

恒隆蓄势待创新高

Hang Lung Poised to Reach New Heights



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各位同事：

公司于1月30日公布2017年度全年业绩，喜见中国内地及香港零售市场持续复苏。前景亮丽，这是我们振翅高飞的时刻！

若非恒隆的一员，或许未能了解到过去六、七年，公司所面对的重重困难。内地经济增长受到全球金融危机的影响，经济表现持续下滑，可幸各同事始终坚守目标，成功克服种种难题，达成多项艰巨的业务指标。我在此要感谢同事的努力，全凭各位全力以赴、尽心专注，公司才能获此佳绩。

当然，公司不能单在市场向好时才展现佳绩，不论市场环境顺逆，我们都必须竭尽所能，向高峰持续推进！过去数年公司曾面临重重难关，但每位同事谨守岗位，令每一个项目租出率及销售额均有上升，且在相同条件下，大部分商场更见证收入增长。我坚信，公司在朝正确方向发展，惟市况改善需一段时间才能反映在业绩上，因此我们必须趁此机会，在各方面加倍努力。

2017年，公司达成多项目标。首先，公司在上海、香港，以至沈阳、无锡、昆明、武汉的资产优化计划及建设进度如期，更成功平衡安全、品质与开支多方要求。另外，公司在项目管理的营运与支援方面，亦大有改进。

其次，公司的租赁物业组合的整体收入录得增长。上海的恒隆广场创下新高，其零售额按年大幅增长26%；团队在去年12月更打破

单一月份销售额。在香港，随着京士顿街9号优化工程竣工，标志Fashion Walk已换上新装，以更丰富的时尚生活品牌与特色餐厅，为顾客带来更佳体验。在今明两年，山顶广场亦将逐步完成优化工程，以全新面貌示人。

内地的各商场已提升整体装潢，加入全新品牌，优化租户组合。集团租务部为旗下商场带来更多知名品牌，提升各商场的定位。内地办公楼组合的表现亦令人满意，收益达内地的总收入的三分之一。随着市况回暖，我们必须再加把劲，以保持这方面的优势！

第三，公司已巩固营运基础，有助我们迈向更高峰，当中包括去年推出顾客关系管理项目、强化危机管理意识及预防措施，落实设施管理系统以节省开支等等。在来年，更多举措将陆续推出。

第四，公司规模不断扩展，我们必需在人事、管理系统及架构方面精益求精。为此，人力资源部推出多项策略措施，涵盖建立人才库、整理人事架构、提升雇主品牌、强化集团文化等多个范畴。公司明白企业文化是核心价值的体现，因此将全力推展企业文化至公司各个层面。

除此以外，职位继任规划也是不可忽略的一环，因此我们必须确保公司持续发展，以确保公司有新动力、新人才，推动业务迈进未来。这是良好的管理和企业管治的核心。

我们亦在企业管治、可持续发展、投资者关系、企业传讯、市场营销、设计与工程、绿色建筑、人力资源管理、客户服务等各方面，赢取多个奖项。如此骄人的表现，足证公司发展方向正确无误。

各位同事身为恒隆大家庭的一员，充分了解公司核心价值实在责无旁贷。为此，我们正编撰一本记录公司历史的书籍，不单为搜集公司的故事，亦以传承企业文化，讲述企业价值的目的，正因我相信，正面文化是构筑成功企业的要素。部分故事已在《连系恒隆》内出现过，还请密切留意历史书的推出日期！

我相信，随着公司迎接2018年以至更长远未来，困难仍会陆续出现，但经验告诉我们，危与机是一体两面的。恒隆将以顶尖地产发展商为定位，持续优化香港及内地的发展策略。凭今日公司展现的持续发展优势，令我坚信我们在明日必能再创新猷。在此，我鼓励各位同事继续在各方面秉持“只选好的 只做对的”的理念，积极进取，为公司创下更佳业绩。

让我再次感谢各位的不懈努力，亦让我们一同向成为备受尊崇的全国性商业地产发展商的目标，再走近一步！

行政总裁

陈南禄

Dear Colleagues,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Chief Executive Officer
Philip Chen

恒隆蓄势待创新高

Hang Lung Poised to Reach New Heights



▲ (左起) 执行董事陈文博、行政总裁陈南禄、董事长陈启宗及首席财务总监何孝昌
(From left) Executive Director Adriel Chan, Chief Executive Officer Philip Chen, Chairman Ronnie C. Chan and Chief Financial Officer H.C. Ho

恒隆集团及恒隆地产在1月30日(星期二)举行业绩发布会, 公布截至2017年12月31日止的年度业绩。

On January 30 (Tuesday), Hang Lung Group and Hang Lung Properties announced financial results for the full year ended December 31, 2017.

2017年度全年业绩概要:

	恒隆地产		恒隆集团	
总收入	-14%	至 111.99亿港元	-14%	至 117.74亿港元
租金收入	+1%	至 77.79亿港元	-	至 83.54亿港元
- 内地	-1%	至 39.58亿港元	-1%	至 43.72亿港元
- 香港	+2%	至 38.21亿港元	+2%	至 39.82亿港元
物业销售收入	-36%	至 34.20亿港元	-36%	至 34.20亿港元
总营业溢利	-11%	至 79.10亿港元	-11%	至 83.12亿港元
- 物业租赁	-1%	至 56.72亿港元	-1%	至 60.74亿港元
- 物业销售	-30%	至 22.38亿港元	-30%	至 22.38亿港元
股东应占纯利	+31%	至 81.24亿港元	+43%	至 53.14亿港元
股东应占基本纯利	-13%	至 55.30亿港元	-12%	至 33.14亿港元
每股股息总计(港币)	-	至 7角5仙	-	至 8角0仙
- 中期(已派发)	-	至 1角7仙	-	至 1角9仙
- 末期(建议)	-	至 5角8仙	-	至 6角1仙

2017 Annual Performance at a Glance:

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

受惠于上海及香港多项资产优化项目竣工带来的贡献，香港及内地核心物业租赁业务表现保持平稳。恒隆地产的租赁物业租金收入增加至港币77.79亿元，而恒隆集团则持平于港币83.54亿元。

董事长陈启宗说：“于2017年，我们看见香港及内地的零售市场持续复苏，这现象在内地一线城市的奢侈品零售市场更为明显。整体而言，政府持续刺激个人消费，促进了‘新零售’市场的进一步发展，亦变得多元化。透过考虑周详的资产优化计划，我们为租赁物业改善租户组合，同时提升设施和服务，从而把握市场上升的趋势，为租赁物业组合建立更稳固的基础。我相信凭借管理层努力不懈，持续优化业务，公司在未来的日子将蓬勃发展，业绩创出新高。”

内地方面，倘剔除因翻新而关闭的可租赁面积，我们所有物业的零售额均录得增长，当中以上海的恒隆广场的增长尤其显著。随着该商场的翻新计划完工，上海的恒隆广场巩固了其作为中国奢侈品品牌集中地（Home to Luxury）的定位。陈启宗表示：“20多年前，我们选择在上海投资，开展恒隆在内地市场发展的时代。自此，我们已成功在内地多个城市建立具代表性的地标项目。上海的恒隆广场在完成优化工程后，其零售额强势增长26%，证明项目已成功蜕变成现代高端零售的象征，重塑中国零售市场的形势。”上海的港汇恒隆广场于2017年年初启动为期三年的大型优化计划，工程分阶段进行，并预计将于2019年年中完成。翻新工程不仅加强商场的长久竞争力，亦将进一步巩固恒隆于内地经营高端商场的领导地位。

在香港，恒隆集团及恒隆地产的租金收入均按年增长2%。铜锣湾京士顿街9号的翻新计划已于2017年下半年完成。这个面积达10万平方呎的零售地段已焕然一新，为顾客提供独特精彩的现代时尚生活体验，同时标志着Fashion Walk正式完成整个资产优化计划，成为城中标志性的购物枢纽。恒隆亦继续推进香港各项精心策划的资产优化工程，其中山顶广场第一期的翻新工程已于2017年3月动工，翻新部分预计于2018年底前重新开放，为香港这个最具代表性的旅游景点引进新的购物及消闲概念。

恒隆将继续采取审慎稳健的财务管理策略，支持长远发展、满足资本承担及继续业务扩张计划。



▲ 上海的恒隆广场的资产优化计划已经完成，图为2017年9月举行的盛装派对
Enhancement works for Plaza 66 have been completed, pictured is the Home to Luxury party in Shanghai held in September 2017

▼ Fashion Walk全新时尚生活区域Kingston隆重登场
Fashion Walk expands lifestyle footprint at Kingston



▼ 上海的港汇恒隆广场持续进行资产优化
Grand Gateway 66 continues with its asset enhancement program



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

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

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

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

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

管理层会见济南市市长

Management Members Meet with Mayor of Jinan



2月8日(星期四), 行政总裁陈南禄、首席财务总监何孝昌、执行董事陈文博、执行董事陈家岳、执行董事程鼎一等高级管理人员与济南市委副书记兼市长王忠林及一众政府官员会面, 总结济南的恒隆广场2017年的营运情况, 双方亦就历下区的交通配套及发展情况交换意见。

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

◀ 陈南禄(左)与王忠林(右)会面
Philip Chen (left) meets with Wang Zhonglin (right)

与员工分享公司业绩 促进交流

Enhance Communications with Staff



香港 Hong Kong

公司于公布全年业绩后在香港及内地举行五场员工汇报会。行政总裁陈南禄、首席财务总监何孝昌、执行董事陈文博、陈家岳及程鼎一亲自向同事讲解业绩及回答提问, 分享在营运、管理和财政等方面的表现和未来发展。

陈南禄在员工汇报会上表示, 尽管经济环境艰难, 公司仍然在租赁业务上录得增长, 实有赖同事的努力。他又鼓励同事强化和装备自己, 因为市场会汰弱留强, 我们将是什少数的赢家之一。

管理层亲自阐述恒隆发展

Briefing on Hang Lung's Latest Developments

为了与持份者建立有效的双向沟通，同时保持高透明度的管治，公司于公布全年业绩后，随即举行业绩发布会及分析员会议，并由董事长陈启宗、行政总裁陈南禄、首席财务总监何孝昌及执行董事陈文博亲自阐述公司的业务发展，以及对整体经济环境和物业市场的看法。

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



▲ 陈启宗(右二)、陈南禄(左二)、何孝昌(右一)及陈文博(左一)出席分析员会议
Ronnie C. Chan (2nd from right), Philip Chen (2nd from left), H.C. Ho (right) and Adriel Chan (left) attend an analyst presentation



香港 Hong Kong

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

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

上海 Shanghai



济南 Jinan



大连 Dalian



管理层连走三地 C-suites on the Road

行政总裁陈南禄、首席财务总监何孝昌、执行董事陈文博、陈家岳、程鼎一及其他高级管理人员于2月6日至9日马不停蹄前往上海、济南和大连，主持员工汇报会，向各地同事阐述公司的未来发展和业务策略。

作为公司的重要沟通举措，管理层每半年都会于公布业绩后到内地项目与员工交流，建立良好的沟通桥梁。

一连四天的行程，往来香港及内地三个城市共4,400公里就相等于完成了104个马拉松赛事。

▼ 陈南禄（右二）、何孝昌（右一）、董事—租务及物业管理彭兆辉（左一）与同事一同于员工餐厅共进午餐
Philip Chen (2nd from right), H.C. Ho (right), Director – Leasing & Management Derek Pang (left) have lunch with colleagues at staff canteen



▲（左起）程鼎一、陈文博、陈南禄、董事—总法律顾问及公司秘书甄嘉雯、总经理—人力资源潘舜雅、陈家岳、何孝昌及董事—集团传讯及投资者关系关则辉
(From left) Dane Cheng, Adriel Chan, Philip Chen, Director – General Counsel & Company Secretary Margaret Yan, General Manager - Human Resources Janet Poon, Norman Chan, H.C. Ho and Director – Corporate Communications & Investor Relations C.F. Kwan

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

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

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

恒隆勇夺两项“我最喜爱商场活动”殊荣 Hang Lung Takes Home Two My Favorite Shopping Mall Events



▲ 蔡碧林（右四）、罗欣琪（左四）及吴铠廷（右三）出席颁奖典礼
Bella Chhoa (4th from right), Katherine Lo (4th from left), and Victor Ng (3rd from right) attend the presentation ceremony

Fashion Walk和雅兰中心连续第三年赢取由《香港经济日报》主办的“我最喜爱商场选举”，分别凭圣诞节活动Joy of Lights及农历新年活动“清仔‘型’新春”，成为公众心目中的“全港25大我最喜爱商场活动”之一，肯定了推广团队的创意及努力。董事—租务及物业管理蔡碧林、总经理—租务及物业管理罗欣琪、吴铠廷以及Fashion Walk和雅兰中心的推广团队，一同出席在1月16日（星期二）举行的颁奖礼。

“我最喜爱商场选举”由专业评审及公众投票选出，旨在表扬深受市民欢迎的商场，以及让公众了解优秀商场的经营之道。

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

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

首届“恒隆商户服务奖”圆满举行

与国际品牌携手推动优质服务文化

Inaugural Hang Lung Retail Service Award

Partnering with International Brands to Promote Service Excellence

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▲ 执行董事陈文博（前排中）、执行董事陈家岳（前排左二）、董事——租务及物业管理彭兆辉（前排右二）、上海的恒隆广场总经理胡惠雅（前排左一）及港汇恒隆广场总经理叶志强（前排右一）出席首届“恒隆商户服务奖”颁奖典礼，与所有得奖者合照
Executive Directors Adriel Chan (front row, center) and Norman Chan (front row, 2nd from left), with Derek Pang, Director – Leasing & Management (front row, 2nd from right), Vera Wu, General Manager of Plaza 66 (front row, left), and Rico Yip, General Manager of Grand Gateway 66 (front row, right), pose for a group photo with all the winners at the inaugural Hang Lung Retail Service Award Presentation Ceremony

恒隆地产非常重视优质服务，锐意将这元素注入租赁及营运策略中。为建立恒隆的优质服务标记，公司于2014年推出“绿宝石客户服务奖”，表扬在客户服务方面表现出色的前线员工，今年更将优质服务文化推广至租户层面，进一步巩固并提升公司的服务水准。于1月10日（星期三）假上海举行了首届“恒隆商户服务奖”颁奖典礼，颁发26项“个人卓越奖”及“企业团队卓越奖”，表彰在恒隆旗下物业提供卓越服务的租户及其员工。

获嘉许的卓越服务奖个案，继续秉承了“绿宝石客户服务奖”中“多做一点 前瞻一里”的精神，前线服务员能够为客人多想一步，提供超乎预期的服务。且看以下精选得奖个案，了解他们如何用心服务，为客人提供全方位的优越体验，为品牌建立专业的形象。

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

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

精选得奖个案 Selected Winning Cases

个人卓越奖 Individual Award

冯先梅 — 哈根达斯 (Häagen-Dazs) Lily Feng, Häagen-Dazs



在2016年的最后一天，港汇恒隆广场哈根达斯店的冯先梅正准备结束营业回家吃年夜饭。这时店内走进一位年老的妇人和一位老爷爷，他们表示女儿没能回家过年，所以二人想出来外面吃点蛋糕甜点。冯先梅听到后主动延长了当天的营业时间，陪两位老人在店内吃了年夜饭。也因为这样，冯先梅错过了和家人吃年夜饭的时间，但她并不后悔。因为她认为，真正的优质服务，就是以同理心去面对顾客。冯先梅的做法给了我们最好的榜样。

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

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

陈洁 — 卡地亚 (Cartier) Emma Chen, Cartier



一对快将结婚的情侣来到卡地亚上海恒隆广场店铺挑选戒指，细心的店员陈洁听女顾客对男朋友喃喃细语：“这样就算结婚啦，连求婚也没有吗？”陈洁将这句话记在心里，事后主动联系男顾客，给了他一些建议，策划一个让未婚妻终生难忘的求婚方案。陈洁和相关同事沟通之后迅速拟定了一套方案，把求婚地点定在上海恒隆广场的卡地亚店铺内。在求婚之日，陈洁和男顾客安排以再看订婚戒指的名义把女顾客约到店内，最终店铺所有同事见证了这对情侣的求婚过程，令他们毕生难忘！

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

企业团队卓越奖 Group Award



轻实 EasyLab

2016年11月下旬的一个晚上，EasyLab轻实的员工正忙着收市，厨房的员工已经下班离开了店。只剩下店长刘健文、领班陈小燕及水吧席其兵。这时突然走进来两位顾客，手上拿着大包小包，原来两位外宾是专门下飞机后就直接过来，行李都来不及放下，而且满脸倦容，于是店长做了一个决定，让他们先看餐牌选餐，然后尽量给他们做菜。考虑要求厨师返回店内实在太晚了，于是刘健文担任厨师，在席其兵的协助下，由厨师透过电话指导制作几道简单的热菜。经过近30分钟的烹煮，顾客终于吃上了热乎乎的饭菜，而且给予很高的评价，三位员工也都会心微笑了。

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

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

恒隆广场·上海 Plaza 66, Shanghai

个人卓越奖 Individual Award



▲ 执行董事陈文博（左六）颁发奖项予个人卓越奖得奖者（左起）葆蝶家 (Bottega Veneta) 于歆毅、卡地亚 (Cartier) 陈洁、思琳 (Celine) 许仲佑（代领）、昆庭 (Christofle) 奚蕊玲、迪奥 (Dior) 于钰、杰尼亚 (Ermenegildo Zegna) 张燕、乔治阿玛尼 (Giorgio Armani) 姜知栋、伯爵 (Piaget) 张玲智、塔思琦 (TASAKI) 夏俊及纬图 (VERTU) 徐华俊
Executive Director Adriel Chan (6th from left) presents individual awards (From left: Candy Yu from Bottega Veneta, Emma Chen from Cartier, Edward Hsu from Celine (received by another representative), Feeling Xi from Christofle, Joanna Yu from Dior, Summer Zhang from Ermenegildo Zegna, Jimmy Jiang from Giorgio Armani, Ivy Zhang from Piaget, Amy Xia from TASAKI, and Jim Xu from VERTU)

企业团队卓越奖 Group Award



▲ 执行董事陈文博（前排右四）颁发奖项予宝格丽 (Bulgari)、迪奥 (Dior)、波傲 (Bang & Olufsen) 及轻实的代表
Executive Director Adriel Chan (front row, 4th from right) presents certificates to representatives from Bulgari, Dior, Bang & Olufsen, and EasyLab

港汇恒隆广场·上海 Grand Gateway 66, Shanghai

个人卓越奖 Individual Award



▲ 执行董事陈家岳(右五)颁发奖项予个人卓越奖得奖者(左起)寇依(Chloe)任懿、登喜路(Dunhill)周佳(代领)、鼎泰丰杨平、古驰(Gucci)刘方立、哈根达斯(Häagen-Dazs)冯先梅、茱莉蔻(Jurlique)胡平、三宅一生(PLEATS PLEASE)时佳雯、苏浙汇刘建波及STACCATO卢建军

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

企业团队卓越奖 Group Award



▲ 执行董事陈家岳(右三)颁发奖项予港丽茶餐厅(Charme)、麦克斯·马勒(Max Mara)及蒂芙尼(Tiffany & Co.)的代表

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

商户看“服务” “Service” in the Words of Tenants

除恒隆多位高级管理层外，颁奖典礼同时邀请了多个国际品牌管理层和代表、零售业界领导、金融、专业服务领域的精英等逾百名嘉宾出席，一同为高端零售服务加冕。部分嘉宾更分享了在现今的消费趋势下，他们对“服务”的看法。

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



伯爵(Piaget)区域商务总监许心慈 Catherine Hii, Regional Commercial Director of Piaget

恒隆对提升服务水平的理念，亦与我们品牌的信念一致，我们很高兴能与作为内地奢侈品集中地的恒隆广场携手，共同推动服务水平的提升。“恒隆商户服务奖”让我们能够与商场业主有更深入的合作，也鼓励了我们的前线人员，意识到服务水平的重要性。

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



塔思琦(TASAKI)董事总经理屠雷 Yusuki Mori, Managing Director of TASAKI

“恒隆商户服务奖”让我们肯定了恒隆对服务水平的重视，促使我们要加紧提升服务水平，与市场看齐，让所有顾客无论本身怀着什么心情进入商场及店铺，也能享受一趟愉快的体验，心满意足地离开。

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



麦克斯·马勒(Max Mara)总经理吴错 Terry Wu, General Manager of Max Mara

作为一个已有超过60年历史的经典品牌，我们愈来愈注重顾客的消费模式。千禧一代消费者对个性化服务的需求，促使我们加强与顾客的互动和接触。我们相信朝这方向发展，才能在无论提升销售量、巩固市场定位及扩阔顾客层面上，在未来取得胜利。

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



港丽茶餐厅(Charme)董事长陈卓明 Patrick Chan, Chairman of Charme

面对激烈的市场竞争，我们明白除了要不不断提升食物的素质，服务水平也是能否赢得顾客信心的关键。而今日的服务水平已不只局限于待客的态度，顾客更期望前线服务人员能专业地介绍每一道菜的用料、制法等，推荐合乎他们口味的菜式。

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

立体访谈 Management Dialogue

何孝昌：恒隆首席财务总监的日常

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

要 胜任首席财务总监一职，会计及财务上的专业知识固然必要，更须对公司运作与业界状况了如指掌，方能维持公司财务稳健，与对手在市场上争一长短。今期，我们就走入何孝昌的数字世界，从他身为恒隆首席财务总监的角度，了解他的日常工作。

早上8时正，中环早上一片宁静，部分行人仍睡眼惺忪，何孝昌却已经安坐办公室，埋首处理由财务团队准备的每周及每月财务报表。这类财务报表会将公司表现与一系列主要表现指标 (KPI) 作出评比，并提交予董事会及管理层，令他们能及时而迅速了解公司财务状况。一边审阅，他一边解说：“管理层全凭这些数据跟进各项业务的进展与关注重点，因此必须快而准。”当然，分析财务报表只是首席财务总监日常工作的一小部分。

首席财务总监的主要功能是什么？何孝昌认为这视乎公司的发展阶段，正扩充的公司和已成熟公司优劣有别。但离不开四个主要角色：资金筹集与财务管理、财务报告及策划、财务风险管理、监管与合规。由此可见，他今早需要处理的工作，绝不只桌上那数页的财务报表。

前往开会的途中，他谈起管理公司资产的重要性：“过去10年，恒隆在中国内地投资庞大，要有效管理财务风险，安排财务资本以实现公司的扩展计划，融资及投资管理自然至关重要。”当然，要稳妥管理庞大资产，先要条件是充分认识风险管理的重要性，而随后会议的内容正正是与此有关。

会议集中讨论主要的财务风险管理及预防措施，他在会中分析公司面对的风险：“当今全球营商环境繁杂，面对的风险分可预见的及不可预见两种。恒隆需要订立审慎的财务风险管理框架，一方面要符合各规定和条例，另一方面改善决策，如在管理汇率及息率风险，以及分析宏观经济趋势等方面，提升表现。”他续说，许多风险都是已知悉，包括政治和经济因素等系统性风险，但是不知道会何时发生。“要应付此类风险，需要利用压力测试确保公司承受力足够。然而，公司决策不应受短期利益影响，而是须秉持长远目标。”

回到办公室，何继续处理来自法律及秘书部的通告，他边浏览边说道：“规管环境瞬息万变，新法规随时出现，而由于公司在不同地区须按照不同法规营运，让合规变得更复杂。正因如此，我们不但要紧贴最新法规要求，更须预见未来发展，上市规例就是一例。”他强调，决策时视野必须广泛，什至连社会和道德责任也要一并考虑：“说到底，我们做事必须坚守正道。”

纵使下午的会议排得密密麻麻，何孝昌也须抽一点时间吃个短午饭，而我们就借此机会向他请教他的管理哲学。对于成功的管理之道，他有两点看法：“量力而为”与“未雨绸缪”。他认为，只有诚实且谨慎评估新投资的风险，方能透彻了解公司所得利益，从而规避风险。何孝昌亦提及为一切状况做好准备的重要，尤其是应对资本市场的波动和投资机遇：“举例说，在2011年我们首度发行中期票据，至去年申请成立发行熊猫债券平台，即在岸人民币债券，协助公司增添银行借贷之外的筹集资金渠道。我们必须早作准备，全面运用资本市场优势筹集资金，即使投资机会出现，也不致因资本不足而白白错失良机。”

单从他下午的日程表，我们也略能了解到首席财务总监职务之广。除与财务及资金部开会外，他亦须与中央采购部、物业销售部、行政部、资讯科技部等属他管辖的部门开会。被问及他如何处理众多职责之时，他对公司上下的团队精神赞不绝口。他指以过往几年从管理香港物业销售中，为公司套现超过300亿现金的业绩为例：“全赖团队上下通力合作，我们才能成功达标，获取足够现金以支持公司在内地的扩展，更成功套现非核心投资物业，获取流动资金。”在推行资讯科技方面，何亦充满热忱，他充分了解核心资讯科技系统对公司日常运作的重要，亦赞扬团队在推行公司的EST计划 (Experience体验、Services服务、Technology科技) 所作的努力。“资讯科技团队在协助公司抵御网络攻击方面功不可没。网络攻击无处不在，更日见精密，因此我们需要更积极管理网络风险，提升使用者的安全意识。”当然，资讯科技团队的工作远不止内部管理，正如何孝昌解释道：“通过与不同部门合作，从中扮演技术顾问及协调角色，团队缔造有利落实创意科技的环境，令各部门得以通过EST计划，为客户提供具吸引力的科技应用。”

随着繁忙的一日接近尾声，我们对首席财务总监的角色了解更深，亦令我们了解到自身角色能如何与公司治理理念契合，带领公司业绩再创高峰。

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

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

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

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

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

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

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

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

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



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恒隆这样走过来 Retracing the Hang Lung Path

因义得财——格兰酒店的缘起

The Grand Hotel – A Grand Gesture to Help a Friend

上回提及当年格兰酒店地牢的维京餐厅无人不识，那么格兰酒店还在吗？

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



▶ 格兰酒店门口
Entrance of the Grand Hotel

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

the property purchased. The resulting sale expanded Hang Lung's interest in the hotel business, all because of the close bonds of friendship between these two friends.

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

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

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

▼ 格兰酒店集团旗下三间酒店的位置图
Map showing the three hotels under Grand Hotel Group



▲ 在电脑还未普及的年代，同事需要携带一本重重的销售文件，到东南亚、澳洲、欧洲等国家路演，推广格兰酒店
In a time when computers were not yet commonly used, colleagues brought heavy sales kits to countries in Southeast Asia, Australia, and Europe to promote the Grand Hotel

恒隆的酒店业务可追溯至60年代中期。恒隆的附属公司——恒隆（旅业）有限公司，于1966年开始，负责管理及经营位于九龙加拿芬道之格兰酒店。六年后，1972年10月，恒隆因一个契机而收购了整幢酒店。根据陈谭庆芬女士（陈曾熙夫人）忆述，当年，陈曾熙先生的一位朋友原打算购买格兰酒店，付了订金后却出现了资金周转的问题。至成交当日，这位朋友在十万火急下致电给陈曾熙先生。陈曾熙先生当时虽然身体抱恙，但为免朋友被逼“挞订”，仍急忙赶到格兰酒店，为朋友完成交易。因为一个“义”字，造就了恒隆拓展酒店业务。

于1987年加入公司的高级经理——综合服务欧阳应韶表示，当年香港只有20多家酒店，格兰酒店是当时有志加入酒店业人士理想工作的地方。

80年代中期可算是恒隆酒店业务的辉煌时期，除了格兰酒店外，公司当时还坐拥位于弥敦道的雅兰酒店及鲗鱼涌的康兰酒店（现为康兰居）。之后，由于愈来愈多新酒店落成，市场竞争激烈，而恒隆亦希望集中业务，因此于1991年结束格兰酒店，并重建为现时的商业项目——格兰中心。为扩大公司旗下租赁物业组合，恒隆于2003年将格兰酒店集团私有化，把雅兰酒店改建为办公室，成为现时雅兰中心的一部分。

把酒店改建成商业用途以取得更高、更稳定的回报是董事长陈启宗先生上任后的一项重要举措。

星级服务专区 HL Star Service

你的一小步，服务一大步

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

有时候，多问一句，多走一步去关心身边的人、事、物，可能已经能够拯救一个人，甚至一个家庭的命运。2017年绿宝石客户服务奖优异得主之一，沈阳的市府恒隆广场的高级宾客体验专员刘茜，就是凭着这宗旨，主动去关心坐在楼梯间神色凝重的顾客，才发现她心脏病复发，并幸好即时为她找来药物，让她保住性命，其后该名顾客的丈夫赶到，亦感激刘茜的帮助。所以有时候，若大家都多走一步，世界定会更美好。

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

◀ 市府恒隆广场的总经理陈慧玟（左）及高级宾客体验专员刘茜（右）
Forum 66's General Manager Jennifer Tan (left) and Senior Guest Experience Ambassador Casey Liu (right)



第五届 TEAMS Day 甄选管理人才

Budding Management Trainees Join Fifth TEAMS Day

恒隆自2014年起引进创新和高互动性的遴选活动 TEAMS Day，以甄选富潜能的管理人才参与“管理培训生计划”。第五届 TEAMS Day 于1月17日（星期三）满举行，吸引近200位来自香港及海外不同院校的精英参加。

每年的 TEAMS Day 都会加入新元素，今年采用了人工智能机器人担任大会司仪及应用至任务中，借此让参加者更了解恒隆的 EST 计划——运用科技提供崭新服务以丰富购物者的体验。同时，任务中亦加入了有关综合服务的题目，以彰显提供优质服务在恒隆企业文化中的重要性。参加者需要前往恒隆旗下物业完成一系列指定任务，以评估他们在才能 (T)、活力 (E)、分析力 (A)、主动性 (M) 及明智 (S) 的表现。

▼ 总经理—人力资源潘舜雅（左）与两位大会司仪—人工智能机器人及2017管理培训生屈凤廉（右）
Janet Poon (left), General Manager - Human Resources, with the two emcees - Pepper, the Artificial Intelligence (AI) robot and Maryellen Wat (right), a 2017 Management Trainee



▲ 参加者前往恒隆旗下物业完成一系列指定任务
Participants complete a series of tasks in different Hang Lung projects

◀ 人工智能机器人应用至任务中
Artificial intelligence (AI) robots are used in the tasks

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

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

◀ 今年的 TEAMS Day 吸引近200位来自香港及海外不同院校的精英参加
Around 200 university students from Hong Kong and overseas participate in this year's TEAMS Day



商场聚焦 Eye on HL Malls

雅兰中心 Grand Plaza

深水埗 · “心水宝”

Create Your Sham Shui Po

▲ 总经理——租务及物业管理吴铠廷（左）与筹备委员会主席林力山博士一同欣赏得奖作品
General Manager - Leasing & Management Victor Ng (left) and organizing committee Sr Dr Lesly Lam admire the winning models together



▲ 冠军作品—顺德联谊总会梁銻琚中学中四学生设计的“心水宝”模型
The winning model - a group of Form 4 students of Shun Tak Fraternal Association Leung Kau Kui College

香港测量师学会于去年11月首次举办“区区有特色”地区发展创作比赛，以历史文化丰富的深水埗为主题，让中学生透过自选形式发挥小宇宙，呈现理想的深水埗社区。同学们透过工作坊及导赏团了解测量师的工作并将学到的加以运用于模型制作。比赛冠军由顺德联谊总会梁銻琚中学中四学生设计的“心水宝”模型夺得，作品注重地区的环保和活化，借此改善区内居民的生活质素和经济收入水平。是次活动获雅兰中心作场地赞助，得奖作品于上月在雅兰中心展出。

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

更多作品相片和资料可参阅此网站：
More photos and descriptions of models are available on this website:



群星齐集

Kingston at Fashion Walk

Catching the Eyeball -

Kingston Grand Launch Celebration Party /

庆祝派对



“醒狮扎作之王”许嘉雄师傅将Rukkit Kuanhawate设计的狮子王涂鸦化作全港首只街头风涂鸦醒狮，于Kingston庆祝派对上与市民见面
Incorporating Rukkit Kuanhawate's design into Chinese culture, local lion dance costume maker Master Hung crafted the first-ever graffiti-style lion heads which meet the audience at the Party

为庆祝Kingston（京士顿街9号）以新形象登场，Fashion Walk于1月17日（星期三）举行了“Kingston at Fashion Walk庆祝派对”，由来自迈阿密的人气女神Celine Farach、香港IG女神倪晨曦（Elva）、行政总裁陈南禄及执行董事陈家岳主持揭幕礼。当日，一众嘉宾亦联同泰国街头涂鸦王Rukkit Kuanhawate为其于Kingston全新2,000平方呎Pop-up Gallery举办的香港首个艺术展剪彩。城中逾百名KOL亦有出席庆祝派对，试玩迷你高尔夫游戏及欣赏DJ打碟表演，一起感受全新时尚生活区域Kingston的潮流气氛。

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



陈南禄（右二）、陈家岳（左二）以及来自迈阿密的人气女神Celine Farach（右一）和香港IG女神倪晨曦（左一）为醒狮点睛，象征着优化后的Kingston已重新登场

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

Celine Farach与调酒师即席比拼调酒技术
Celine Farach and the mixologist show off their skills in making cocktail drinks



Celine Farach亲身感受室内迷你高尔夫的乐趣
Celine Farach experiences the fun from indoor mini-golf



恒隆管理层、Celine Farach（后排右五）、倪晨曦（后排左六）及泰国街头涂鸦王Rukkit Kuanhawate（后排右一）参与“Kingston at Fashion Walk庆祝派对”，见证Kingston全新形象的诞生
Hang Lung management members, Celine Farach (back row, 5th from right), Elva Ni (back row, 6th from left) and graffiti king from Thailand Rukkit Kuanhawate (back row, right) attend the Kingston Grand Launch Celebration Party to experience the new Kingston

Rukkit Kuanhawate除了在Fashion Walk展出多件涂鸦作品，他更为Fashion Walk新年主题活动设计以万兽之王狮子为主题，结合传统舞狮打造成“Fashion Walk彩狮King城庆新春”新年布置。而Fashion Walk更特别邀请了来自本土的“醒狮扎作之王”许嘉雄师傅将Rukkit Kuanhawate设计的狮子王涂鸦化作全港首只街头风涂鸦醒狮，于庆祝派对上首次亮相，让大家全情投入热闹新奇的新春派对！

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

歌剧零距离

Get Acquainted with Opera

歌剧文化源远流长，艺术成分极高，相比流行歌曲的演唱会或舞台剧，一般普罗大众较少主动接触。其实，欣赏歌剧不一定是艺术之士的专利！

为推广歌剧文化，公司最近与香港歌剧院合作，于淘大商场和山顶广场分别举办了两场表演，演出多首歌剧名曲，包括来自《卡门》中的“斗牛士之歌”，《杜兰朵》中的“今夜无人入睡”等，让市民与歌剧来一场零距离接触，亲身感受歌剧带来的听觉冲击。

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

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



恒隆广场·上海 Plaza 66

宝诗龙首家中国精品店揭幕 China's First Boucheron Boutique Opens



▲ (左起) 宝诗龙行政总裁 Hélène Poulit-Duquesne、周冬雨、胡惠雅出席剪彩仪式
(From left) Boucheron Chief Executive Officer Hélène Poulit-Duquesne, Zhou Dongyu, and Vera Wu attend the ribbon-cutting ceremony

国际珠宝品牌宝诗龙 (Boucheron) 首家中国精品店于1月26日 (星期五) 在上海的恒隆广场正式开幕！金马影后周冬雨身穿一袭紫色长裙，并佩戴品牌的Lierre de Paris巴黎常春藤系列珠宝，尽显自然魅力。周冬雨以亚洲首位代言人的身份，与宝诗龙行政总裁 Hélène Poulit-Duquesne，上海的恒隆广场的总经理胡惠雅共同出席剪彩仪式。新店承袭总店的经典巴黎建筑风格，与市民一同见证来自巴黎的高级珠宝传奇！

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



市府恒隆广场·沈阳 Forum 66

与男神有个约会 A Date with My Hero

影 视红星黄晓明到沈阳的市府恒隆广场宣传新电影，百丽宫影院一早公布了详情，引起抢票热潮。

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



刚刚迎接过2018年的来临，农历新年又逼近！恒隆在香港和内地的商场已准备了不同形式的主题活动，与各地市民共迎喜庆狗年外，也为大家送上新年祝福。而部分商场亦有举行情人节活动，让市民可以一次过与家人、情人欢度佳节。济南、天津及大连的恒隆广场均摆放结合传统年画的“吉占娃娃”装置，新潮有趣；而无锡的恒隆广场则承接2017年上海的恒隆广场“情系于粉”的情人节主题，为大家带来甜蜜的气氛。

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

恒隆与你 贺新岁

Happy Lunar New Year!

 长长久久庆新年
Everlasting Year of the Dog

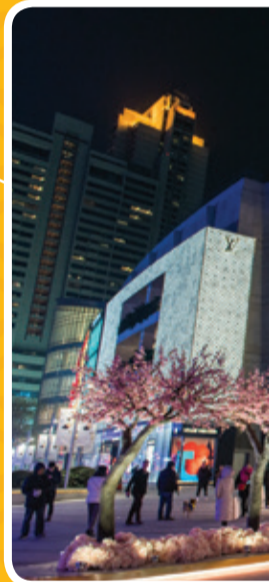
1.12
|
3.4
淘大商场
Amoy Plaza



1.17
|
3.4
Fashion Walk

 Fashion Walk彩狮King城庆新春
Kingston Launch and CNY Campaign -
Kingston the New Kingdom

 花开盛世



2.1
|
3.4
雅兰中心、荷李活商业中心及家乐坊
Grand Plaza, Hollywood Plaza & Gala Place

 运转滋味“型”新春
Twist For Good Fortune




1.26
|
3.2
康怡广场
Kornhill Plaza

1.26
|
3.2
山顶广场
The Peak Galleria

 山顶广场 X
Yana Beylison
“春暖·花开”
The Peak Galleria X
Yana Beylison
Wishing Blossoms -
A Prosperous
New Year



 康怡广场 X UPUP 步步高升贺新年
Celebration with the Taiwanese
Animated Character UPUP

1.26

3.2

恒隆广场·无锡
Center 66



情系于粉



1.26

3.4

皇城恒隆广场·沈阳
Palace 66



2018皇家派对



1.28

3.2

恒隆广场·上海
Plaza 66



1.19

2.25

市府恒隆广场·沈阳
Forum 66



臻粉新年



1.26

3.4

恒隆广场·天津
Riverside 66



潮拜吉年

2.2

3.2

恒隆广场·济南
Parc 66



潮FUN吉年

1.20

3.4

恒隆广场·大连
Olympia 66



潮FUN吉年



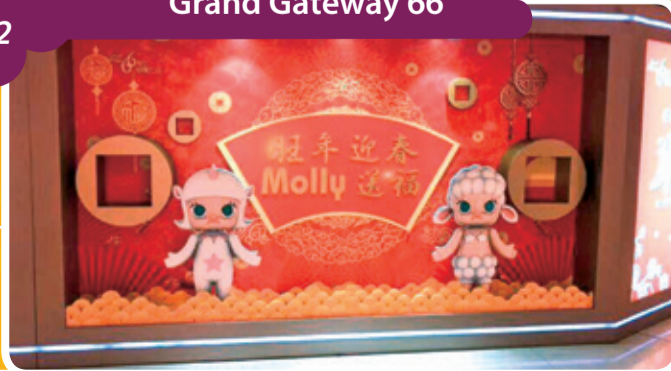
1.20

3.2

港汇恒隆广场·上海
Grand Gateway 66



旺年迎春Molly送福



绿色行动 Green Actions

慈善环岛行

Make Hiking Green Again



近年，行山远足的风气愈来愈盛，但部分行山人士缺乏环保意识，导致垃圾遍布山头，而环境教育在此扮演著重要角色。

“恒隆一心义工队”的15名义工于2月3日（星期六）参加“绿色力量环岛行”慈善行山比赛，除了身体力行鼓励大众认识及欣赏大自然外，同时亦为绿色力量的环境教育工作筹款，一同实践“自己垃圾自己带走”、垃圾分类回收及减少使用资源的行山模式。

下次行山时除了欣赏优美大自然，记紧把自己的垃圾带走。

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

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

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

▲ “恒隆一心义工队”身体力行支持绿色行山
The Hang Lung As One volunteer team joins Green Power Hike to promote green practices

潮动社区 Hi! Community

温暖传遍老人院

Spread the Warmth at a Local Nursing Home

▶ 小朋友们表演了欢乐活泼的节目
The children give a cheerful and lively performance



天津的“恒隆一心义工队”于去年12月28日（星期四）及今年1月27日（星期六）到访天津长寿老人院，除了为长者包饺子及送上贴心的保暖衣物，亦为工作人员送上从扶贫计划采购的精品苹果。于新春佳节来临之际，为了增加节日气氛，义工们在老人院内挂上贺年装饰，小朋友们则表演了欢乐活泼的节目。

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

▶ 义工送上从扶贫计划采购的精品苹果
The volunteers present the elderly with delicious apples purchased from the poverty-relief program



绿色·恒隆 HL Sustain

齐过 **惜食** 新年

Eat Wiser this Lunar New Year

农历新年将至，家家户户必定大排筵席，与亲友共度佳节。但当我们大快朵颐之际，世界上其实有很多人正饱受饥饿。根据联合国粮食及农业组织资料显示，全球饥饿人口高达8.15亿，情况较严峻的地区有尼日利亚东北部、南苏丹、索马里及也门等。

随着气候变化、人口膨胀和过度开垦等问题浮现，全球粮食产量较过去存在更多不确定因素。世界银行更于近年指出，发展中国家将有很大机会于未来5至10年为抢夺农地而发动战争，影响全球稳定。因此，要长远解决粮食问题，需要各国共同制定及实践可持续发展方针，稳定粮食产量，确保粮食能公平分配。

居住于发达地区的我们虽然没有面对过严重的粮食问题，但也有责任减少浪费食物。为了推广惜食文化，公司积极响应香港环境局的“惜食香港运动”，签署“惜食约章”，承诺制定计划减少厨余，并向持份者推广珍惜食物的良好习惯。

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

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

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

潮动社区 Hi! Community

同心·同乐

A Day Out with Children

为了让一众有语言障碍的学生在新年前尽情玩乐，无锡的恒隆广场的“恒隆一心义工队”一行21人于2月3日（星期六）带领来自无锡特殊教育学校的学生参观商场，义工们与学生一同制作甜甜圈和享用西式午餐，并举办了一场陶笛表演，鼓励他们一展才能，建立自信。



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

义工们与学生一同制作甜甜圈
Volunteers and students make donuts together



奔跑吧！恒隆马拉松健儿

Keep Running, Hang Lung Marathon Runners!



渣打香港马拉松2018（渣马）于1月21日（星期日）举行，为鼓励同事挑战自己，公司今年全额资助11位同事参与全马、半马和10公里的赛事。

长跑会亦有向同事提供定期的跑步训练，邀请专业教练提供指导，让同事能更有效地备战。



▶ 第五次参加10公里赛事的杜晋玮表示来年会再作准备，创造更好成绩

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

▶ 11位同事获得公司全额资助参与全马、半马和10公里的赛事

The Company fully subsidizes the participation of 11 staff members in the marathon, half marathon, and the 10km race

第五次参加10公里赛事的2017管理培训生杜晋玮表示：“今年进行比赛训练时，特别注意个人配速及节奏，以应付东区走廊不同的暗斜位置。是次未能打破个人最佳纪录，来年会再作准备，创造更好成绩。”

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

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

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

不容忽视的风险

The Risks You Need to Know



为了让员工更了解公司营运期保险保障范围，公司早前举办了一场讲座，邀请了保险顾问向香港同事讲解各种保险承保范畴及索偿流程，并引用了不同的实例作解释，协助员工们在这方面有更深入的了解。

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

▶ 公司举办了恒隆地产营运期保险讲座2018。
Colleagues participate in a talk entitled, "Hang Lung Properties Insurance Seminar 2018 - Property Related".

HANG LUNG'S GOT TALENT

恒隆明星赛 2018

恒隆卧虎藏龙，每位员工的才艺都深不可测，为让各隐世高手尽展所长，公司举办了一年一度的“恒隆明星赛”！各区同事都出尽法宝参加了地区的遴选，以下是部分花絮。

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

Plaza 66
恒隆广场·上海



Forum 66
市府恒隆广场



Olympia 66
恒隆广场·大连



Grand Gateway 66
港汇恒隆广场



Spring City 66
恒隆广场·昆明



Hong Kong
香港



FM知多啲 Facilities Management Fun Facts

“小心撞头”好帮手

Safety Features on Escalators

搭 扶手电梯时，你有没有留意到电梯旁总悬挂著两个透明的三角型吊牌？它们又有什么作用？它们不是广告板，而是防止我们“撞头”的防护挡板。

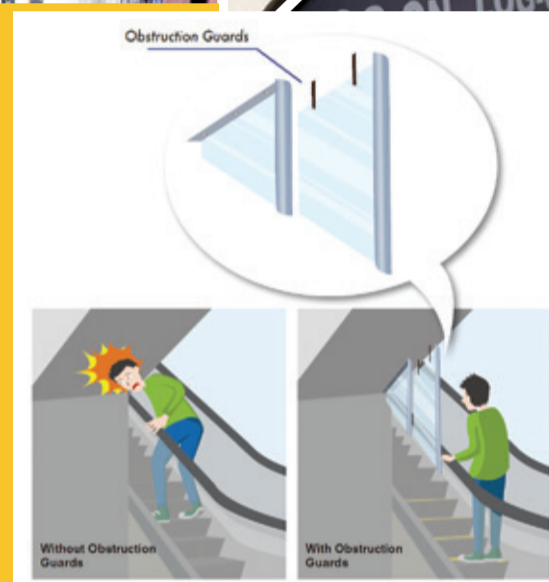
自1998年起，香港机电工程署规定必须在扶手电梯与楼层之间的交叉位，装设一块最少400毫米高的固定防护挡板，并在该固定防护挡板前悬挂另一块不少于600毫米高的防护挡板，以封闭危险的“三角区”，防止使用者被夹于楼层与自动梯之间的交叉位而受伤。

作为一间有责任感的商场营运者，恒隆旗下管理的物业的所有扶手电梯均设置安全装置，并安排承办商定期进行保养和检验，以减少意外发生。

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

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

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



▲ Fashion Walk扶手电梯的防护挡板
A fixed and suspended guard installed for one of Fashion Walk's escalators

App+

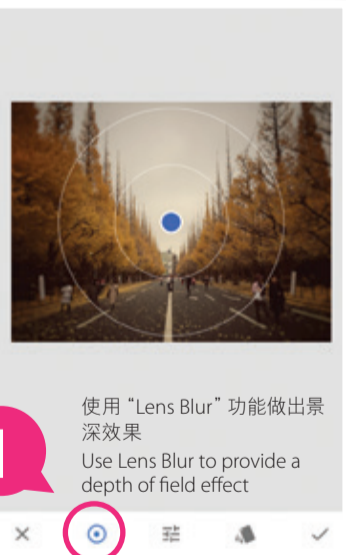
随时随地执相无难度

Photo-editing Anytime, Anywhere

原图
The original photo



1



2

使用“Curve”功能调整相片的明亮度和色温
Use Curve to modify the lighting, temperature, and color saturation



3

使用“ Healing”功能涂掉杂质，例如相中的途人
Use Healing to remove objects you don't want, like this pedestrian in the photo



修图后
The edited photo



智能手机内置镜头愈来愈专业，令人轻松拍到好照片，但有时现场环境，例如途人、色温和光线等未能配合的话，就未必能顺利拍出满意的作品。坊间已有不少手机应用程序应运而生，专业的程度可媲美电脑软件，让你随时随地可以执相。今期我们就先介绍拥有超过20个修图功能的“Snapseed”，即使要执走一个途人都易如反掌。

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

型男之选

Men With Style

换季绝对不是女生的专利！今期《潮圣地》分别为男士们搜罗不同类型的服饰，希望各位男士趁著新一季，由头到脚为自己打造一个全新的形象，让你摇身一变成为型男。

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



Comme Des Garçons

Comme Des Garçons

地址 Location :

铜锣湾Fashion Walk百德新街 51号地下A及C舖
Shops A & C, G/F, 51 Paterson Street, Fashion Walk, Causeway Bay

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

Ted Baker



Ted Baker

地址 Location :

铜锣湾Fashion Walk记利佐治街11-19号
地下8及21号舖、1楼6号舖
Shops 8 & 21, G/F & Shop 6, 1/F, 11-19 Great George Street, Fashion Walk, Causeway Bay

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



McQ Alexander McQueen



MCQ Alexander McQueen

地址 Location :

铜锣湾Fashion Walk百德新街 51号地下B及D舖
Shop B & D, G/F, 51 Paterson Street, Fashion Walk, Causeway Bay

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

Nike



Nike

地址 Location :

铜锣湾Fashion Walk京士顿街9号地下及1楼4号舖
Shop 4, G/F & Portion of 1/F, 9 Kingston Street, Fashion Walk, Causeway Bay

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

筑迹 City Contour



上环 华人足迹

Sheung Wan: Retracing the Footsteps of the Early Chinese

上环是历史悠久的华人居住区域，不同建筑串连起各时代的华人故事。由当日熙来攘往的西港城，走到纪念流落异地孤魂的广福义祠，处理民间纠纷的文武庙，以及因鼠疫肆虐而生的医学博物馆，再从基督教青年会的红砖建筑寻访鲁迅踪迹，最后沿19世纪所建的山墙而行，在前警察宿舍细数上环旧岁月。

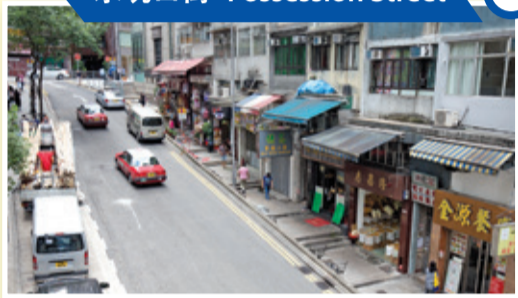
Sheung Wan was where Chinese migrants first settled in the newly-founded Victoria City. It is here that we find the Western Market, which back in the day was a hive of activity for the local community. Further uphill, Kwong Fook I Tsz may be found, which once sheltered the sick and dying, as well as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

水坑口街 Possession Street

水坑口街在香港开埠时已经存在，原称大坑口，为香港最古老的街道之一，开埠之前有坑水经此地流入维多利亚港内，其英文名称保留了英军在此地登陆，并占领香港的历史。

Possession Street, originally known as "Tai Hang Hau", is a

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



磅巷 Pound Lane

磅巷的“磅”指牲口的围栏，当年英军占领港岛后，就在水坑口附近设有临时围栏安放粮草及牲口。就算是临时围栏，一样好看，磅巷的石墙以客家砌墙法建成，两墙壁间留下的空隙造就石墙树的生长。

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



香港医学博物馆 Hong Kong Museum of Medical Sciences

香港医学博物馆，就是以前细菌的集中地……无错，其原址是香港细菌学院，1906年兴建，用以预防及控制在香港爆发的鼠疫，如今博物馆仍然保留属于爱德华时期建筑的荷兰式山墙、红砖墙及横向灰泥装饰。

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



香港中华基督教青年会必列者士街会所 Chinese YMCA of Hong Kong Bridges Street Centre

必列者士街会所于1918年建成，今年已经100岁了！它拥有全港第一个室内游泳池及木制跑道，建筑物揉合美国芝加哥建筑风格及中式琉璃瓦建筑元素，中西融和，不比一众新会所逊色。

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



文武庙 Man Mo Temple

上环文武庙早于1847至1862年间兴建，当年是为华人的议事中心。屋脊上的石湾陶塑目不暇给，例如可见宝珠、蝙蝠、南瓜等吉祥图案。

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



1 西港城 Western Market

原为旧上环街市北座的西港城建于1906年，为爱德华时代建筑的标志，当中的红砖及拱形窗户为该时代建筑装饰的标志。

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



3 广福义祠 Kwong Fook I Tsz

广福义祠就是一间让市民安放先侨灵位的庙宇，与传统寺庙一样赠医施药和救济贫民，时至今日，它已被列为二级历史建筑，但同时保存著当年死者的神位，非常有意义！

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



5 卜公花园 Blake Garden

卜公花园的原址为华人聚居的地方，花园于1894年鼠疫爆发后兴建，目的是改善空气流通及华人居住环境。

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



7 楼梯街 Ladder Street

被评为一级历史建筑的楼梯街建于1841年至1850年间，是一条由皇后大道中至坚道以楼梯为主的街道，原本的梯阶由花岗石铺成，现时大部分已被铺上混凝土，但仍保存旧式护土墙、树墙、护栏等历史痕迹。

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



10 元创方 PMQ

文青很喜欢流连的地方——元创方本来是中央书院旧址，后来改建成荷里活道已婚警察宿舍。这座建筑由无数个小单位组成两座平行大厦，各个单位以功能为主，没有额外隔格尽用空间，展示现代建筑强调功能的一面。难怪改建为元创方后，依法人气十足！

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



识饮识食 Food Hunter

STROKES

美食 X 玩乐新体验
A Venue of Great Fun & Great Food



全港首间集迷你高球场和餐厅于一身的俱乐部，在铜锣湾心脏地带京士顿街9号正式开幕！俱乐部设施众多，当中包括两个9洞高尔夫推杆球场、多用途活动空间、生活用品零售及展览区等。至于餐厅方面，则主打健康的创意美食，亦提供健康果茶，及多款特色酒精饮品，让你与一众好友举杯同乐，无论是工余消闲、饮食享受、交友聚旧，都为你带来一站式吃喝玩乐的社交体验。

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

▲ 椰菜花牛肉汉堡
Cauliflower beef burger
\$155



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



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



▶ 海鲜墨西哥玉米饼
Sole Fillet, Popcorn Shrimp
& Mango Salsa Tacos
\$110

店舖资料 Shop Info : Strokes
地址 Address :
铜锣湾Fashion Walk 京士顿街9号1楼
G2-3号舖
Shop G2-3, 1/F, 9 Kingston Street,
Fashion Walk, Causeway Bay



▶ Strokes创办人陈家亨
Edwin Chan, Co-founder of Strokes



▶ 请即扫描 QR code
观看影片



请教卢师傅 Chef Lo's Kitchen

情人节之选：火辣朱古力布丁
Spice Up Your Valentine's Day:
Piment Chocolate Mousse



材料

忌廉	1 1/4杯
全脂牛奶	1 1/4 杯
Piment d'espelette或辣椒粉 (预留小部分作装饰)	1/2茶匙
幼砂糖	2/3杯
无糖可可粉	1/2杯
粟粉	1/4杯
盐	1/4茶匙
云呢拿酱或油	1茶匙
黑朱古力(可可含量70% 以上)，切碎	4盎司
法式忌廉或酸忌廉(作装饰之用)	适量

Ingredients

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

做法 Directions

1. 将忌廉、牛奶和辣椒粉混合，以中火加热至起泡。
 2. 用小火熬煮15分钟，用纱布过滤后，再将牛奶倒回锅内。
 3. 把糖、可可粉、粟粉和盐混合过筛后，倒入牛奶中，以中火熬煮约三至四分钟直到细嫩滑溜。
 4. 转小火，加入云呢拿酱和切碎的巧克力，继续搅拌，至光滑质感。
 5. 将巧克力糊倒入容器中。让巧克力糊待凉15分钟后，用保鲜纸复盖并冷藏至少四小时以上，直至完全凝固。
 6. 最后，以法式忌廉作点缀，并洒上小许辣椒粉作装饰。
1. Combine the cream, milk and piment d'espelette in a medium saucepan over medium-high heat. Heat until the mixture just starts to bubble around the edges.
 2. Reduce the heat to low and simmer for 15 minutes to infuse the liquid. Strain through a fine sieve and return to the saucepan.
 3. Mix the sugar, cocoa, cornstarch, and salt and sieve out any lumps. Add the dry ingredients into the milk. Cook over medium heat, whisking constantly for three to four minutes until it thickens.
 4. Reduce the heat to medium-low. Add the vanilla paste and chopped chocolate and continue to whisk until the mixture is smooth.
 5. Transfer the chocolate mixture to a bowl or individual pots. Cool for 15 minutes, then cover with plastic film and refrigerate for at least four hours until set.
 6. To serve, top with some crème fraiche and a sprinkling of piment d'espelette to give it more color.

贴士 Tips

- 如果不喜欢吃太辣的人，可以将巧克力糊放在雪柜内多放一晚，辣味就会更淡
- 制作过程避免使用水分较多的食材，因此，本食谱使用辣椒粉及全脂奶，而不是新鲜辣椒及脱脂奶
- If you don't like eating food that is too spicy, you can let the chocolate mixture set in the refrigerator overnight so that the spiciness will be reduced
- It is not recommended to use ingredients that are high in water content, which is why we use cayenne pepper and full cream milk, instead of fresh chilies and skimmed milk in this recipe



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“建”多识广 ArchiFun

米兰主教座堂的建筑史(下)

History of Duomo di Milano (Part II)

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

延续上一期的故事，米兰大教堂的建筑工程虽然于1480年后复工，然而进度一直缓慢，工程人员仅完成建筑装饰与内部细节。至1564年，在布洛米奥(Carlo Borromeo)出任米兰大主教后，他聘用工程师佩里格里尼(Pellegrino Pellegrini)重启工程，佩里格里尼迅即提出在各个项目上采纳意大利文艺复兴风格。然而，该提议一直待至布洛米奥于1584年身故后，方得以落实。

大教堂的建筑工程于17世纪继续，新立面的建筑参照里契尼(Francesco Maria Richini)及曼贡(Fabio Mangone)的建筑风格，却以巴洛克(Baroque)形式展现。至1649年，在布奇(Carlo Buzzi)接任项目的主建筑师后，再度修改其建筑风格，回归至起始的哥德式建筑。在数百年的建筑历程间，大教堂糅合不同的建筑风格，直至1682年屋顶终于竣工，主立面却被完全拆毁，推倒重来。

大教堂经历了一个十分漫长而复杂的建筑过程，从1386年起，在时任米兰统治者维斯康提公爵(Duke Gian Galeazzo Visconti)主导下始动；至数百年后，在另一位统治者的指示下，项目才取得重大进展。1797年，拿破仑挥军意大利北部并取得米兰控制权，为向当地居民示好，他决定完成于百年前拆掉的教堂立面。立面的建筑工程于1805至1813年间进行，由法国全数出资，风格则采用古哥德式混搭新哥德式元素。无独有偶，1805年拿破仑就选址米兰大教堂举行加冕仪式，成为意大利国王。

要数米兰大教堂最引人入胜的设计，非屋顶的黄金圣母像莫属。该金像在1762年建造，高4.16米，离地108.5米，为教堂多达3,400个人像，135个石像雨漏及700个雕塑带来聚焦点。黄金圣母像由科罗切(Francesco Croce)设计，用压花镀金铜片打制而成。值得一提的是传统上，城内的建筑物皆不可高于黄金圣母像，因此每当米兰有新建的最高建筑物，该建筑的顶部必定装上黄金圣母像的复制品。

大教堂的建筑工程一直延续至20世纪，不断加入染色玻璃、门拱及尖塔等元素。当教堂最后一扇大门于1965年1月6日启用，标示该建筑在长达六个世纪的建造、拆卸、复修间，经历众多建筑师与数位统治者的参与，混融哥德式、文艺复兴、巴洛克式风格后，终于宣告完成。

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

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

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

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

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



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



▶ 米兰主教座堂
Duomo di Milano



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