

# HORIZON Plus

A Corporate Magazine of the Wheelock and Wharf Group 會德豐及九龍倉集團刊物

FALL/WINTER 2018



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Editorial & Design  
編輯與設計

Corporate Communications Department 企業傳訊部  
The Wharf Group 九龍倉集團  
Enquiry 查詢：pr@wharfholdings.com

Luxe Infinite Consulting Company Limited  
品位堂顧問有限公司

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## NEW ADVENTURES THAT KEEP US GOING

There is nothing more exciting than embarking on new adventures that are full of hope and possibilities. At Wheelock and Wharf Group, we reported encouraging results for the first half of 2018. Harbour City, Times Square and Plaza Hollywood set a new retail sales record and accounted for 10% of total retail in Hong Kong.

The Murray, Hong Kong has recently been selected as one of the "World's Greatest Places 2018" by TIME Magazine. Popinjays, its rooftop restaurant, which just officially opened in August, has already been rated highly by Hong Kong Tatler's food review.

We strive to strengthen our flagship investment property project, International Finance Square ("IFS"), in Mainland China. In May, Changsha IFS was inaugurated, cementing its status as the new landmark in Central China. The internationally-renowned artist KAWS created a new permanent art piece to celebrate the opening of Changsha IFS.

In addition to creating new businesses, we hope to enrich the lives of the locals through our projects.

At Chongqing IFS, a new art piece "LOVE.FOUND." created by Italian artist and architect Simone Carena, jointly with Chinese artist Yihong Hsu, was unveiled to the public in August and quickly drew crowds to "check-in". Chengdu IFS

in the meantime continues to work closely with Le Comité Saint Germain des Prés on their sister alliance to foster Sino-French exchange in art and culture, business and tourism.

We have also taken young people on new adventures. The 7<sup>th</sup> Wharf Hong Kong Secondary School Art Competition awarded 18 students a much sought-after art and cultural tour to Japan to visit the triennial Echigo-Tsumari Art Field, one of the world's largest international art festivals. An eye-opening adventure for all.

Project *WeCan*, our long-running Business-in-Community programme, also reached a new milestone with the launch of Phase III in September, taking the number of partner schools to 76, with 66,000 students and 68 supporting organisations.

Peter Woo, our Senior Counsel, has been awarded the prestigious Diamond Award by Hong Kong Tatler, in recognition of his long standing commitment to philanthropy and contributions to the business development of Hong Kong.

Our achievements have not only made us proud, but a booster to keep us going. We hope you enjoy this issue of HORIZON Plus and the stories of our amazing ride.





## 無懼挑戰 與時並進

展開一段充滿希望和機會的新旅程總是令人振奮。會德豐及九龍倉集團公布了二〇一八年中中期業績，成績令人鼓舞。海港城、時代廣場及荷里活廣場創下零售銷售紀錄，共佔全港零售額的 10% 銷售額。

The Murray, Hong Kong 最近入選時代雜誌 World's Greatest Places 2018，而剛於八月正式開業的頂層時尚餐廳 Popinjays，亦於 Hong Kong Tatler 的食評中獲得優秀評價。

我們一直致力擴展在中國內地的旗艦投資物業項目 — 國金中心（「IFS」）的版圖。集國際知名品牌、中西餐飲及五星級酒店於一身的長沙 IFS 已於五月開幕，奠定其為華中地區新地標的位置。國際藝術家 KAWS 更把他創作的永久巨型雕塑帶到長沙，慶祝 IFS 開幕。

拓展業務的同時，我們亦希望能夠豐富當地人民的生活。

由意大利藝術家及建築師 Simone Carena 及華裔藝術家許亦宏聯手打造的「LOVE.FOUND.」藝術裝置亦於八月在重慶 IFS 揭幕，旋即成為當地人「打卡」熱點。成都 IFS 亦繼續與巴黎左岸聖日耳曼德佩委員會合作，促進中、法在藝術、文化、商業及旅遊等領域交流。

我們亦與年輕人並肩。在第七屆九龍倉全港中學生繪畫比賽得獎的十八名學生，早前獲邀到日本參觀三年一度、世界其中一個最大型的國際藝術節 — 越後妻有大地藝術祭，讓各同學對藝術和生活又獲得另一種體會。

集團在社、企共勉方面的旗艦教育項目「學校起動」計劃於今年九月正式開展第三期，共獲六十八間機構支持，令得到支援的中學總數增加至七十六間，受惠學生達六萬六千人。

我們的首席顧問吳光正，最近榮獲 Hong Kong Tatler 頒發崇高的鑽石獎，以表揚他長久以來在公益事業和商業發展上對香港的貢獻。

我們為這一切感到驕傲之餘，這些成就也鼓勵我們繼續向前，無懼挑戰，與時並進。希望您會喜歡今期的《HORIZON Plus》及當中的故事。

THE LATEST INTERNATIONAL FINANCE SQUARE UNVEILED  
**IN CHANGSHA, HUNAN**  
最新國金中心於湖南長沙盛大開幕



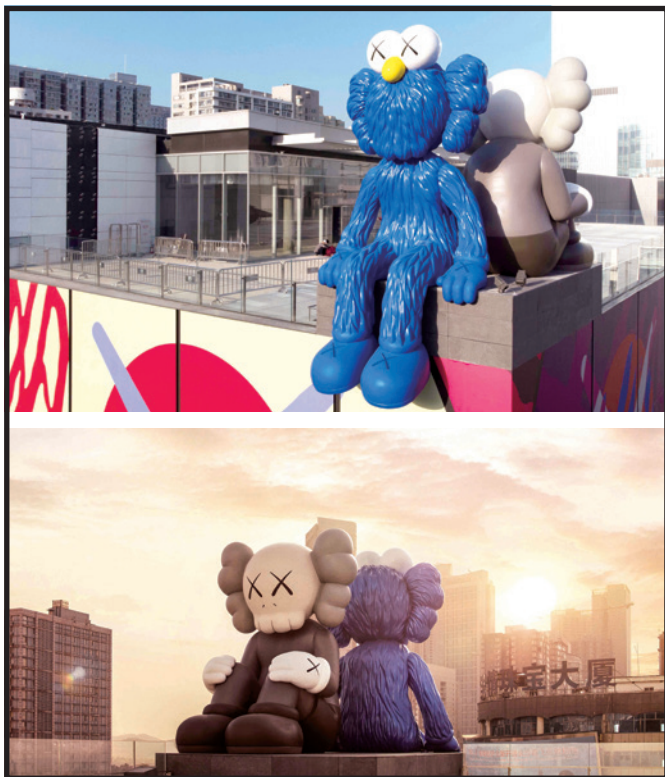


The Wharf (Holdings) Limited's latest flagship investment property, Changsha International Finance Square ("Changsha IFS"), is opened. Doreen Lee, Vice Chairman of the Wharf Group said, "We are excited to introduce a brand new integrated commercial property project to Changsha. The property offers a large-scale shopping mall, a five-star luxury hotel, and Grade-A offices, featuring 400 top-notch international and lifestyle brands, Chinese and western restaurants as well as leisure and entertainment. We are confident that Changsha IFS will become a new landmark in Central China."

Destined to be an unprecedented one-stop fashion and lifestyle destination for locals and regional customers, Changsha IFS is also committed to promoting urban art and culture to customers. To mark the grand opening, the mall introduced international artist, KAWS' permanent bronze piece SEEING/WATCHING which is now sitting on the 7<sup>th</sup> floor podium of the mall.

Changsha IFS' premium office building is an ideal base for financial institutions and large scale enterprises targeting the Central China region.

Niccolo Changsha, which is the fourth hotel under the Niccolo brand, sits atop the development and will be opened in late 2018. The whole project is expected to complete in 2019.



九龍倉集團有限公司在內地之另一個旗艦投資物業項目長沙國金中心（「長沙 IFS」）已盛大開業。集團副主席李玉芳在開幕典禮上說：「集團非常榮幸能為長沙引入全新綜合商業地產項目，長沙 IFS 集大型購物商場、甲級寫字樓及國際五星級酒店於一身，並引進近四百家特色商戶，當中包括國際知名品牌、中西餐飲及休閒娛樂設施。未來，我們會努力把這個項目打造成為華中區時尚零售旗艦新地標。」

長沙 IFS 除了為顧客提供一站式嶄新時尚生活體驗，更積極舉辦各項藝術及文化活動，並率先為大眾帶來國際藝術家 KAWS 於大中華區首個銅製永久巨型雕塑藝術品 SEEING/WATCHING 以慶祝項目開幕；雕塑坐落於長沙 IFS 七樓，引來不少市民駐足。

此外，長沙 IFS 的優質寫字樓將成為區內金融機構及大型企業最理想的營運據點。

而項目內的長沙尼依格羅酒店，將是尼依格羅品牌下第四家開業的酒店，計劃於二〇一八年年底開幕。整個項目預計於二〇一九年全面落成。

# 2018 WHEELOCK AND WHARF GROUP INTERIM RESULTS ANNOUNCED

Wheelock and Company Limited, The Wharf (Holdings) Limited, Wharf Real Estate Investment Company Limited ("Wharf REIC") announced their respective interim results in August.

## HK\$23.4 BILLION RESIDENTIAL SALES, A NEW HIGH FOR WHEELOCK

- Residential contracted sales increased by 131% to a new record of HK\$23.4 billion and contributed by nine developments, making the strongest first half sales.
- Excluding investment property revaluation gain and exceptional items, core profit was HK\$5,160 million.
- Profit attributable to equity shareholders was HK\$8,604 million.
- Earnings per share were HK\$4.21 and an interim dividend of HK\$0.5 per share was declared.

# 會德豐半年多賺38% 息50仙

## 收入少近五成 302億待入賬



會德豐(00020)公布截至6月底止中期業績，純利86.04億元，按年增長37.8%；若不計入投資物業重估收益及特殊項目，核心盈利51.6億元，下跌6.5%。由於受新會計準則《財報準則》第15號今年開始生效影響，加上新項目落成量下降，收入亦因此減少46.7%。每股盈利4.21元，派中期息每股50仙，較去年同期增5.3%。

### 外圍多變 樓價上落不大

主席兼常務董事吳宗權表示，新會計準則令銷售入賬時間推遲半年或以上，一年後會回復至正常。

會德豐期內售出2021個住宅單位，較去年全年多53%，銷售率達91%。9個樓盤已簽約銷售額增加1.31倍，創234億元紀錄新高。

至於已預售但尚未確認入賬的銷售額增加2.43倍至302億元，會在6個月後至24個月內入賬。

會德豐股價昨日未有跟隨大市向下，逆市造好，收報52.6元，上升0.05元或0.1%。

另一方面，吳宗權認為，市場環境充斥各種不明朗因素，自18個月前開始，加息及市場供應變化已帶來影響，現時加添中美貿易戰元素，相信事件一兩年後仍未能平息，由於香港、美國及中國經濟數據不算太差，相信本港樓價只會出現微調，未必會大升大跌，估計維持「上上落落」走勢。

他稱，香港政府擬推出的空置稅不可忽視，惟有待政府公布細節，才可作清晰的討論。

### 下半年會審慎出價投地

由九龍倉(00004)及南豐合作發展的山頂嘉歌信山道8號豪宅MOUNT NICHOLSON由會德豐地產代理發售，現時尚餘20多伙貨尾，談及會否為規避空置稅而把部分單位改作出租，吳宗權透

露，MOUNT NICHOLSON若要調整部署，需要與合作方南豐集團商討，目前銷售情況滿意。

由於部分較傳統的買家傾向參觀現樓後才作出置業決定，因此待政府頒布政策細節後才會拍板，現階段公司會維持原有推售節奏。

### 吳宗權重申無計劃重組

該公司於上半年購入九龍東啟德及九龍塘兩幅住宅地，截至6月底，土地儲備660萬平方呎，足夠未來4年至5年發展，吳宗權指出，上半年有競投港鐵(00066)及政府地皮，下半年仍會繼續入標，由於外圍環境有許多不明朗因素，會審慎作出選擇性投資，按自身財務的要求出價，如有商業地皮推出市場，也會作出考慮。

問及集團會否進一步重組、私有化九倉或海港企業(00051)，吳宗權重申，沒有這方面的計劃。

會德豐(00020) 信報 2018中期業績		
項目	金額(元)	按年變幅
收入	175.77億	▼ 46.7%
投資物業收入	90.21億	▲ 11.1%
發展物業收入	52.34億	▼ 75.8%
營業盈利	96.48億	▼ 0.5%
純利	86.04億	▲ 37.8%
投資物業重估收益	34.65億	▲ 379.9%
核心盈利	51.6億	▼ 6.5%
每股中期息	50仙	▲ 5.3%

會德豐股價近月表現	
元	60
	59
	58
	57
	56
	55
	54
	53
	52
5/2018	6
	7
	8

昨收報52.6元  
升0.05元(0.1%)



# 會德豐及九龍倉集團 公布二〇一八年中中期業績

## RECORD RETAIL SALES DROVE ROBUST PERFORMANCE FOR WHARF REIC

- As retail sales drove robust performance, Harbour City contributed 63% of Wharf REIC's revenue and 72% of operating profit, at a profit margin of 89%.
- Overall, Investment Properties ("IP") reported 14% growth in core profit.
- Group core profit for the half-year period ended 30 June 2018 increased by 8% to HK\$5,022 million
- Wharf REIC's profit attributable to equity shareholders, including a net IP revaluation surplus and other accounting gains/losses, has increased by 108% to HK\$10,179 million.
- Basic earnings per share were HK\$3.35 and an interim dividend of HK\$1.05 per share was declared.

B2 二〇一八年八月八日 星期三



## 九置盈利翻倍賺逾百億

九龍倉置業(1997)分拆上市之後公布首份中期業績，今年上半年核心盈利達到50.22億元，升8%，較市場預期為高。連同物業升值的股東盈利為101.79億元，升108%，每股盈利3.35元，每股中期息1.05元。主席吳天海指今年下半年零售業情況仍受貿易戰及人民幣匯率等因素影響，目前未明朗，難預測下半年表現，惟未見重大轉變。他指由去年

初至今，公司每個季度的租客零售額表現皆跑贏香港整體市場。

九龍倉置業昨收報57.4元，升3.6%。吳天海指出，港威豪庭一座服務式住宅已關閉以改建為寫字樓及商場，工程將於明年年中前完成。該服務住宅目前只佔公司收入1%，改建之後也不會有太大的比重。

副主席李玉芳指，下半年租約現時仍在洽商之中，預期至少會有單位數百分比升幅。目前有意進入海港城的租戶，以及有意擴展的租戶，都比商場能夠提供的可容納數目為多。上半年海港城佔公司營業盈利72%，續租租金及營業額租金上升，都令海港城收入及營業盈利雙雙上升15%至37.55億元及33.78億元，平均租金上升14%至每方呎月租487元。

### 時代廣場轉型 走高端年輕化

她指時代廣場以往走遊客路綫，去年受打擊較大，今年上半年開始轉型，走高端路

### 九倉置業上半年業績

項目	金額(億元)	變幅(%)
營業額	81.54	-15
核心盈利	50.22	+8
物業升值	51.57	+993
股東盈利	101.79	+108
每股盈利	3.35元	+108
每股中期息	1.05元	無比較

綫及年輕化，新增電器零售旗艦店及奢侈品店，因而令上半年整體租金無升幅。至於利園3期啟用則對時代廣場無甚影響。荷里活廣場亦會相應配合沙中綫啟用，而在未來重整租戶組合。

吳天海指去年下半年基數高，若要如去年同期般維持租戶零售額逾3成增長，挑戰會相當大。公司旗下海港企業(051)的美利酒店開業成本影響到盈利表現，海港企業內地發展物業陸續出售，未來不再投地，而除天星小輪外，海港企業持有的內地投資物業將在適當時候出讓。



■吳天海表示，受貿易戰及人民幣匯率等複雜因素影響，難料下半年表現。

# 2018 WHEELOCK AND WHARF GROUP INTERIM RESULTS ANNOUNCED (CONT'D)

## 會德豐及九龍倉集團公布二〇一八年中中期業績 (續)

### DP CONTRIBUTED 62% OF CORE PROFIT FOR THE WHARF (HOLDINGS) LIMITED

- Development Properties have contributed 62% of core profit of The Wharf (Holdings) Limited.
- Adjusting out the demerged Wharf REIC, Group revenue increased by 4% to HK\$7,823 million and operating profit by 84% to HK\$2,768 million; core profit decreased by 9% to HK\$2,527 million, while its profit attributable to equity shareholders, including IP revaluation surplus and other unrealised accounting gains/losses, decreased 19% to HK\$2,860 million.
- An interim dividend of HK\$0.25 per share was declared.

## 九倉連分拆九置股份 派息倍增

【明報專訊】九倉(0004)分拆九倉置業(1997)後首份中期業績，純利大減66.1%至28.6億元，若撇除九倉置業則按年減19.2%。雖然每股派息大減六成至每股0.25元，惟倘股東仍持有去年下半年獲分派的九倉置業，中期收息增加逾倍。惟因表現遜市場預期，九倉於中午公布業績後股價下滑，全日跌4.2%至24.8元。主席吳天海稱，分拆後派息指標為佔核心盈利30%，是次派發的中期息亦合乎指標，基本上會維持下去，未來有需要會作檢討。

### 維持核心盈利30%派息指標

九倉去年宣布，以每持有1股派發1股比例分拆九倉置業上市，集團去年中期仍未完成分拆，當時九倉每股中期息派發0.64元，假設股東在分拆後持有九倉置業至今，分別從兩股收取中期息0.25元及1.05元，相當於較去年同期增加1.03倍。吳天海強調，九倉分拆九倉置業後業務更專注於賣樓業務，收入較穩定的收租業務則落在九倉置業，故九倉的業績波動會稍為增加。

九倉內地物業發展核心盈利經調整後減少25.2%，吳天海解釋受其限價限售措施影響，令平均售價受制於預售證。他認為集團不能長期等待政策改變，不過近日部分地區有所放鬆，如上海一項目數周前得到預售證，價格放鬆至較貼近市價，適當時候會發售預售證。不過，九倉今年內地銷售目標為220億元人民幣，上半



九倉主席吳天海(中)表示，去年完成分拆九倉置業後，未來會專注物業發展業務。(蕭嘉聰攝)

年合約銷售額僅72億元人民幣，吳天海指出，下半年的銷售額一般會較佳，雖然難以估計下半年內地市場會否更艱巨，會盡力達成目標。

### 內地購10幅地皮 需時消化土儲

集團期內共購入10幅內地地皮，包括蘇州、杭州、佛山及廣州，費用為140億元人民幣。吳天海指出，過去一年已購入不少土地，目前要消化現有土儲，未來計劃需視乎賣樓速度，如價格合理亦會爭取，他坦言，於一線城市如上海買地有一定難度，除了金錢亦要視乎過往在該地的發展。不過目前行業資金較緊張，相信集團仍有機會購入有興趣及競爭不大的土地。

### 九倉中期業績表現

項目	金額 (億元)	按年變幅 (%)
收入	78.23	▼54.2
核心盈利*	25.27	▼9.4
• 香港物業	7.16	▼18.0
• 內地發展物業	8.92	▼25.2
• 內地投資物業	4.90	▲13.6
• 其他	4.29	▲46.4
純利	28.60	▼66.1
每股盈利	0.94元	▼66.1
每股中期息	0.25元	▼60.9

\*核心盈利撇除九倉置業計算

### 九倉每股派息紀錄(元)

業績期	九倉	九倉置業	每股總派息
2016年中期	0.58	未分拆	0.58
2016年末期	1.57	未分拆	1.57
2017年中期	0.64	未分拆	0.64
2017年末期	0.95	0.95	1.90
2018年中期	0.25	1.05	1.30



# PETER WOO HONOURED BY HONG KONG TATLER FOR CONTRIBUTIONS TO THE COMMUNITY

## 吳光正獲 HONG KONG TATLER 表揚其對社會的貢獻



Senior Counsel of The Wheelock and Wharf Group, Peter Woo, received the prestigious Diamond Award at the Hong Kong Tatler Ball 2018, for his long standing commitment to philanthropy and contributions to the business development of Hong Kong. More than 350 guests attended the ceremony and dinner held on 15<sup>th</sup> September.

In his acceptance speech, Mr Woo praised Hong Kong people for their willingness to give back to society and share their success.

Both The Murray, Hong Kong and Project WeCan are projects for the community and designed to stand the test of time. He was grateful that the Group had The Murray, Hong Kong conversion project, to preserve it and make it better. He also thanked the many partners of Project WeCan and the 2,000 volunteers to make Project WeCan possible.

Mr Woo reiterated that Hong Kong is a great city, one that he sees unlimited opportunities for everyone to fulfill their dreams and to share the fruits of success by making a difference to the community in their own ways.

Every year, Hong Kong Tatler donates HK\$100,000 to a charity nominated by the Diamond Award recipient. Mr Woo nominated Mother's Choice and he pledged to match Tatler's donation, making the total donation to HK\$200,000.

會德豐及九龍倉集團首席顧問吳光正，獲 Hong Kong Tatler 頒發最高榮譽的鑽石獎，以表揚吳氏長久以來在公益事業和商業發展上對香港的貢獻。超過三百五十位嘉賓出席於九月十五日舉行的頒獎典禮及盛宴。

吳氏在致謝詞時，讚揚香港人一向具善心，願意回饋社會，與大眾分享成就。

The Murray, Hong Kong 及慈善教育項目「學校起動」計劃不但具社會意義，也旨在成為歷久不衰的項目。吳氏感恩集團能夠參與 The Murray, Hong Kong 的保育項目，使它煥然一新。吳氏又感謝參與「學校起動」計劃的夥伴以及二千名義工的付出，使計劃得以持續發展和壯大。

吳氏又說，香港機遇處處，是一個可以讓所有人實現理想、以自己的能力和方式回饋社會的好地方。

每年，Hong Kong Tatler 也會捐出港幣十萬元予由鑽石獎得獎者指定的慈善機構。吳氏選擇了母親的抉擇，並再配對捐款，令善款增至港幣二十萬元。

# POPINJAYS OPENS@THE MURRAY, HONG KONG

## LIFTING THE ART OF LIVING TO NEW HEIGHTS

The Murray, Hong Kong has been selected as one of the “World’s Greatest Places 2018” by TIME Magazine, it is the only hotel in Hong Kong being selected to the list.



## Gastronomic indulgence soars to new heights

Popinjays, a term once assigned to parrots, is the name of the newly-opened rooftop restaurant at The Murray, Hong Kong, a Niccolo Hotel, writes Andy Ng.



Taking its name from the resident cockatoos along neighboring Garden Road, Hong Kong Park and Hong Kong Zoological and Botanical Gardens, Popinjays sits atop the 25-storey building with its iconic arches and recessed windows that used to characterize the Government’s Public Works Department. As part of Hong Kong’s Conserving Central Project, this landmark building has been converted into a posh luxury hotel with the help of the Foster + Partners architects.

To optimize its elevated position, the restaurant features an alfresco bar that wraps around the perimeter of the rooftop, and commands a spectacular view in all directions. To the north, you can still catch a glimpse of the harbor in between the skyscrapers, but perhaps more interesting is the western vista which takes in the Chief Executive’s residence. The steep slope to the south follows the cable car all the way to Victoria Peak, while the east is made up of the soothing greenery of Hong Kong Park. You really couldn’t ask for a better vantage point for enjoying the kaleidoscopic cityscape of a bustling metropolis.

For your aperitif indulgence as you catch the last rays of the setting sun, order a bespoke cocktail from Head Mixologist Manuel’s ‘Aviary Collection’. There are such avian-inspired creations as The Blue Macaw and Peacock Royale. I took my time going over the descriptions and was rewarded by an exquisite Amazon Sour which is a twist on the classic Pisco Sour, a liquor that brought back pleasant memories of my last visit to Patagonia in South America.



# POPINJAYS@THE MURRAY, HONG KONG 開業

## 為時尚品味寫下嶄新定義



The Murray, Hong Kong 最近入選時代雜誌 World's Greatest Places 2018，是全港唯一一間入選的酒店。其頂層餐廳及酒吧 Popinjays 亦在 Hong Kong Tatler 的食評中，獲得優秀評價，可見餐廳在環境、餐飲及服務等方面均表現卓越。

Popinjays 座落於酒店的頂層，於八月正式開幕。以巨型玻璃亭作為主建築，景色開揚並迎入大量日光。室內空間以高雅的灰色為主調與局部金色及藍色為點綴，讓空間非常溫馨有格調。此奢華餐飲地標具活力的氛圍及精緻華麗設計，剛開業已吸引城中別具品味的食客，成為現代都市生活風尚集中地。

「Popinjays」在舊式英語中意謂「鸚鵡」，取名自棲身於酒店毗鄰的花園道、香港公園及動植物公園一帶的鳥隻。習慣群居的鸚鵡，代表著 Popinjays 乃三五知己交際、相聚的好去處。

餐廳內亦掛滿著名美國藝術家 Brian Donnelly (KAWS) 的作品，增添時尚氣派。欲享受私人餐飲體驗的賓客可預訂包廂 The Aviary，此空間最適合舉辦商務聚會、慶祝活動及私人宴會，賓客還可欣賞亮麗玻璃幕牆外五光十色的繁華。



# SUMMER TIME, PARTIES TIME

夏日炎炎派對時

LET'S CHILL AND BOUNCE

"BOUNCE"

"BE@RBRICK SUMMER CHILL"  
@HARBOUR CITY

Our malls organised a series of activities for shoppers, kids, families and friends in the past summer! Harbour City hosted a "BE@RBRICK SUMMER CHILL" by transforming the "Ocean Terminal Deck" into a beach! Over 30 BE@RBRICK figures in brand new summer looks were invited to the party and enjoyed sun bathing.

Harbour City also collaborated with SNARKITECTURE, a New York-based team, to bring "BOUNCE", the first interactive installation to Hong Kong. "BOUNCE" is an immersive and interactive installation, with white inflatable spheres for visitors to play along the Hong Kong waterfront.

Times Square in the meantime presented the mega "GUNDAM DOCKS AT HONG KONG III", by exhibiting the world's largest "MOBILE SUIT GUNDAM Char's Counterattack" battle scene replica, featuring the 6-meter tall RX-93 Nu Gundam VS MSN-04 Sazabi. Fans also enjoyed the latest digital battle games in the free Game Zone area.



## GUNDAM DOCKS AT HONG KONG III @TIMES SQUARE



集團旗下商場一直致力為客人帶來娛樂新體驗。暑假期間，各商場舉辦一系列適合一家大細參與的活動，齊齊歡度炎夏！海港城率先舉辦夏日派對「BE@RBRICK SUMMER CHILL」！三十隻日本玩具界潮物 BE@RBRICK 以不同全新夏日造型亮相於「海運觀點」各個角落，於維港景致下悠閒享受「日光浴」。

海港城又聯乘紐約著名設計團隊 SNARKITECTURE 舉行香港首個互動裝置—「BOUNCE」，與大家一同走進白色巨型彈彈波世界。裝置配合海運大廈露天廣場獨特的地理位置及其簡約的純白設計概念，興建一個超大型的互動「大球場」，讓市民於維港海旁自由玩樂。

同時，時代廣場亦舉辦大型高達展覽 GUNDAM DOCKS AT HONG KONG III，首次請來全球最大的「機動戰士高達馬沙之反擊」六米 RX-93 Nu 高達（地球聯邦軍）及 MSN-04 沙煞比（新自護軍）。另設高達電玩專區提供免費试玩，讓 GUNDAM 迷在虛擬空間內盡情享受改造及對戰的樂趣。



# HKSTP X WHEELLOCK GALLERY

FOSTER DIALOGUES FOR INNOVATION AND TECHNOLOGY

## 香港科技園 X WHEELLOCK GALLERY 推動創科創業交流

The concept of co-working has become a fast emerging trend for shared economy and innovation. Wheelock Properties has opened up its centrally-located WHEELLOCK GALLERY in Admiralty to foster exchange of innovative ideas and knowledge transfer among technopreneurs, investors, business leaders and representatives from various sectors.

Managing Director of Wheelock Properties, Ricky Wong, recently joined the co-working space founders from Bloom, theDesk and ZEROZONE at HKSTP@WHEELLOCK GALLERY to share views on how the business and technology sectors seize the opportunities together.



會德豐地產善用集團的營商經驗及旗下位置優越的金鐘 WHEELLOCK GALLERY，支持創科產業發展。所有科技企業家將可藉著 HKSTP@WHEELLOCK GALLERY 平台更有效地連繫投資者、商界領袖及各行各業的代表。此基地亦會因應顧客及市場的需求，促進更多創業構思的交流和知識轉移。

在共享經濟和追求創新的浪潮下，共享工作間的發展愈趨活躍。會德豐地產常務董事黃光耀與共享工作間 Bloom、theDesk 和 ZEROZONE 創辦人聚首於 HKSTP@WHEELLOCK GALLERY，分享商界和科創人士如何從中把握機遇。

*The Spirit of Living*

## CLUB WHEELLOCK SHAPES THE FUTURE OF LIVING WITH MEMBERS

### CLUB WHEELLOCK 與會員共構優質生活藍圖



What does *The Spirit of Living* mean to you? Club Wheelock members recently shared their aspired lifestyle at an exclusive evening at Alan's home at colourliving to help shape the future of living.

Members also enjoyed exquisite canapés prepared by V-ZUG, fine wines & beverages by Wine Shop Asia and One Pure Water Hong Kong. A fabulous way to get out of Monday blues.

每個人對於 *The Spirit of Living* 都有一套個人的見解。一眾尊貴的 Club Wheelock 會員來到 Alan's home at colourliving 參加酒會，分享他們與別不同的理想生活，與我們一起築構美好生活未來的藍圖。

除此以外，V-ZUG、Wine Shop Asia 及 One Pure Water Hong Kong 亦為貴賓們帶來美酒美饌，令乏味的星期一晚上變得豐富精彩。



# “HONG KONG GOLDEN BOOK AWARDS 2018” UNVEILED

## 「香港金閱獎二〇一八」揭曉



Since 2014, Plaza Hollywood and The Hong Kong Tradebook Publishers Association co-organised the “Hong Kong Golden Book Awards”. The heavyweight Awards Judging Committee picked the finalists based on an integrated score and votes casted by readers. The Awards is one of the biggest, and widely recognised events for Hong Kong Publishers.

The “Hong Kong Golden Book Awards 2018” Award Ceremony attracted renowned writers, speakers, celebrities and publisher’s representatives to attend. For the fifth year, Plaza Hollywood held the “Hong Kong Golden Book Awards 2018” Book Fair from 27<sup>th</sup> September to 2nd October, displaying the award winning books along with talks and activities which have attracted many book lovers and parents.

荷里活廣場及香港流行圖書出版協會自二〇一四年起合辦「香港金閱獎」。所有得獎作品由大會重量級評審委員會綜合評分及讀者一人一票方式投票選出；公平、公正，屬香港出版界極具認受性的年度大型盛事。

「香港金閱獎二〇一八」頒獎禮吸引到著名作家、講者、藝人嘉賓、及出版社代表等出席。另外，在九月二十七日至十月二日，荷里活廣場更連續五年特設「香港金閱獎二〇一八」書展，展出得獎書籍，並舉行一系列講座及親子活動，吸引不少家長及愛書之人！

# HONG KONG FIRST ELECTRIC TRACTOR OPERATES AT MODERN TERMINALS

## 全港首輛純電動貨櫃運輸拖頭於現代貨箱碼頭運作

Hong Kong’s first Pure Electric Driven Tractor (PEDT) operates at Modern Terminals following a kick off ceremony at Terminal 9 on 29<sup>th</sup> May.

PEDT is capable of running for 26 hours continuously after a 1.5- hour charge with zero emission and reduced noise pollution. It also enhances cost efficiency since the cost spent on repair and maintenance in the long run can be reduced. MTL is committed to environmental protection and more PEDTs will be introduced to improve the environment of the terminals and neighbourhood.



全港首輛純電動貨櫃運輸拖頭（電動拖頭）運抵現代貨箱碼頭，引入電動拖頭的承辦商力高運輸服務（亞洲）有限公司於五月二十九日在九號碼頭舉行啟動儀式，標誌著全港首輛純電動貨櫃運輸拖頭正式投入服務。

此電動拖頭只需充電 1.5 小時便可連續運作二十六小時。以電動拖頭作為內運車，除了可達致零排放及減低噪音污染外，亦有助增加成本效益，長遠而言，投放於維修及保養的成本可望減少。現代貨箱碼頭一向致力推動環保，十分支持合作夥伴陸續引入更多電動拖頭，從而進一步改善碼頭及周圍的環境。

# “LOVE.FOUND.” PRESENTED BY CHONGQING IFS

## 重慶 IFS 藝術裝置 “LOVE.FOUND.” 登場



Chongqing International Finance Square (“Chongqing IFS”) offers unprecedented one-stop fashion and lifestyle experience to locals. To integrate business and art, and manifest dialogues between Chongqing and the world, the “LOVE.FOUND.” created by renowned Italian artist and architect, founder of MOTOElastico Studio, Simone Carena, jointly with ethnic Chinese artist Yihong Hsu, was launched on 11<sup>th</sup> August. The art piece is now situated at the northeast outdoor piazza of Chongqing IFS after more than 300 days of making.

Simone Carena’s first in China was unveiled with a kick-off ceremony “Live for Love!” officiated by Officials from Chongqing Jiangbei District Government Office; the Consul General of Italy in Chongqing Filippo Umberto Nicosia; General Manager (Operations) of Wharf China Estates Christina Hau; Simone Carena and Yihong Hsu.

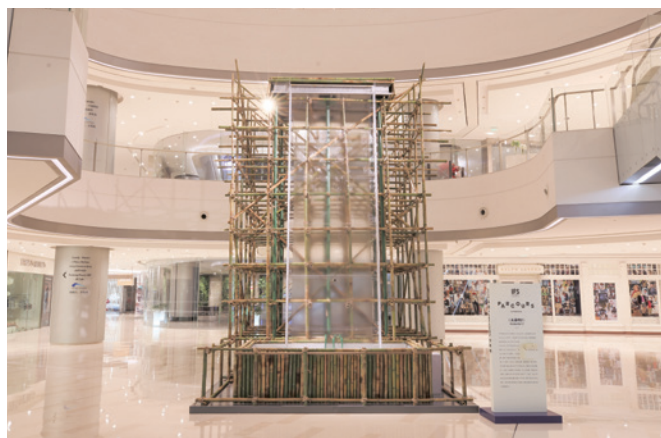
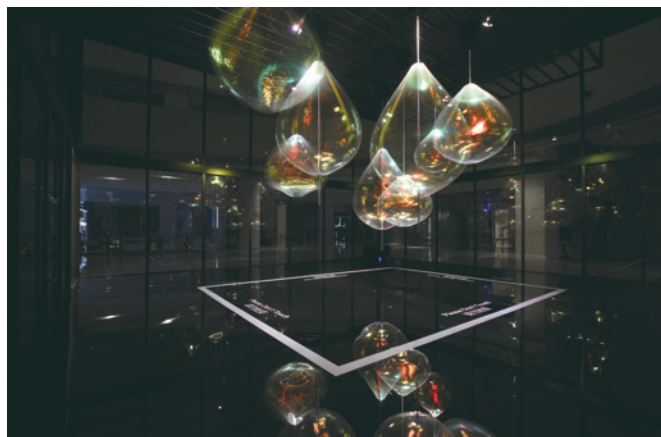
重慶國金中心（「重慶 IFS」）一直為當地市民提供一站式嶄新時尚生活體驗，將商業與藝術結合，普及藝術文化，協助城市與國際間的交流。由意大利國寶級藝術家、建築師、MOTOElastico Studio 創始人 Simone Carena 及華裔藝術家許亦宏聯手度身訂造的「LOVE.FOUND.」藝術裝置於八月十一日正式登場。「LOVE.FOUND.」藝術裝置座落於重慶 IFS 三樓戶外花園的東北側綠地，是兩位藝術家歷時三百多天的誠意之作，也是 Simone Carena 在中國落成的首件藝術作品。

「LOVE.FOUND.」藝術裝置在「Live for Love！盡情愛！盡興活！」主題活動啟動禮上同時揭幕，並由重慶市江北區人民政府相關部門領導、意大利駐重慶總領事館總領事 Filippo Umberto Nicosia、九龍倉中國置業有限公司總經理（營運）侯迅、Simone Carena 及許亦宏主持揭幕儀式。



# CHENGDU PARCOURS ART FESTIVAL BEGINS

## 成都 PARCOURS 藝術節盛大開幕



On the first anniversary of the formation of “international sister street” partnership, Chengdu IFS and Saint-Germain-des-Prés Committee brought the spirit and concept of the Paris Parcours Festival to Chengdu, with the theme “Chengdu Impression: Two Cities Tied by Art”, presenting an art feast to people in Chengdu.

The event was not complete without the second T China International Style Conference, which marked the opening for the Chengdu Parcours Art Festival. Themed “Art Precedes”, the event was jointly organised by Chengdu IFS and New York Times Style Magazine China (T Magazine China). Dozens of heavyweight renowned international artists were present to share their views about the relationships between urban public spaces and art.

Six Mainland and overseas artists jointly created large-scale and unique art works which are now being showcased on Hongxing Road and Chengdu IFS.

成都 IFS 與巴黎左岸聖日爾曼德佩委員會建立「國際友好街區」結盟關係一周年，雙方以「城市印記·藝動雙城」為主題，首次將源自巴黎左岸的聖日爾曼「Parcours 藝術節」帶到成都，讓藝術融入大眾生活。

成都 IFS 又與《紐約時報》旗下的綜合生活文化雜誌《T》中國版舉行第二屆全球風尚論壇，為藝術節揭開序幕。是次論壇以「有藝先行」為題，邀請到數十位知名藝術家聚首成都，就城市公共空間與藝術的關係發表演講。

為隆重其事，來自中外的六位藝術家更攜手創作出多個大型而獨特的藝術品，分別於成都紅星路及商場內展出。

# AWARDS & RECOGNITIONS

## 獎項與殊榮



### WHARF REIC AND WHELOCK PROPERTIES WIN BIG AT RICS AWARDS 2018<sup>1</sup>

- Lifetime Achiever Award - Stewart Leung, Chairman of Wheelock Properties
- Refurbishment / Revitalisation Team of the Year - The Murray, Hong Kong
- Sustainability Achievement of The Year - One Bay East
- Project Construction Team of The Year - Capri
- Best Deal of The Year - 8 Bay East
- Residential Team of The Year - Certificate of Excellence - Peninsula East
- Corporate Social Responsibility Project of The Year - Wheelock Properties

### WHELOCK PROPERTIES

- BCI Asia Top 10 Developer Awards 2018 - HK<sup>2</sup>
- Metro Awards for Corporate Social Responsibility 2018
- CLUB WHELOCK mobile app – “The Best of Lifestyle Mobile Application” in “e-brand awards 2018” by Hong Kong Economic Times and e-Zone
- 24<sup>th</sup> Considerate Contractors Site Award Scheme (Non-Public Works - New Works) – Merit

### WHARF REIC

- Harbour City, Times Square and Plaza Hollywood are devoted to contributing to the sustainable development of our society. The malls have signed up to both “Energy Saving Charter” and “4Ts Charter” launched by the Government, and joined “Hong Kong Green Shop Alliance” as Alliance Members.
- Harbour City and Times Square were on the “List of Barrier-free Companies 2017/18” by The Hong Kong Council of Social Service<sup>3</sup>

### HARBOUR CITY

- Harbour City garnered a number of awards with “Bubble Up” public art project:
  - “Traditional Marketing - Gold Award” in 2018 China Shopping Centre and Retailer Award
  - “Public Relations and Communications – Gold”, “Content Marketing – Gold” and “Creative Marketing – Gold” in The 9<sup>th</sup> Tiger Roar Awards
- Hanson Outstanding Award of Energy Saving Championship 2017<sup>4</sup>



## THE MURRAY, HONG KONG

- “City Slicker - Big Sleep awards 2018” by National Geographic Traveller’s
- “Best New Hotels Around the World” in ‘The Hot List 2018’ by Condé Nast Traveller
- “World’s Greatest Places 2018” by TIME Magazine <sup>5</sup>

## THE “STAR” FERRY

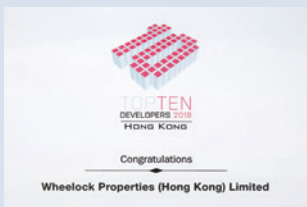
- Tripadvisor Certificate of Excellence 2018 <sup>6</sup>
- Manpower Developer 1<sup>st</sup> (2010 - 20) in ERB Manpower Developer Award Scheme
- “Triple Gold Award” in Web Accessibility Recognition Scheme 18/19

## GATEWAY APARTMENTS

- “Double-Star Managed Property” in Kowloon West Best Security Services Award 2017
- “Service Awards 2018” in “Serviced Apartments” Category by Capital Weekly Magazine <sup>7</sup>
- Gateway Apartments website received the “Award of Excellent” in “Real Estate” Category at The Communicator Awards 2018

## MODERN TERMINALS

- “Sustainable Consumption Enterprise Award - Certificate of Excellence” by the Business Environment Council <sup>8</sup>
- Manpower Developer (2018 - 20) in ERB Manpower Developer Award Scheme
- Best Companies to Work for in Asia – HR Asia



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# AN ART JOURNEY WITH OUR YOUNGSTERS



The Wharf Hong Kong Secondary School Art Competition has supported hundreds of talented youth since its inception in 2011, with an ultimate goal of promoting art development in Hong Kong.

This year, the Competition was held in association with the Hong Kong Arts Centre to celebrate the latter's 40<sup>th</sup> anniversary. Ian Leung, Programme Manager of Hong Kong Art Centre also shared his "Arts as Profession" life with "The Wharf Young Art Ambassadors". Roving Exhibitions of winning pieces were held at Harbour City, Times Square, Plaza Hollywood and Pao Galleries at the Hong Kong Art Centre.

Besides cash prizes and book vouchers, the top 18 awardees of the competition joined the sought-after arts and cultural exchange tour to the triennial Echigo-Tsumari Art Field, an eye-opening four-day visit for all.



Ever since the launch of the Scheme in 2013, Doreen Lee (front row, centre), Vice Chairman of The Wharf Group, meets with the recipients every year and it has become a tradition now.

Agnes Yeung from Carmel School Association Elsa High School (front row, second left) was the latest recipient of "The Wharf Art Scholarship Scheme".

九龍倉集團副主席李玉芳（第一行，中間）自二〇一三年計劃推出以來，每年也會與獎學金得主茶敘並已成為傳統。

「九龍倉藝術獎學金計劃」本屆得主亦已揭盅，由就讀艾莎國際中學的楊卓恩同學（第一行，左二）奪得。



## 與青年人在藝術路上同行

九龍倉全港中學生繪畫比賽於二〇一一年推出，旨在推動藝術文化發展，支持培育本地藝術人才。適逢今年為香港藝術中心成立四十周年，今屆比賽特別與香港藝術中心合作，並邀得香港藝術中心節目經理梁偉然向「九龍倉青年藝術大使」分享他以“Arts as Profession”的點滴。得獎作品不但獲安排於海港城、時代廣場及荷里活廣場作巡迴展覽，更於香港藝術中心包氏畫廊中展出，與大眾分享一群年輕藝術家極具水準之作。

除獲現金獎及書券外，比賽的首十八名得獎者更獲邀到日本參觀三年一度的國際戶外藝術節——越後妻有大地藝術祭，藉此行擴闊他們在藝術領域的視野。



## WHEELOCK'S "WIND" AWARDED TWO LOCAL GRADUATES WITH OVERSEAS INTERNSHIP 會德豐「WIND」計劃資助兩畢業生越洋實習

Wheelock's WIND 2018/19 has granted overseas internship to two promising interior design graduates from The Hong Kong Polytechnic University (PolyU).

Proven to be the emerging young talents for the design industry, Joe Mak and Lisa Kong each receives a HK\$120,000 subsidy to intern abroad for six months, which will certainly widen their horizons yet enable them to gain hands-on working experience at the professional design firm of their choice.



*"As a developer dedicated to creating shared value with our supplier partners, we hope this programme can go from strength to strength in grooming new blood for the interior design industry,"* said Ricky Wong, Managing Director of Wheelock Properties.

會德豐之 WIND 計劃宣布頒發二〇一八 / 一九年度海外實習獎學金予兩位來自香港理工大學（理大）的優秀室內設計科畢業生。

獲獎的麥柏軒和江倩欣在甄選過程中展現對室內設計的熱情和才華。二人將各獲港幣十二萬元的資助，在自己心儀的建築或設計事務所實習六個月汲取工作經驗，擴闊眼界。

會德豐地產常務董事黃光耀表示：「作為發展商，我們十分重視與伙伴創造共享價值，希望這項培育計劃未來不斷進步，支持室內設計業界的人才發展。」

# PROJECT WECAN HAPPENINGS

## 「學校起動」計劃精彩活動回顧

### PROJECT WECAN PHASE III TAKES FLIGHT

#### 「學校起動」計劃第三期啟航

Project WeCan scaled new heights with the launch of Phase III as announced by Stephen Ng, Chairman of the Project WeCan Committee on 6<sup>th</sup> July. An additional 23 new schools have joined the Project in September, taking the number of partner schools to 76, covering 66,000 students and supported by 68 organisations.

### FIRST WECAN X HKUST STEAM AWARDS TO INCUBATE SMART IDEAS

#### 首推「創『科』齊起動比賽 推動科技創意



「學校起動」第三期 參加中學增至75所  
中學生鬥STEAM 作品夠貼地

由九龍倉集團推動的「學校起動」計劃 (Project WeCan) 每年都舉辦多項大型聯校活動，以啟發學生潛能，最近就乘著創科大趨勢，舉行「創『科』齊起動」競賽，共有百多名中學生組成十七支隊伍參賽，同學仔由香港科技大學教授與學生帶領，各出奇謀研發具創意的生活用品，經激烈競逐後，由五所中學組成的三支隊伍獲冠亞季軍。昨天各隊將精心設計的用品展出，並舉行頒獎典禮，同學仔都十分興奮。

這次參賽的用品都貼近生活，十分有誌

由智能鞋、智能開瓶器、下雨自動關窗裝置、食物輸送帶，以至智能枕頭等，同學仔在現場示範講解，實用又得意。結果由中華基督教會扶輪中學與樂善堂余近輝中學設計的遊戲機型垃圾回收箱勇奪首名。

計畫委員會主席吳天海說，這次活動不但鼓勵學生實踐STEAM(科學、技術、工程、藝術、數學)理論，研發用品來解決日常生活難題，也加強他們關懷社會的意識。

創新及科技局長楊偉雄特別參觀各創科用品的示範，為同學仔打氣。他說政府會繼續支援青年初創企業，也鼓勵業界僱用STEAM學生，利用他們的創科頭腦。

「學校起動」第三期昨天啟動，新增二十二所中學，令到受支援中學總數增至七十五間，受惠學生達六萬六千人。

星島日報，2018年7月7日

A hundred students from 24 participating schools of Project WeCan joined HKUST STEAM Awards and supported by students from HKUST's School of Engineering. Entries were assessed according to criteria including how well the products address the social issues, user-friendliness, application of STEAM theories and techniques, design and cost effectiveness. The event was officiated by Nicholas Yang, Secretary for Innovation and Technology.

### BASKETBALL, WECAN! 以球會友！我做得到！

Since October 2017, the Wheelock and Wharf Group's basketball team led by The Group's Senior Counsel, Peter Woo, has been playing friendly matches with teams from different Project WeCan schools, including two matches with Ng Yuk Secondary School and CCC Kei Heep Secondary School. Students appreciated the opportunity to interact with grown-ups from the business sector as well as the coaching and sharing.



由集團首席顧問吳光正帶領的會德豐 / 九龍倉集團員工籃球隊，自去年十月開始與不同「學校起動」計劃的學校切磋球技，球隊分別再與五育中學及中華基督教會基協中學的籃球校隊進行友誼賽。同學們不但珍惜與來自商界人士的交流機會，更欣賞義工同事傳授籃球戰術及分享心得！



## JOB TASTING, LIFE LEARNING 職場起動 終身受用

The 2018 Job Tasting Programme came to a close with 32 companies/ organisations offered nearly 200 internship opportunities to Project WeCan students. The programme allows students to self-explore, learn about different industries such as hotel, container terminals, air cargo terminal and retail, and start planning for their career at an early stage.



Students went through standard application procedures. WeCan partners also organised workshops, to better equip students with job interview skills. Volunteers from the Talent Acquisition Team of Coach organised an interview workshop for its partner school Kwun Tong Kung Lok Government Secondary School where students were taught how to write resumes and prepare for interviews. Students found the workshop useful in improving their presentation skills and building confidence.

Students found the workshop useful in improving their presentation skills and building confidence.

After the two- to four-week internship, students were deeply heartened and found every aspect of work eye-opening.

二〇一八年的「職場體驗計劃」已完滿結束，三十二間機構為近二百位「學校起動」的中學生提供實習機會，讓同學從實習工作中了解自己，認識各行各業如酒店、碼頭、空運站、零售等，並提早規劃將來的事業。

參與學生須通過正式的求職程序。為了讓同學能在求職時準備妥當，「學校起動」計劃的企業夥伴安排了工作坊予同學參加。來自 Coach 人才招募部門的義工為其夥伴學校觀塘功樂官立中學舉辦面試工作坊，讓同學了解到撰寫履歷和面試的技巧，同學認為工作坊相當實用，幫功他們提升表達能力和建立自信。回顧工作點滴，同學們認為兩至四星期的實習期雖短，但體會卻很深，所接觸到的工作範疇均讓他們眼界大開。

## ENGLISH? WECAN! 英文？我都得！



Running for the 5<sup>th</sup> round since its launch in 2015, English WeCan this year brought together more than 330 junior form students from 38 secondary schools to challenge themselves to learn 500 English words in about 100 hours!

The young English learners acquired English vocabularies through interactive classes, experiential learning, outings and competitions.

Irene Leung, Advisory Committee Member of the Partnership Fund for the Disadvantaged, Social Welfare Department, and Project WeCan Committee Member also visited the class together with Principals and teachers of WeCan schools to show support to students.

English WeCan 於二〇一五年推出，今年暑假已是第五次舉辦有關項目，超過三百三十名來自三十八所中學的初中生參與，他們挑戰自己在約一百個小時內，學習五百個英文生字！

在這一百個小時內，同學們透過互動課堂、體驗式教學、考察活動及比賽，學習英文。社會福利署攜手扶弱基金諮詢委員會成員梁淑儀女士、「學校起動」計劃委員會委員、學校校長及老師更到場觀課，為各位同學打氣！

## TAXATION INSTITUTE – PUTTING LEARNING INTO PRACTICE 香港稅務學會 – 讓學生學以致用

Taxation Institute of Hong Kong (TIHK) arranged two sharing sessions by Wong Ka Fai, the renowned film director, for its partner school Lok Sin Tong Wong Chung Ming Secondary School. Mr Wong gave students an overview of the local film industry and shared his own experience and techniques in film making. TIHK also invited students of the school to join as the video shooting crew at the “TIHK CTA Tax Debate Competition”, allowing students to put what they had learnt into practice!

香港稅務學會早前為其夥伴學校樂善堂王仲銘中學安排了兩場由著名電影導演王家輝先生主講的分享會，王導演向同學簡介了本地電影業的情況，並分享自己制作電影的經驗和心得。稅務學會其後舉行「稅務辯論比賽及義務諮詢日」，亦邀請同學到場拍攝花絮，讓他們有機會實踐所學到的拍攝技巧！

## LWK & PARTNERS – INTERIOR DESIGN WORKSHOP 梁黃顧 (香港) 室內設計工作坊

Architectural design firm LWK & Partners (HK) organised a series of workshops on interior design for its partner school, Ko Lui Secondary School. The workshop aims at enhancing students’ understanding of the roles of designers, equip them with the basic design skills and concepts to produce interior design illustrations, as well as to provide them with opportunities to learn from experienced designers.

梁黃顧建築師 (香港) 事務所為其夥伴學校高雷中學舉辦一系列的室內設計工作坊，讓同學了解到設計師的工作，認識室內設計的基本知識和技巧以製作設計圖，並提供機會予同學向設計師學習。

## HAVE A CLOSER LOOK AT KPMG 走進畢馬威會計師事務所



KPMG invited students from its partner school Caritas Tuen Mun Marden Foundation Secondary School to their office for a visit. Students toured around the firm, meeting the diverse staff members and learned about KPMG’s working environment, culture, as well as the Accounting industry.

畢馬威會計師事務所邀請了夥伴學校明愛屯門馬登基金中學的同學到其辦公室參觀。同學在不同同事的帶領和介紹下認識到會計行業及畢馬威會計師事務所的工作環境和文化。

## SPREAD LOVE TO CHILDREN@HONG CHI 為匡智兒童送暖



Wheelock volunteers and their student mentees from Ng Yuk Secondary School visited children with family issues at Hong Chi Association’s children’s hostel. Students and the kids had a fun-filled morning with games and DIY workshops. 100 boxes of Hong Chi charity cookies donated by Wheelock colleagues were given away in support of talent development of the intellectually-challenged.

會德豐地產的義工導師連同五育中學的學生到訪匡智松嶺村，探望因特殊家庭情況而需寄宿的智障兒童。學生義工與兒童透過遊戲和手藝工作坊共享一個樂也融融的上午，還派送一百盒由會德豐職員捐贈的匡智慈善曲奇，以表示支持智障人士發揮所長。





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