”是全港斜度最高的道路，斜度达1比4，素有“长命斜”之称。为方便居民出入，2013年政府在正街建成接驳第三街至般咸道的扶手电梯系统。

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



## 9 佐治五世纪念公园 King George V Memorial Park

想找细叶榕树，可来到佐治五世纪念公园。公园建于1936年，高高的外墙由古老大麻石建成，以维持地面水平，入口的圆孔石雕栏杆保留了传统英式设计，以纪念当年逝世的英皇佐治五世。

Built in 1936, King George V Memorial Park is worth a visit for its Banyan trees and to take a step into the territory's past. Hemmed in by massive granite walls to balance the height difference between its two bordering streets, the park features



stone balustrades at the entrance, with a traditional English design commemorating King George V who passed away in the same year.

## 10 西营盘社区综合大楼 Sai Ying Pun Community Complex (the Old Mental Hospital)

前身为“旧高街精神病院”，俗称为“高街鬼屋”。建筑早于1892年落成，采用了大量早期巴洛克式细节，包括宽阔拱形游廊和粗琢花岗石块，直至2001年改建成西营盘社区综合大楼，只保留花岗石立面。

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



## 8 余乐里唐楼 Yu Lok Lane Tenement Houses

屈指一算，余乐里唐楼快要达到百岁之龄了！以红砖而建，金字型的屋顶木结构，盖以中式屋瓦，一楼楼板同样是木结构，属香港现存唐楼中较早期的砖木结构，建筑风格朴实，坚固长寿！

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



FM知多啲 Facilities Management Fun Facts

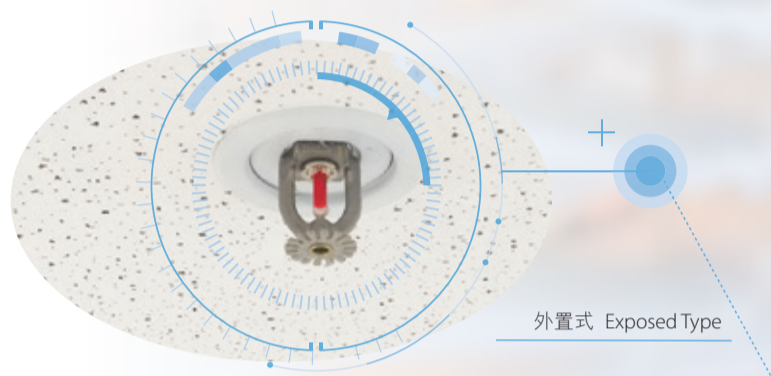
# 会救火的“星星”

## “Stars” that Help to Extinguish a Fire

一旦发生火警，室内的消防设备是阻止火势蔓延的第一道防线，而“头顶”上的花洒系统更是救命关键！

抬头望望，你可能会看见星形的花洒头，但也可能只见到灯和天花，因为花洒头已被隐藏在花洒盖下。无论花洒头是外置，还是隐藏，它都能有效地感应室内的温度，并在火警发生时马上启动洒水系统，阻止火势蔓延。可是，由于每一个花洒所能复盖的范围有限，故装置的位置、距离和布局都必须清楚量度，以确保室内每吋空间都能复盖。

香港消防处自1987年起，规定综合楼宇的商业建筑（除住宅用途）安装自动花洒系统。



隐藏式 Concealed Type

外置式 Exposed Type

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

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

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

识饮识食 Food Hunter

# 京士顿街的手工啤狂热!

## Enthusiasm for Craft Beer Bubbles-over at Kingston!



若你是手工啤酒迷，一定不可以错过位于铜锣湾京士顿街，新开张的The Artist House! 主打比利时手工啤酒的The Artist House，不单照顾你对啤酒的渴求，还带给你360度啤酒新体验：全港首个餐厅水耕种植场和香气实验室，让你挑选自己喜爱的食用花卉、草药，或香水，制作专属你自己的手工啤酒！除此之外，顾客还可以透过虚拟实境（VR）仪器，来一趟比利时3D啤酒厂之旅！

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

The Artist House | 地址：Fashion Walk 京士顿街9号一楼G4店  
Address: Shop G4, 1/F, 9 Kingston Street, Fashion Walk



请即扫描 QR code  
观看影片



App+

# 名画背后 The Story behind a Masterpiece

参观位于纽约的现代艺术博物馆，虽然知道眼前名画是梵高的《星夜》，但却说不出背后的故事；去挪威参观位于首都奥斯陆的孟克美术馆，看见经常被二次创作的《呐喊》，但却说不出画家爱德华·孟克的名字。现在，你只需下载谷歌的免费 Arts & Culture 应用程序，便可随时随地获得收藏在全球70个国家，逾1,200间艺术博物馆、画廊和学院的珍藏品的资讯，不用再“艺术盲”。

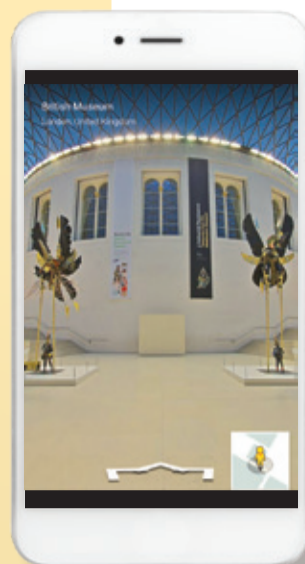
未有机会到其他国家，但又想认识世界名画？你可通过 Arts & Culture 应用程序的“虚拟实境博物馆”，轻松走进世界各地的艺术博物馆，仿如置身现场，慢慢欣赏各类艺术作品。

Arts & Culture 应用程序最近新增“好玩”的元素，用户只需上传自拍照，便可从超过7,000幅著名肖像画中找出与自己最相似的一幅。此功能吸引大批用户，因而使这个应用程序再度成为焦点，惟这项功能目前只适用于部分国家。

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

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

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



用户可通过“虚拟实境”进入世界各地的博物馆（图为大英博物馆）  
Users can "walk" into different museums using the Virtual Reality Tour feature (The British Museum in London is pictured)

只要输入艺术家的名字便可看到相关作品及资料  
All related artworks and information will be shown by simply entering the artist's name



<b>材料</b> Ingredients	猪扒 Pork chop	450克 450g
	韩式泡菜 Kimchi	100克 100g
	蒜头(拍扁) Garlic cloves	2粒 2 Pieces
	洋葱 Onion	1
	水 Water	2汤匙 2 Tablespoons
	葱段 Scallion	装饰用 For garnish

茄汁 Ketchup	2茶匙 2 Teaspoons
韩式泡菜 Kimchi	100克 100g
生抽 Soya sauce	1茶匙 1 Teaspoon
糖 Sugar	1茶匙 1 Teaspoon
盐 Salt	1茶匙 1 Teaspoon
韩国辣椒酱 Korean chili sauce	1汤匙 1 Tablespoon
味醂 Mirin	2茶匙 2 Teaspoons

<b>酱汁</b> Sauce	茄汁 Ketchup	2茶匙 2 Teaspoons
	韩国辣椒酱 Korean chili sauce	1茶匙 1 Teaspoon
	糖 Sugar	1茶匙 1 Teaspoon
	水 Water	1-2茶匙 1-2 Teaspoons

### 腌料 Marinade

## 请教卢师傅 Chef Lo's Kitchen

### 卢师傅教路 Chef Lo's Tips

可按个人喜好，选择不同部位的猪扒：猪扒头脂肪分布均匀，口感软身；梅头比较少筋，比较软滑。五层腩比较爽口，油脂味道更甘香。

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

要测试猪扒生熟程度，可运用不同手指轻按拇指，以拇指下方肌肉的软硬度作参考，与猪扒的肉质相似。食指：一分熟、中指：三分熟、无名指：五分熟、尾指：全熟

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



### 做法 Directions

#### 腌制猪扒 Preparation of the Pork Chop

- 用刀背轻力剥松猪扒后，用腌料拌匀，放到雪柜里腌约1小时。  
Use the back of the knife to tenderize the pork chop. Mix the pork chop with marinade and refrigerate for 1 hour before cooking.
- 把洋葱切片和葱切粒。  
Slice onion and scallion.

#### 煎猪扒 Pan Frying the Pork Chop

- 烧热油镬，用中火爆香蒜头，放入猪扒，腌料留用。  
Heat the oil in a pan and fry the garlic on a medium heat. Add the pork chop into the pan and keep the marinade.
  - 用中至大火把猪扒煎至两面微黄色（约4分钟），盛起备用。  
Fry both side of the pork chop in medium to high heat, until they become golden brown (Around 4 minutes). Set aside.
- 将油再次加热，倒入炸好的猪肉，进行第二次翻炸约3分钟。  
Reheat the oil and wait until bubbles reemerged. Then, pan fry them again for 3 minutes.

#### 酱汁 Sauce

- 用2汤匙水把腌料拌匀，和洋葱倒入镬中煮滚。  
Mix the marinade with two tablespoons of water. Heat the sauce in the pan with sliced onion until boiled.
- 把泡菜加入腌料拌匀。  
Add Kimchi into the sauce and stir fry.

#### 上碟 Complete the Dish

- 加入猪扒，继续煮至汁收干黏在猪扒上面。  
Add in pork chop. Stir fry until the sauce thickens and coats the pork chop.
- 洒上葱段装饰，即成。  
Add in scallion for garnish. Serve while hot.

请即扫描 QR code 观看影片



“建”多识广 ArchiFun

## 阿布扎比罗浮宫 Louvre Abu Dhabi

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

阿布扎比是阿拉伯联合酋长国的首都，人口接近200万，经济贡献达4,000亿美元，占全国总额三分之二。这个城市曾经是游牧民族聚居的沙漠，自1962年首度发现石油后发展为国际大都会，现在更成为国内政治、经济和工业核心。随着阿联酋北部城市迪拜已发展成奢华生活和旅游胜地，阿布扎比于迈向21世纪时，矢志增强文化和旅游特色。2007年，该市宣布斥资270亿美元，发展旅游和文化事业，包括兴建三家世界级博物馆，以及一所著名大学。

2017年11月8日，阿布扎比罗浮宫经过为期10年的筹备和兴建工程后正式开幕，为三家拟建的博物馆打响头炮。这个项目于2007年开始动工，其时阿布扎比政府与法国罗浮宫博物馆签订价值5.25亿美元的协议，以后者的名义展出其艺术藏品30年，并额外注资7.5亿美元引进其博物馆管理专业知识。是项合共耗资逾10亿美元的协议，曾在法国引起“博物馆是非卖品”的抨击，而其后有关虐待和剥削建筑工人的事件亦引起社会关注。项目延期五年后，耗资7.15亿美元的建馆工程终告竣工，由法国总统马克龙、迪拜酋长阿勒马克图姆 (Sheikh Mohammed bin Rashid Al Maktoum)，以及阿布扎比储君阿勒纳哈扬 (Mohammed bin Zayed al-Nahayan) 主持开幕典礼。

获委任设计阿布扎比罗浮宫的法国建筑师努维尔 (Jean Nouvel) 曾获普立兹克奖，多家举世知名的博物馆均出自其手笔，包括巴黎的布朗利河岸博物馆、马德里的索菲娅王后国家艺术中心博物馆，以及纽约的现代艺术博物馆扩建项目。阿布扎比罗浮宫的设计概念直接明快，博物馆广场由一条主要道路贯通，55栋设计方正的艺廊和建筑物夹道而立。不过，博物馆最夺目的特征，是长180米、重7,500吨的雕塑状拱顶，营造“悬浮”于四条巨型隐形支柱上空30米的视觉效果。为了对阿拉伯历史和当地文化致敬，圆顶采用八层钢材结构，塑造7,850颗独特星形图案，复盖占地6,400平方米的艺廊空间。是项设计借鉴传统阿拉伯屏风mashrabiya，以及源自10世纪、展现伊斯兰建筑的室内装饰精髓的muqamas，能够遮挡阳光，令室内温度降低近摄氏五度，营造宁谧恬静的室内空间，可听见啾啾鸟鸣。

博物馆现时展出逾620件艺术作品，包括300件借出作品，网罗马蒂斯、莫奈和梵高的画作，以及出土自约旦Ain Ghazal遗迹、可追溯至公元前6500年的“双头碑雕像” (Monumental Statue with Two Heads)，和约在公元900年制成的“蓝色可兰经页” (Page of the Blue Quran)，是现存最古老的《可兰经》手稿之一。2017年12月，博物馆宣布以超过建馆资金一半的4.503亿美元，购入全球最价值不菲的画作—达文西的《救世主》，再度成为时事热话。阿布扎比无疑已备受艺术和建筑爱好者注目，成为艺术和文化的新地标。

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

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

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

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



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总编辑：莫巧宜 副编辑：叶颖贤

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