

SWIRENEWS

CENTRE STAGE

Cathay Pacific – Creating a Life Well Travelled

September 2016



CONTENTS

Sep 2016

01 NEWSWIRE

16 CENTRE STAGE

20 INSIDER

22 PEOPLE

The Swire group is a multinational, multi-disciplined commercial group, with its principal areas of operations in the Asia Pacific region, and centred on the Greater China area. Hong Kong is home to publicly quoted Swire Pacific, whose core businesses are grouped under five operating divisions: property, aviation, beverages, marine services, and trading & industrial. John Swire & Sons Limited, headquartered in the UK, is the parent company of the group. In addition to its controlling shareholding in Swire Pacific, John Swire & Sons Limited operates a range of wholly-owned businesses, including deep-sea shipping, cold storage, offshore and road transport logistics services, waste to energy, mining services, and beverage ingredients with main areas of operation in Australia, Papua New Guinea, East Africa, Sri Lanka, the USA and the UK.

Please send material to the Editor, GPO Box 1, Hong Kong, or email us at cindycheung@jsshk.com. For pictures, we welcome prints, colour slides or computer graphics in JPG format (500dpi and 20cm x 16cm), and digital photos taken by cameras with 8 Megapixels or above.

Swire News is published in Hong Kong, by the Group Public Affairs Department.

Copyright©2016

Editor

Cindy Cheung

Deputy Editor

Charlotte Bleasdale

100th
SWIRENEWS



Cathay Pacific's new Airbus A350-900XWB aircraft features the latest in design, technology and inflight products, helping the airline to deliver on its promise of a Life Well Travelled. More on page 16.

Bicentennial celebration



John Swire & Sons Limited directors, shareholders and advisors to the board attended the company's 2016 Annual General Meeting, which was also held on 23rd June.

Lengthy public transport delays due to flooding, as well as record crowds of voters polling for the Brexit referendum, failed to dampen the enthusiasm of guests at a luncheon held on 23rd June to celebrate John Swire & Sons' 200th anniversary. More than 180 attendees – including staff, pensioners and shareholders – enjoyed the historic event, which was held at the Fishmongers' Hall in the City of London and hosted by Swire group Chairman, Barnaby Swire, whose great-great-great-grandfather founded the firm.



A time for old friends to reminisce: the JS&S anniversary luncheon marked 200 years since John Swire established his import-export business in Liverpool in 1816.

New book celebrates 150 years in China



(Left to right) At the book launch event in Shanghai are Adrian Harley, Director and Chief Representative of John Swire & Sons (China) Limited, Huang Tao, Chief Editor of Shanghai Joint Publishing, Barnaby Swire, Chairman of John Swire & Sons Limited, Chen Qidian, Chairman & General Manager of Shanghai Joint Publishing, Ian Shiu, Director of John Swire & Sons (H.K.) Limited and Anne Lee, Deputy Chief Editor of Joint Publishing Hong Kong.

This year marks two very significant milestones for Swire: 2016 is the 200th anniversary of the establishment in the UK of the group's parent company, John Swire & Sons, and it is also 150 years since John Samuel Swire arrived in Shanghai in 1866 to open the firm's first China office; soon afterwards, he gave his company the Chinese name "Taikoo".

To commemorate the group's sesquicentenary in China, Swire has commissioned a new Chinese-language history: *"The Taikoo Way – Swire in China for 150 years"*, compiled by Professor Stephanie Chung Po-yin of Hong Kong Baptist University. The book tells the story of how a small trading firm evolved into the global conglomerate it is today. After establishing the Shanghai branch, Swire ventured into shipping, insurance, sugar refining and dockyards; later, the firm developed world-renowned Cathay Pacific Airways, acquired a Coca-Cola bottling franchise, and diversified into property.

The story of Swire's 150-year history in China is a testament to the group's long-term business strategy and also reflects the many socio-economic changes

in China over the period. Launch events were held in May at Bund 22 in Shanghai (a very significant venue, since this building was headquarters to Swire's China businesses for many years) and in Beijing at The Opposite House, Taikoo Li Sanlitun. An exhibition showcasing key milestones, as well as a diverse collection of Swire group artefacts, accompanied both events.



"The Taikoo Way – Swire in China for 150 years" is available in Shanghai Joint Publishing bookstores and major online stores nationwide.



John Slosar, Chairman of John Swire & Sons (H.K.) Limited, shares his business management philosophy at the panel discussion held during the book launch event in Beijing.

Global CEO Council

In June, Merlin Swire, Deputy Chairman and CEO of John Swire & Sons Limited, met with Chinese Premier Li Keqiang during the fourth roundtable summit of the Global CEO Council at the Great Hall of the People in Beijing. Attended by the Presidents and CEOs of 15 multinational corporations, the themes of this year's summit were the opportunities and challenges of China's 13th Five-Year Plan. Mr Swire shared his views on the

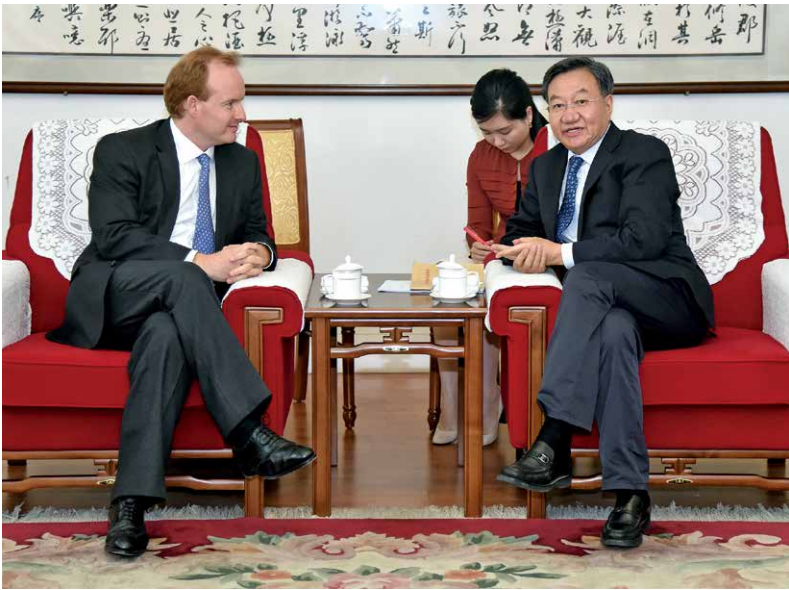
role of Hong Kong as a "super connector" in the One Belt One Road initiative, and discussed the significance of the aviation industry in enhancing connectivity between China and the rest of the world. The summit also saw the business leaders visit the headquarters of the Asian Infrastructure Investment Bank and meet with its President, Mr Jin Liqun.



Merlin Swire (fifth from left, back row) and fellow delegates at the Global CEO Council summit hosted by Chinese Premier Li Keqiang (sixth from left, front row).

Courtesy visits to senior Chinese officials

During his visit to Beijing in June, Merlin Swire paid a courtesy call on Mr Jiang Zengwei, Chairman of the China Council for the Promotion of International Trade and China Chamber of International Commerce, and President of the China National Committee of the International Chamber of Commerce. Mr Swire, who was accompanied by Director of John Swire & Sons (H.K.) Limited, Ian Shiu, and Director and Chief Representative of John Swire & Sons (China) Limited, Adrian Harley, took the opportunity to discuss trade and commercial ties between China and the UK. The Swire delegation, joined by Chairman of John Swire & Sons (H.K.) Limited, John Slosar, also visited Madam Fu Ying, Chairperson of the Foreign Affairs Committee of China's National People's Congress, and Mr Wang Shouwen, Vice Minister of Commerce.



Merlin Swire meets with Mr Jiang Zengwei.

Forecasting industry trends

On 25th May, John Slosar, Chairman of Swire Pacific and Cathay Pacific, gave a speech on major trends in aviation during a lunch hosted by Orient Aviation media group in Hong Kong. Addressing over 120 industry guests and media representatives, Mr Slosar said that aviation will remain a force for economic and social good that creates job opportunities. He also touched on the trend for consolidation in the industry, as well as the rise of Mainland carriers amid huge growth in outbound tourism. Mr Slosar concluded that aviation will continue to deliver value to shareholders, customers and national economies.



Farewell to Davy Ho



John Swire & Sons' Chairman, Barnaby Swire, Deputy Chairman and CEO, Merlin Swire, and Director, Sam Swire, recently hosted a luncheon to mark the retirement from the Swire group after 46 years of shipping veteran Davy Ho, whose most recent position was Senior Advisor, Mainland China, to Swire Properties.

Senior management appointments

John Swire & Sons Limited



Philippe de Gentile-Williams has been appointed Staff Director.

John Swire & Sons (H.K.) Limited



Clement Lam has been appointed Director.

Swire Pacific Limited

Sean Pelling has been appointed Director of the Office for Financial Planning.

Swire Pacific Trading & Industrial Group

Derrick Chan has been appointed Director Trading & Industrial.

Richard Sell has been appointed Director Trading & Industrial.

Mike Hsieh has been appointed Chief Executive Officer, Taikoo Motors Group.

Samson Wong has been appointed Director and General Manager, Swire Pacific Cold Storage.

Cathay Pacific Group

Arnold Cheng has been appointed Director Corporate Affairs, Cathay Pacific Airways.

James Tong has been appointed Acting Chief Executive, Dragonair, while Algernon Yau is taking a leave-of-absence from his role as Chief Executive.

Swire Beverages

Karen So has been appointed Executive Director, China Operations.

Swire Properties

Kieran Bowers has been appointed Executive Vice President, Swire Properties Inc., and will be appointed President with effect from 1st January 2017, taking over from Stephen Owens, who will retire in December 2016, after more than 40 years of service with the Swire group.

Han Zhi has been appointed Director, Business Development, Mainland China, Swire Properties.

Elizabeth Kok has been appointed Director & Senior Advisor, Swire Properties.

Fiona Ma has been appointed Director, Marketing & Communications, Swire Properties.

Olivia Wong has been appointed Director, Human Resources, Swire Properties.

Dean Winter has been appointed Director of Operations, Swire Hotels.

Steamships Trading Company Limited

Michael Scantlebury has been appointed Finance Director.

The China Navigation Company

Chris Daniells has been appointed Commercial Director.

2016 Interim Results

Swire Pacific Limited

	HK\$M	Change
Revenue	30,075	-5%
Profit attributable to shareholders (underlying)	3,548	-27%
Earnings per share (underlying)	HK\$	Change
'A' share	2.36	-27%
'B' share	0.47	
Dividends per share	HK¢	Change
'A' share	100.0	-11%
'B' share	20.0	

Underlying profit attributable to shareholders, which principally adjusts for changes in the valuation of investment properties, decreased by HK\$1,285 million or 27% to HK\$3,548 million. The decrease in underlying profit reflects worse results from all divisions and the absence of profits from sales of units at OPUS HONG KONG recorded in the comparative period.

Attributable profit from the Beverages Division decreased by 26% to HK\$336 million. Overall sales volume fell by 7% to 511 million unit cases. In Mainland China, the business was affected by slower economic growth and competition from new types of beverages. Sales

Swire Properties Limited

Underlying profit attributable to shareholders, which principally adjusts for changes in the valuation of investment properties, decreased by HK\$379 million from HK\$3,938 million in the first half of 2015 to HK\$3,559 million in the first half of 2016. The decrease in underlying profit in the first half of 2016 principally reflected lower trading profits from the sale of luxury residential properties in Hong Kong.

Underlying profit from property investment decreased slightly. This principally reflects a lower contribution from retail properties in Hong Kong and pre-opening expenses at Brickell City Centre in the USA. Aggregate gross rental income was little changed at HK\$5,367 million. Gross rental income from office properties in Hong Kong and Mainland China and from retail properties in Mainland China grew slightly.

There was an operating profit of HK\$525 million from

volumes and profits fell in Mainland China, Hong Kong and Taiwan. The business in the USA continues to grow, with existing and new territories doing well. In February, a letter of intent was signed with The Coca-Cola Company ("TCCC") to acquire additional territory rights in the states of Washington, Oregon and Idaho. In July, the acquisition from TCCC of distribution rights and assets in Arizona and Albuquerque, New Mexico was completed.

Swire Pacific Offshore ("SPO") recorded an attributable loss of HK\$260 million. The offshore support services market remains weak because of reduced spending on exploration and production activity and an oversupply of vessels. SPO's overall average fleet utilisation decreased by 13.2 percentage points to 62.4% and average daily charter hire rates fell by 13% to USD24,400. Cost control measures, including the stacking and sale of vessels, continue to be implemented.

The attributable profit of the Trading & Industrial Division was HK\$117 million, a marginal decrease compared with the first half of 2015. There were significantly higher profits from Akzo Nobel Swire Paints. Losses from the cold storage operations were higher. Swire Foods purchased the 35% interest it did not own in Chongqing New Qinyuan Bakery Co. Ltd during the first half of the year.

	HK\$M	Change
Revenue	7,886	-16.0%
Profit attributable to shareholders (underlying)	3,559	-9.6%
Earnings per share (underlying)	HK\$	Change
	0.61	-9.0%
Dividends per share	0.23	0.0%

property trading in the first half of 2016, compared to an operating profit of HK\$1,025 million in the first half of 2015. Profits in the first half of 2016 largely arose from the handover of 226 pre-sold units at the Reach development in the USA and from the sales of units at the AREZZO development in Hong Kong.

The increase in operating losses of the hotel division principally reflects pre-opening expenses at EAST, Miami in the USA.

Cathay Pacific Airways Limited

	HK\$M	Change
Revenue	45,683	-9.3%
Profit attributable to shareholders	353	-82.1%
Earnings per share	HK¢	Change
	9.0	-82.0%
Dividends per share	HK\$	Change
	0.05	-80.8%

The Cathay Pacific Group reported an attributable profit of HK\$353 million for the first six months of 2016. This compares to a profit of HK\$1,972 million for the same period in 2015.

The operating environment in the first half of 2016 was affected by economic fragility and intense competition. There was sustained pressure on revenues, reflecting suspension of fuel surcharges, weak currencies in some markets, weak premium class demand, particularly on long-haul routes, and a higher proportion of passengers transiting through Hong Kong.

Hong Kong Aircraft Engineering Company Limited ("HAECO")

The HAECO Group reported an attributable profit of HK\$1,111 million for the first six months of 2016, which included a gain of HK\$805 million on disposal of the interest of Hong Kong Aero Engine Services Limited ("HAESL") in Singapore Aero Engine Services Pte. Limited ("SAESL"). This compares with a profit of HK\$254 million for the equivalent period in 2015. Demand for airframe services provided by HAECO Hong Kong was less in the first half of 2016 than in the first half of 2015. Line services benefited from increased aircraft movements and more work being done per movement. More component maintenance manhours were sold in Hong Kong.

The operating profit of HAECO ITM Limited increased as services were provided for more aircraft, but increased finance charges resulted in reduced attributable profits. The profits of HAESL increased. More engines were overhauled and more work was done per engine. HAECO Americas made a loss in the first half of 2016 similar to that in the first half of 2015. The airframe services performance was better, but fewer seats were sold.

The Group's passenger revenue in the first six months of 2016 was HK\$33,413 million, a decrease of 7.8% compared to the same period in 2015. Capacity increased by 4.2%, reflecting the introduction of new routes and increased frequencies on other routes. Load factor decreased by 1.4 percentage points, to 84.5%. Revenue was adversely affected by the suspension (from February) of fuel surcharges, which remained suspended for the rest of the period despite a subsequent rise in fuel prices. Yield fell by 10.1% to HK54.3 cents, reflecting the suspension of fuel surcharges, strong competition and adverse currency movements. There was a significant reduction in premium corporate travel, particularly on long-haul routes.

The Group's cargo revenue in the first six months of 2016 was HK\$9,415 million, a decrease of 17.2% compared to the same period in 2015. The cargo capacity of Cathay Pacific and Dragonair increased by 0.6%. The load factor decreased by 1.9 percentage points, to 62.2%. Tonnage carried decreased by 0.2%. Yield fell by 17.6% to HK\$1.59, reflecting strong competition, overcapacity and the suspension (from April) of fuel surcharges.

	HK\$M	Change
Revenue	7,103	+23.9%
Profit attributable to shareholders	1,111	+337.4%
Earnings per share	HK\$	Change
	6.68	+337.4%
Dividends per share	0.63	+5.0%
Special interim dividend per share	2.35	N/A

The pre-tax profit of HAECO Xiamen decreased in the first half of 2016 compared with the first half of 2015. Demand for its airframe services was weak. Its post-tax profit improved as a result of a lower tax rate. Taikoo Engine Services (Xiamen) Company Limited ("TEXL") performed well, with more engines having been overhauled and more component repair work. Taikoo (Xiamen) Landing Gear Services Company Limited ("HAECO Landing Gear Services") incurred a loss comparable to the first half of 2015. The overall contribution from the Group's other activities in Mainland China improved.

Taikoo Place redevelopment

Swire Properties has unveiled its design plan for the Taikoo Place redevelopment project – a HK\$15 billion investment which will further elevate Taikoo Place's status as a world-class commercial hub. A key highlight of the redevelopment is the addition of two triple Grade-A office towers, each spanning a gross floor area of one million square feet. The first tower, "One Taikoo Place", is expected to be completed in 2018, followed by "Two Taikoo Place" in 2021. Both buildings will be linked to the existing eight office towers at Taikoo Place by elevated, air-conditioned walkways and surrounded by landscaped gardens with cascading water features and alfresco dining areas. Additional outstanding features will include the creation of "Taikoo Square" and "Taikoo Garden", which will provide a total of 69,000 square feet of open space for the enjoyment of the community. Meanwhile, "Via Fiori", the popular landscaped area facing One Island East, will be renamed "Taikoo Park".



"Taikoo Square" and "Taikoo Garden" will become the centrepiece of Taikoo Place, offering 69,000 square feet of landscaped gardens for public use.

Swire Hotels launches EAST, Miami

Swire Hotels has opened EAST, Miami, the anchor hotel in Swire Properties' mixed-use development, Brickell City Centre, in Miami, Florida. Offering 352 guest rooms, with eight suites and 89 residence suites, the hotel brings to its guests distinctive views of the Miami skyline and Biscayne Bay and features destination dining, state-of-the-art fitness facilities and quality amenities such as walk-in rain showers. EAST, Miami is the third hotel launched by Swire Hotels' Hong Kong-based EAST brand, after the successful openings of EAST, Hong Kong in 2010 and EAST, Beijing in 2013.



EAST, Miami offers a distinctive experience for guests seeking innovation, style and personalised service.

New PNG hotel

Steamships Trading's property development arm, Pacific Palms Property, has partnered with Ok Tedi Development Foundation to build a new Cassowary Hotel in Kiunga in the Western Province of Papua New Guinea. A ground-breaking ceremony for the new 40-room hotel was held on 18th June. Pacific Palms Property is responsible for the design and construction of the hotel, while Coral Sea Hotels, Steamships' hotel division, will operate the hotel following its scheduled opening in January 2017.

First A350 joins CX fleet

Cathay Pacific Airways' first Airbus A350-900XWB aircraft entered service on 1st June; it is the first of 48 A350s scheduled to join the airline's fleet. With its extra wide body, panoramic windows, quiet cabin and LED mood lighting, the aircraft offers a new standard of comfort and relaxation to passengers. Other features include enhanced seat comfort, huge overhead lockers and a new inflight entertainment system, equipped with a wider screen in all classes; internet connectivity is also available for the first time on a

Cathay Pacific aircraft. The A350-900XWB's state-of-the-art design and use of advanced construction materials, together with the latest generation Rolls-Royce Trent XWB engines, deliver a 25% improvement in operating costs and the A350 is also 25% more fuel efficient.

Cathay Pacific aims to use the A350 to operate more flights to destinations throughout its network and it will be deployed on long-haul routes – including London Gatwick and Düsseldorf – from the third quarter of 2016. (More on page 16)



A special event was held on 30th May at HAECO's facilities at Hong Kong International Airport to introduce Cathay Pacific's first Airbus A350-900XWB aircraft to VIP guests and media. Guest of Honour was Joseph Lai (centre), Permanent Secretary for Transport & Housing (Transport), who officiated at the welcome ceremony together with Cathay Pacific Chief Operating Officer Rupert Hogg (left).



New lounges

Cathay Pacific recently opened a new First and Business Class passenger lounge in Vancouver and unveiled its newly refurbished and expanded Business Class lounge, The Pier, at Hong Kong International Airport. A relaxed aesthetic is created by using warm, natural materials such as limestone and cherry wood, alongside softened acoustics and lighting and an abundance of plant-life. Both lounges offer comprehensive facilities for business travellers, as well as a range of dining options, including Cathay Pacific's signature Noodle Bar, featuring Asian favourites.



The new lounges at Vancouver International Airport (top) and Hong Kong International Airport align with Cathay Pacific's brand ethos – an emphasis on contemporary Asian elements alongside a focus on warmth and simplicity.

Cargo service partnership

In May, Cathay Pacific and Lufthansa Cargo signed a cooperation agreement to work together on network planning, sales, IT and ground handling on routes between Hong Kong and 13 European destinations. Covering more than 140 direct flights per week, the joint network will bring greater flexibility and time savings to customers, alongside service enhancements, including one point for export drop off and import delivery. Both airlines plan to ship the first consignments under the cooperation framework from early next year.



At the signing ceremony in Frankfurt (left to right): Mark Sutch, General Manager Cargo Sales & Marketing, Cathay Pacific, Simon Large, Director Cargo, Cathay Pacific, Peter Gerber, CEO and Chairman of the Executive Board, Lufthansa Cargo, and Bernhard Kindelbacher, Senior Vice President Strategy, Subsidiaries & Business Development, Lufthansa Cargo.

Milestones for HAECO Xiamen

In April, HAECO Xiamen completed its 2,500th aircraft input since it commenced operations in March 1996 and in June, the company completed its 750th aircraft input for scheduled customer, Cathay Pacific Group. Over the past two decades, HAECO Xiamen has provided world-leading airframe services on more than 1,000 Boeing

747s, 250 Boeing 767s, 200 Boeing 777s, 170 Airbus A330s, and 650 narrow-body aircraft, and the MRO has also completed 61 passenger-to-freighter conversions on Boeing aircraft and over 300 cabin modification projects for airlines and private jets from around the world.



A ceremony was held at HAECO Xiamen on 23rd June to mark the redelivery of Cathay Pacific Group's 750th aircraft input.



HAECO Private Jet Solutions' new cabin design concept, "Zen"

Zen-like tranquillity takes flight

In May, HAECO Private Jet Solutions launched a new concept in cabin design for narrow-body aircraft at the European Business Aviation Convention & Exhibition in Geneva. "Zen" takes its inspiration from the Zen school of Buddhism, whose tenets are harmony, relaxation and balanced living.

The "Zen" design concept includes a free-flowing layout, with colours of the four seasons blended gracefully into the cabin's living spaces. The essence of spring is captured in the lounge, with its light green furniture and cherry blossom motif; lotus flowers and a red carpet in the galley evoke summer. Chrysanthemums bring autumn tranquillity to the dining and tatami area, while pure white and plum blossoms offer a relaxing hint of winter in the bedroom.



The new USCS facility in McDonough, Georgia

USCS expands into new market

United States Cold Storage ("USCS") has opened a new facility in McDonough, Georgia, offering 8.6 million cubic feet of warehouse and distribution space. Located within the Atlanta metropolitan area, the new facility has over 26,000 pallet positions, 33 truck doors and four rail doors serviced by Norfolk Southern railroad, as well as a secure 30-spot drop lot. The McDonough site offers value-added services including repack, specialised case picking and order assembly. With the addition of McDonough, USCS offers a total of 261 million cubic feet of warehouse space at 38 facilities across 13 states.

Swire Foods expands presence in Chongqing

On 16th May, Swire Foods' wholly owned subsidiary Chongqing New Qinyuan Bakery Company Limited ("Qinyuan") opened a new bakery plant in the Jiulongpo district of Chongqing. Equipped with modern machinery and automated production lines that comply with the very highest environmental standards, the plant is the latest and biggest addition to the Qinyuan chain, supplementing two existing plants located respectively in Chengdu and Guiyang. The three plants together will supply a diverse range of pastries and bakery items to

over 500 Qinyuan stores across southwest China.

On the same day, Swire Foods opened new regional headquarters in Chongqing, marking a new chapter in Swire's food business in Mainland China. The move will enable Swire Foods to tap into the logistical advantages of the city as a regional hub, to satisfy the increasingly discerning tastes of Chinese consumers with a series of premium quality food products.



Chongqing government officials joined Swire Foods senior management at the launch ceremony for the new bakery plant.



Bulk carriers named

On 19th May, The China Navigation Company ("CNCo") named the last two in the current series of B.Delta39 handy-size bulk carriers built at Zhejiang Ouhua Shipyard at Zhoushan in Mainland China. MV *Powan* and MV *Poyang* were christened by Mrs Sarah Woodrow, wife of CNCo Managing Director, James Woodrow and Mrs Linda Bradley, wife of Swire Properties Chief Executive Guy Bradley; the ships are CNCo's 234th and 238th new-buildings respectively.

On 27th June, CNCo named MV *Taiyuan*, its first Imabari Bari-Star 38,000 dwt log-fitted bulk carrier, at Imabari Shipyard in Japan. The Lady Sponsor was Mrs Rebecca Rae-Smith, wife of JB Rae-Smith, Executive Director of Swire Pacific's Trading & Industrial Division. *Taiyuan* is the first of four handy-size vessels contracted by CNCo from Imabari, all to be delivered in 2016.

Top: At the naming ceremony are James Woodrow and Guy Bradley, as well as Lady Sponsors Mrs Sarah Woodrow and Mrs Linda Bradley (fourth and third from right).
Below: Mrs Rebecca Rae-Smith and JB Rae-Smith at the Imabari ceremony for MV *Taiyuan*.

Pacific Legacy opens to public

Swire Pacific Offshore's ("SPO") Platform Supply Vessel, *Pacific Legacy*, was berthed at the waterfront promenade of Singapore's VivoCity shopping mall from 21st to 23rd April as part of the OSV@Vivo Open House organised by the Singapore Shipping Association. The rare opportunity to go on board an offshore support vessel was well received by members of the public, with more than 3,200 people visiting the vessel.



Swire to help build new wind farm

Swire Pacific Offshore subsidiary, Swire Blue Ocean, has signed a key contract with Siemens Plc. to provide a wind farm installation vessel for the installation of 84 Siemens 7MW WTG wind turbines in the Beatrice Offshore Windfarm, in the Outer Moray Firth, off the east coast of Scotland. The contract is just one of a number of projects in the pipeline for Swire Blue Ocean's windfarm installation vessels, *Pacific Osprey* and *Pacific Orca*.



Pacific Orca

Clean water support

In June and July, heavy rain in Anhui Province in Mainland China caused severe flooding and affected drinking water supplies in the counties of Xiuning, Susong, Wuwei, Chaohu, Tongcheng, Shucheng, Zongyang and Feidong. To provide urgent relief to around 50,000 residents in the worst-affected areas, Swire Coca-Cola Beverages Hefei launched a "Clean Water 24" campaign, delivering more than 825,000 bottles of Ice Dew Water to local communities in need.



Swire Coca-Cola Beverages Hefei delivers 48,000 bottles of safe drinking water to a village near Luan City.

Cyclone relief efforts

In April, Swire Shipping donated US\$10,000 to the Fiji Red Cross Society in support of its recovery work for those affected by Tropical Cyclone Winston. In addition to this cash donation, Swire Shipping provided free shipping and warehousing of aid relief cargo into Fiji. Its local agent, Pacific Agencies Fiji, provided manpower, warehousing and logistical support to assist in on-ground relief operations, including the distribution of essential supplies to remote islands and villages that were badly affected. Tropical Cyclone Winston hit Fiji in February this year, rendering tens of thousands homeless.



Ashok Prasad (left), Swire Shipping's Commercial Manager, Fiji and Craig Strong (right), Pacific Agencies Fiji's General Manager, present the donation to Fiji Red Cross Society.

Recognitions for bottlers

In March, Swire Coca-Cola Beverages Zhengzhou won the "2015 Top Quality Cup, Coca-Cola Greater China & South Korea Region" at the Coca-Cola Technical and Supply Chain Annual Conference held in Changsha, Mainland China; the award recognises the bottler's outstanding performance in quality assurance. In the same month, the bottler was named "Work Safety Standardisation Second-Grade Enterprise" by the Henan Provincial Work Safety Administration. Meanwhile in April, Swire Coca-Cola Beverages Shaanxi was awarded "Excellent Foreign Company for Fulfilling Corporate Social Responsibility" for the third consecutive year by Xian Association of Enterprises with Foreign Investment.

LEED Gold Certification for Tennessee facility

United States Cold Storage's ("USCS") Covington facility has earned LEED Gold Certification in the US Green Building Council's Leadership in Energy and Environmental Design ("LEED") programme. Completed in January 2015, the 9,010,000-cubic-foot dedicated ice cream storage facility is USCS' first LEED-certified warehouse. Projects pursuing LEED certification earn points across several areas in sustainable design and construction practices. The Covington

facility has implemented a range of energy-efficient technologies that have helped reduce the warehouse's energy consumption by 32%. Other initiatives include the use of vegetated swales to reduce storm water discharge, native species landscaping to eliminate irrigation requirements and the installation of bicycle racks to promote alternative transportation practices and reduce vehicle emissions.



USCS' Covington facility in Tennessee

Outstanding people development

Swire Resources has won the Manpower Developer Award in the sixth Employees Retraining Board ("ERB") Manpower Developer Award Scheme in Hong Kong. The scheme was launched by the ERB in 2009 to recognise companies with outstanding accomplishments in manpower training and development. The award's judging criteria include learning culture, resources planning, training and development systems, performance management, and corporate social responsibility in manpower development.



Leona Tse, Swire Resources' Deputy Head of Learning and Development, receives the ERB Manpower Developer Award from Mr. Matthew Cheung, Secretary for Labour and Welfare, HKSAR Government.

Creating a Life Well Travelled

With the aviation industry facing a host of challenges on the eve of Cathay Pacific's 70th Anniversary, Chief Executive Ivan Chu discusses how a new fleet of aircraft, greater offerings for passengers and more imaginative destinations will ensure long-term success.



Ivan Chu
Chief Executive,
Cathay Pacific Airways

When Cathay Pacific was founded as a small regional carrier after World War II, few could have predicted how strong a pivotal role it would play in the development of Hong Kong as Asia's World City. But for Ivan Chu, Chief Executive of Cathay Pacific, the fortunes of the airline and its home city have grown hand-in-hand.

"Seventy years ago, I don't think it was ever envisaged that Cathay Pacific would become the world-class network carrier we are today; but with Hong Kong's growth as a manufacturing centre in the 1950s, through to becoming a major

financial centre in the '70s and '80s, we have always been here. If you look at the city's pillar industries – financial services, tourism, trading and logistics, professional and producer services – there are 3,500 regional headquarters here, making Hong Kong an important centre, and we have played a major supporting role in that," he says.

Chu, who has worked for Swire for the past 32 years, was appointed Chief Executive of Cathay Pacific in 2014 and is also Chairman of Dragonair – soon to be rebranded as Cathay Dragon. In leading Hong

Kong's flagship carrier, he takes pride in its illustrious history and association with the city's growth. Although the airline has had many triumphs over the years, it is now – like all airlines globally – facing a slew of challenges unique to our time.

"The whole industry is experiencing difficulty at present. Undoubtedly we're seeing a good trend in lower fuel prices – which make up 30 to 40 percent of our costs – so that's very welcome. However, the fluctuation in fuel price is volatile, which makes it notoriously difficult to

manage costs overall. There is also a general softening in demand for passenger services and cargo, and this is directly related to the state of the global economy. If you look around the world, many of the major carriers – ourselves included – have had to scale down capacity to match present demand," he says.

Indeed, with the World Bank revising its 2016 growth forecast for the global economy to just 2.4 percent, Chu feels that expedient measures are necessary to remain sustainable. "Cathay Pacific has always had the highest load factor in Asia Pacific. Last year it was 86 percent, but this year it dropped to 84 percent. Although this figure is high compared to our peers, it's still a significant drop for us. The macro-economic situation has forced us to revise our own growth target from close to five percent to just above three percent."

A further challenge Chu cites is the current geopolitical landscape. "We have been watching the trend of sluggish demand gradually unfolding since the last quarter of 2015, and much of it can be ascribed to political events, specifically the US presidential elections,

Australia's elections and the unknown consequences of the UK's decision to leave the EU. In times of uncertainty, businesses tend to invest less and hire fewer people, which in turn slows demand for travel and freight," he says.

Outstanding products

Despite the ups and downs currently facing the airline, Chu is unshakably optimistic about Cathay Pacific's future – both regionally and globally. Hong Kong is a major aviation hub, and this position places it at a great advantage for future development and for writing the next chapter in what Chu calls the city's "story of connectivity". A major step in that direction is the introduction of a new fleet of aircraft – Cathay Pacific's first for more than 20 years.

With 22 Airbus A350-900s scheduled for delivery between this year and next, followed by a further 26 A350-1000s between 2018 and 2020, this mid-size long-haul aircraft will further Cathay Pacific's ambition as an international network carrier. "Crucially, the A350 will advance our business model. Its lightweight design and composite

construction allows Cathay Pacific to spread its wings by increasing our connectivity to more long-haul destinations," he says.

Chu is confident that passengers will appreciate the new aircraft's credentials: "It will be of tremendous benefit to our customers. The A350 is very quiet, extremely comfortable and showcases vast improvements in Business Class, Premium Economy and Economy cabins, which will set a new standard of service for our airline. On an environmental level, it is also the best aircraft available on the market today, as it is more fuel efficient and generates fewer emissions. This is the aircraft of the future."

For Cathay Pacific, providing the best possible experience for passengers in the air is something that must be replicated on the ground. In June this year, The Business Class Lounge at The Pier reopened at Hong Kong International Airport to great acclaim.

"It's simply beautiful. Every time we invest in a new product, we ask ourselves three questions: what's new, is it better than before and is it better than what our peers offer?"



The lightweight design and composite construction of the A350 allows Cathay Pacific to fly to more long-haul destinations.



The A350's extra-wide cabin has windows affording panoramic views, while relaxing interior aesthetics and state-of-the-art technology help take passenger comfort to new heights.



With new branding, lounges and inflight products, and its signature Service Straight from the Heart, Cathay Pacific's "Life Well Travelled" brand philosophy focuses on enhancing customers' overall travel experience.

This lounge definitely ticks these three boxes," Chu says.

Accordingly, passengers have a lot to look forward to when they check in. "Just purely in terms of food and beverages, we've got some amazing offerings. Our Tea House serves carefully curated blends with refined dim-sum. The huge Food Hall dishes up everything from tapas to salad, freshly made pastries, hot sandwiches and, of course, our signature Dan Dan noodles. We do this so we can meet the objective of a 'Life Well Travelled' for our passengers." Chu reveals that more

outport lounges are scheduled for renovation, including the flagship London lounge at Heathrow Airport, to be reopened in the third quarter of this year.

Hub and spokes

With the A350 fleet and its First and Business Class lounges raising the bar ever higher for customers, Cathay Pacific is also launching new routes. Chu encourages people to think of Cathay Pacific's network as a wheel. If Hong Kong is the hub, then more "spokes" are

required around the globe.

This year, Cathay Pacific launched its first direct flight to the Spanish capital Madrid. Chu explains: "As well as being a major city that appeals to many passengers from Asia Pacific, Madrid is also the shortest route from Hong Kong to South America. In terms of cargo, Madrid is ideal for serving the huge demand in Asia for high-quality wine, Iberico ham, wonderful cherries and other produce. This strengthens the import-export business in our region, which is good both for Hong Kong and the Iberian Peninsula."



Reopened in June 2016, The Pier Business Lounge is the largest of Cathay Pacific's eight lounges at Hong Kong International Airport, measuring 3,306 square metres, and is able to accommodate 550 travellers.



The new service between Hong Kong and Madrid provides easier access for passengers travelling from Southern Europe to key destinations in the Asia Pacific region.

Another destination earmarked is Gatwick Airport in the UK. "At Gatwick, we will be resuming our operations, which ceased in the 1990s. It was our first airport in the UK, but today it's a very convenient hub for carriers who fly to European destinations. We can take advantage of this by offering direct flights, as an alternative to Heathrow Airport."

Continuing, he says, "Last year, 68 million people went through Hong Kong Airport, of which 34 million flew with either Cathay Pacific or Dragonair. Adding new services to Madrid and Gatwick will go beyond helping travellers discover these places. There are many passengers from North Asia, Japan, Mainland China and Australia, for example, who want to visit Europe via Hong Kong, so this will increase demand for our short-haul services, which in turn benefits our whole network."

The rebranding of Dragonair to Cathay Dragon – which is to be rolled out from November – will also enhance the Cathay Pacific Group's network connectivity. Since Dragonair became a wholly owned subsidiary in 2006, 23 new destinations have been added and standards of service and product

offerings to customers have been improved. However, for Chu, the rebrand is the final remaining task to align the two airlines.

"For many customers in Mainland China, Dragonair is the more familiar brand. We want to leverage this recognition to expose them to Cathay Pacific when they consider long-haul destinations. In the West, Cathay Pacific is more well-known, so passengers flying inbound to Mainland China will soon see Dragonair as part of the Cathay Pacific family thanks to the rebranding. It's mutually beneficial," he says.

Notwithstanding the present volatility in the world economy, from November this year Cathay Pacific will be flying to its 18th cargo station in the Americas: Portland, Oregon. The new route, to be undertaken by Boeing 747-8F freighters, will play a key role in meeting growing demand to transport a wide range of commodities from the Pacific Northwest to various parts of Asia. "When we look to the future growth and development of our network, our eyes are on Asia," says Chu.

An integrated future

Chu maintains firmly that the best is yet to come for the aviation industry. "The big story of our time is the rise of China. Last year, more than 100 million Chinese travelled abroad, and in five years' time, the World Tourism Organisation is expecting this to rise to 200 million. In terms of inbound traffic, they are expecting 130 million people to visit Mainland China by 2020, whether as tourists, investors, traders or students. The emerging middle class in Southeast Asia – home to more than 600 million people – is also seeking to travel within the region, as well as to North America and to Europe. That is why it's essential we look past this current volatility. Put simply, the continuous growth in passenger numbers can only be a good thing for Cathay Pacific."

Summing up his thoughts on Cathay Pacific's position on its 70th anniversary, Chu says, "We want to make this year special for our passengers and our staff. While the past should indeed be celebrated, we must keep the future in our sights so we stay relevant, offer service straight from the heart and continue to embrace innovation."



The rebranding of Dragonair as Cathay Dragon will see a new livery that features a Cathay-style brushwing logo, symbolising the close partnership and shared brand values of the two airlines.

A very personal history

Angharad McCarrick and Matthew Edmondson are professional archivists at Swire's Hong Kong Archive Service ("HKAS"). They are responsible for the repository of the group's priceless documents, film, photos and artefacts. Here, they discuss what fuels their passion for the past and the challenges facing archives in the future.



Angharad McCarrick and Matthew Edmondson

What does an archivist actually do?

Angharad: We help bring the past to life by creating a repository of memory for the future. The job itself can be hugely varied. One of the misconceptions about us is we're constantly locked away in a room sorting through dusty old papers. This simply isn't true. We do undertake traditional archive work, such as appraisals, cataloguing and preservation, but we also spend a great deal of time engaging directly with various companies in the group.

Matthew: I work with the aviation division and attend regular meetings with various stakeholders to assess – via presentations and interactive discussions – which documents they need to keep for historical reasons and what can be discarded. We also offer suggestions about how companies can make the most of our services.

Why did you choose a career as an archivist, and what do you enjoy most about it?

Angharad: What appealed to me was that an archivist's role can be so varied and isn't necessarily confined to just one industry. Something else that attracted me was that the role translates to other countries, which is why I chose to study an MSc in Information Management and Preservation. A qualified archivist possesses the skills to work in any industry, anywhere in the world.

Matthew: I've always been fascinated with history so, after completing my undergraduate studies, I worked at a local government archive in the UK, before returning to university to study Archives and Records Management. Since then, I've worked in corporate archives. Organisations can add value by assimilating their archives and business heritage into their identity, and I'm incredibly passionate about that.

What's the most challenging aspect of your role as an archivist?

Matthew: With the rise of digital, there's a real risk of there being an information 'black hole' because of constant technology and format changes. For example, if an in-flight magazine is only available as an iPad app, how do we go about preserving it for all time after the technology or app become redundant? This presents an exciting challenge for archivists everywhere.

What is your proudest achievement to date of your time with Swire?

Matthew: Being part of the team building the archive has been a great experience. In the five years since our establishment, we've gathered more than 3,400 standard archival boxes of documents and 3.59 terabytes of digital and born-digital material [i.e. material that originates in digital format, as opposed to material reformatted from analogue to digital]. The setting up of Swire's first purpose-built archives repository in late 2015 has also been a big achievement for us. It's been wonderful that other firms considering opening their own archives have consulted us about how best to go about it.

How are the archives being used by people both inside and outside the organisation?

Angharad: Often we get inquiries relating to specific records – a legal document, for instance. We can give advice and assistance about how to access that document, how to interpret it in its historical setting, and how best to use it. And for some group companies, we form a key part of their induction training for new employees. A fascinating tour of our archives really helps instil in new joiners a sense of Swire's business heritage.

Matthew: We do get questions from researchers and members of the public as well. Recently I had an enquiry from a pilot about an image in the archives taken during the

early years of Cathay Pacific, and it turned out to be a picture of his father, who was one of the airline's first pilots. When you get requests like this, you get a real sense of the personal value of what we do.

Do you have any anecdotes or stories regarding requests?

Angharad: I had an enquiry from a novelist in America whose grandfather travelled on a Butterfield & Swire-managed vessel. As part of her research for her latest work of fiction, she wanted to get a better idea about what that voyage from Hong Kong in the 1930s would have been like. She must have been pleased because she told me she would name a character in her novel after me!

What can we expect from the archives in the future?

Angharad: As well as finding a solution to the digital challenge, we want to help others within Swire companies to enjoy the collection. There's a great opportunity to use this material in an immersive way – whether it's for marketing, speeches, reports, events or presentations. There are also some companies we've only just touched upon, so there will be even more fascinating artefacts to emerge from the past. For an archivist, this makes for an exciting future.

Swire Soap



Over 100 volunteers took part in the soap-making and packaging sessions.

In May, Swire volunteers took part in a soap-making workshop and packaging session at St. James' Settlement's (SJS) upcycling centre. Their goal was to make and package 800 bars of soap using "recycled" Chinese New Year kumquats collected at Swire Properties' managed buildings around Hong Kong.

The all-natural, handcrafted soap was donated to underprivileged families supported by the SJS's People's Food Bank, which helps

people in need with temporary free food assistance. A special charity sale for Swire staff was also held, raising a further HK\$8,360 to support this meaningful initiative. Since 2011, Swire group volunteers have helped to produce "Swire Jam" from Chinese New Year kumquats in collaboration with SJS. This is the first year they have turned their attention to making Swire Soap and the initiative has been well received by the community.



Great team spirit ensured all the soaps were nicely packed within a morning session.



The Swire team

Jock's Pot 2016

The Jock's Pot 2016 football match between Swire and Jardines took place on 19th March at the Hong Kong Football Club. Initiated more than 60 years ago by two staff members named "Jock", one from Swire and the other from Jardines, the first game was played in 1953. The last fixture was held in 2013 and Swire took the trophy home.

This year's competition attracted a squad of 16 players from all across the Swire group. With a smattering of support from both firms in the stands, Jardines applied early pressure and their persistence was rewarded with a goal during the first half of the game.

By the start of the second half, the Swire team had found their groove and were starting to play some elegant football. The breakthrough came from a testing corner, with Don Taylor from Swire Properties scoring their first goal.

Jardines' occasional bruising tackles didn't put the energetic Swire team off their game and in the dying minutes, Alex Style from Swire Beverages broke down the right flank with the ball, which was slammed into the back of the net by Jamie Coates from Cathay Pacific. The match ended with a 2-1 victory for Swire. Congratulations to the Swire team, who showed great character on the field and triumphantly retained Jock's Pot.



Swire team captain, Tom Jeanes, receiving the Jock's Pot trophy.

Paddle Power



The enthusiastic Swire Dragons and Swire Dinosaurs team members.

Tuen Ng Festival this year meant something more than rice dumplings for two John Swire & Sons (HK) Limited dragon boat teams, and the loyal support teams keeping them fed and watered and cheering them on to greater efforts.

As the team names suggest, the Swire Dinosaurs are senior staff members, whose key strength lies in their staying power, while the Swire Dragons are young Management Trainees, keen to flex their muscles and show off their greater speed. For this year's race, some paddlers were dragon boat veterans, while others

were newbies to the sport, so there were varied styles and levels of experience – but all shared the same Swire spirit to strive for excellence.

Both teams drew participants from a variety of different companies and locations, but despite the logistical challenges this presented, everyone made great efforts to get together to put in hours of diligent practice in the weeks leading up to the Sun Life Stanley International Dragon Boat Championships on 9th June. On the day, the teams competed neck and neck with the

other challengers, with the Swire Dinosaurs demonstrating that age and experience do count, by earning a creditable place in the final and then posting a new JS&S record, with a race time of just one minute and 18 seconds.

Performance aside, the chance to enjoy a day on the water at Stanley Beach provided a rare treat for all involved.

The Dinosaurs and Dragons are already discussing their 2017 paddling strategies!



Alfy (left) and Oscar kayaking along Angola's longest river, the Kwanza.



Alfy (right) and Oscar pictured after completion of the trip.

Kayaking the Kwanza

Swire Pacific Offshore's Country Manager, Angola, Alfie Weston, and travel journalist Oscar Scafidi, completed the first-ever source-to-mouth expedition along the Kwanza River in Angola in July. The trip was to raise funds for the HALO Trust, a UK-based NGO dedicated to creating safe and secure environments in war-torn communities by clearing landmines and war debris in 16 countries worldwide including Angola. Angola remains one of the most landmine-impacted countries in the world, after a nearly 30-year civil war that ended in 2002.

At 1,300km, the Kwanza is Angola's longest river and it took the pair five weeks to navigate,

using a combination of walking and paddling a foldable wooden kayak. During the trip, Alfie and Oscar also collaborated with the National Geographic project 'Into the Okavango' to record bird species along the river. The sources of the Okavango and Kwanza rivers are found alongside one another at 1,500m in the Bié Plateau of central Angola and the data collection from both trips provides the first log of bird species stretching 3,600km along the two river systems.

Alfie's charity challenge has raised over US\$23,000 in support of HALO Trust's demining project near the source of the Kwanza River.

Appointments

Ten House Staff Management Trainees joined John Swire & Sons Overseas Ltd. and are attached to the following companies:

Cathay Pacific Airways Ltd. Rupert Grace Guillermo Medina Moralejo Jonathan Tho	Hong Kong Aircraft Engineering Co. Ltd. Rory Cahill Gavin Tse	Swire Pacific Ltd. – Swire Beverages Samuel Hart
Swire Pacific Offshore Bradley Scott	Swire Properties Ltd. Eleanor Walter Peter Wu	The China Navigation Co. Pte. Ltd. Hamish Snow

Seventeen Group Staff Management Trainees joined John Swire & Sons (H.K.) Ltd. and are attached to the following companies:

Cathay Pacific Airways Ltd. Best Bai Justin Chan Cheryl Ching	Wayne Chong Ernest Chu Kim Fong	Kelly Lui Kelly Tsang	Hong Kong Aircraft Engineering Co. Ltd. William Cheung Nicholas Wong
Hong Kong Dragon Airlines Ltd. Jessica Leung	Hongkong United Dockyards Ltd. Laurent Tse	Swire Pacific Ltd. – Swire Beverages Amy Chan	Swire Resources Ltd. Erica Wang
Swire Properties Ltd. Penny Tse	Amanda Wang	Jen Zhang	

Other appointments:

John Swire & Sons (H.K.) Ltd. Mark Harper joined Sustainable Development Department as Sustainable Development Manager. Ronald Lam Yin Hong joined and was seconded to Swire Pacific Ltd. – Trading & Industrial Division as Project Manager, Environmental Services.	Sam Law Chiu Fung joined Group Internal Audit Department as Senior Auditor. Karen Wan Hau Wun joined Finance & Accounts Department as Assistant Accountant.	Sammuel Wan Shun Man joined Group Internal Audit Department as Auditor. Sweety Wang Yan joined Group Internal Audit Department as Auditor.	Swire (Beijing) Management Consultancy Ltd. Ma Mochen joined Group Internal Audit Department as Auditor. Yeung Pui Lun joined Commercial Department as Product Manager.
Swire Coca-Cola, USA Scarlett Foster-Moss joined as Vice President, Public Relations & Government Affairs.	Swire Travel Ltd. Franky Tsui Kai Fan joined Corporate Travel Department as Assistant Leisure Travel Manager.	Taikoo Sugar Ltd. Kitty Cheung Wing Yan joined Commercial Department as Product Manager.	

Promotions, Transfers & Title Changes

Air China Cargo Co. Ltd. Carol Sun has been appointed Deputy General Manager Marketing & Sales. Vincent Yu has been appointed Vice President Sales & Marketing.	Asia Miles Ltd. Jim Chiu has been appointed Assistant to Chief Executive Officer. Alan Lui has been appointed Chief Operating Officer.	Louise Luo has been appointed Market & Business Development Manager, Northern & Eastern China. Rose Wei has been appointed Assistant Market Development & Airline Partnership Manager.	
Cathay Pacific Airways Ltd. Airline Planning Myles Coleman has been appointed Assistant Manager Airline Planning.	Jasmine Hui has been appointed Manager Airline Planning.	Will Kerr-Muir has been appointed Airline Planning Manager.	Jasmine Li has been appointed Manager Airline Planning.
Airports Jennifer Zheng has been appointed Assistant Manager Projects & Communications.	Airports – HKIA Leo Yeung has been appointed Projects Manager HKIA. Patrick Yu has been appointed General Manager HKIA.	Cargo Aaron Chan has been appointed Manager Cargo Sales PRD & Hong Kong. Ray Fung has been appointed Cargo Sales Manager Hong Kong.	Clifford Kwok has been appointed Manager Cargo Customer Solutions & Airline Partnerships. Jeanette Mao has been appointed Manager Cargo Global Accounts & Marketing.
Corporate Communication Jasmine Chan has been appointed Corporate Communication Manager – Social Media. Mandy Wu has been appointed Manager Corporate Relations.	Customer Relations Priyatha Menon has been appointed Manager Customer Relations.	Digital Celine Hon has been appointed Manager Digital Transformation. Ingrid Lee has been appointed Assistant Manager Digital Transformation.	Leslie Lu has been appointed General Manager Digital Transformation.
Executive Office Jack Fletcher has been appointed Executive Assistant to Chief Operating Officer. Tracey Ma has been appointed Executive Assistant to Chief Executive.	Financial Services Charles Goh has been appointed General Manager Finance. Alexander Kinloch has been appointed Manager Financial Services. Alfy Weston has been appointed LEAN Project Manager.	Mark Windmill has been appointed Manager Internal Audit. Sally Wong has been appointed LEAN Project Manager.	Flight Operations Nick Bury has been appointed Assistant Manager Flight Crew Engagement. Chiu Chung Wei has been appointed Absence Management Executive. Jonathan Kaufman has been appointed Assistant Manager Aircrew.

<i>Hong Kong Office</i>			
Vinci Chan has been appointed Assistant Manager Hong Kong Office.			
Liza Ng has been appointed General Manager Sales, PRD & Hong Kong.			
<i>Inflight Services</i>			
Jamie Coates has been appointed Assistant Manager Inflight Services.			
Corinna Leung has been appointed Inflight Sales Manager.			
Cindy Tse has been appointed Manager Inflight Sales & Service Delivery.			
Jenna Yu has been appointed Cabin Crew Leave & Attendance Manager.			
<i>Information Technology</i>			
Y C Chan has been appointed Manager Infrastructure Engineering.			
Matt Oakley has been appointed Manager, IT Solution – Airline Operations and Cargo.			
Jack Publicover has been appointed Manager Infrastructure Programmes.			
<i>International Affairs</i>			
Maple Cheng has been appointed Manager International Affairs.			
Patrick Garrett has been appointed Manager International Affairs.			
Peonie Lo has been appointed Manager International Affairs.			
<i>Marketing, Loyalty Programmes & CRM</i>			
Walter Li has been appointed Marco Polo Operations Manager.			
<i>Operations Enhancement Project</i>			
Justin Chang has been appointed OEP Manager.			
Robert Weider has been appointed Head of OEP.			
<i>People</i>			
Mark Celenk has been appointed Head of Organisational Design.			
Jodi Kwok has been appointed Manager Employee Experience Programme.			
Carly Nankin has been appointed Head of People Communications and Engagement.			
<i>Product</i>			
Charles Chan has been appointed Assistant Manager Product.			
James Evans has been appointed General Manager Product.			
<i>Revenue Management, Sales & Distribution</i>			
William Arblaster has been appointed Manager Revenue, N. America, SE Asia & India.			
Parthenia Lai has been appointed Revenue Manager – Operations.			
Eva Ng has been appointed Assistant Manager Merchandising.			
Brian Yuen has been appointed Manager Alliance & Airline Partnerships.			
Karen Kwan has been appointed Manager Global Contact Centres.			
Selina Miao has been appointed Manager Revenue, Europe, S. Pacific & Africa.			
Julian Shiu has been appointed Airline Partnerships Manager.			
<i>Outports</i>			
AMERICAS	EUROPE	JAPAN	
Andre Sin has been appointed Assistant to Senior Vice President Americas.	Ed Coles-Gale has been appointed Country Manager France.	Jansen Stafford has been appointed Country Manager Spain.	
	Rain Luo has been appointed Assistant to General Manager Europe.	Brian Tsoi has been appointed Country Manager Germany, Switzerland & E. Europe.	
MAINLAND CHINA			
Matthew Choi has been appointed Manager – Chongqing.	Preston Hung has been appointed Manager – Southern China.	Kenneth Tsui has been appointed Manager Cargo China.	
Nicholas Fei has been appointed Assistant to General Manager China.	Stanley Lee has been appointed Manager – Zhengzhou.	Mickey Yip has been appointed Manager – Hangzhou.	
		Justin Yu has been appointed Passenger Sales Manager, China.	

SOUTH ASIA, MIDDLE EAST & AFRICA			
Anezka Chan has been appointed Manager Maldives.	Keri Lui has been appointed Country Manager Nepal.	Henry Pritchard has been appointed Assistant to General Manager S. Asia, Middle East & Africa.	
Aldric Chau has been appointed Country Manager Sri Lanka & Maldives.	Jonathan Ng has been appointed Country Manager Bahrain & Saudi Arabia.		
SOUTH EAST ASIA			
Rob Bradshaw has been appointed Country Manager Philippines.	Kennedy Chung has been appointed Assistant to Country Manager Indonesia.	Harry Tabor has been appointed Manager East Indonesia.	Anna Williamson has been appointed Assistant to Country Manager Thailand.
Jennifer Chan has been appointed Assistant to Country Manager Philippines.	George Edmunds has been appointed Country Manager Indonesia.	Luna Wang has been appointed Assistant to General Manager SE Asia.	Ashley Yang has been appointed Manager Sabah, Sarawak & Brunei.
Anna Choi has been appointed Country Manager Malaysia & Brunei.		Joshua Williams has been appointed Country Manager Cambodia.	
SOUTH WEST PACIFIC		TAIWAN & KOREA	
Isla Yu has been appointed Assistant to General Manager SW Pacific.	James Conlin has been appointed Country Manager Korea.	Chen Luo has been appointed Assistant to General Manager Taiwan & Korea.	
Ethos International Ltd.		Global Logistics Systems HK Co. Ltd.	
Carol Hamilton has been appointed General Manager.	Tony Sham has been appointed Chief Executive Officer.		
HAECO Group			
HAECO Americas		HAECO Hong Kong	
Stephen Lauchlan has been appointed Chief Financial Officer, Cabin Solutions.	W M Chung has been appointed General Manager, Line Services – Technical Operations.	Andrew Malbon has been appointed Assistant General Manager, Commercial.	Daniel Stromski has been appointed Executive General Manager, ITM.
HAECO Xiamen			
Victor Ho has been appointed Head of Corporate Development.	James Xu has been appointed General Manager, Material Management.	S X Yang has been appointed General Manager, Airframe Services – Interior.	Z Z Zhao has been appointed General Manager, Engineering.
Steven Lin has been appointed General Manager, Xiamen Airport Project.			
Hong Kong Airport Services Ltd.		Hong Kong Dragon Airlines Ltd.	
Mary Chan has been appointed General Manager People.	Mark Ng has been appointed General Manager Ramp & Cargo Services.	Anna Cheung has been appointed General Manager Inflight Services, KA.	Diana Lyu has been appointed Representative.
Kendrick Ko has been appointed General Manager Planning & Development.			

John Swire & Sons (H.K.) Ltd.				Steamships Trading Co. Ltd.	
Christine Ling has been appointed General Manager, Leadership Development.		Rex Tsang of Cathay Pacific Airways Ltd. has been seconded to Swire Foods Holdings Ltd. – Chongqing New Qinyuan Bakery Co. Ltd. as Manager, Special Projects.		Henry Yao has been appointed Assistant Company Secretary.	
Sue Liu has been appointed General Manager Group Finance, Swire Pacific Ltd.		Andrew West has been appointed Head of Group Retirement Benefits.		Karina Yu On Yi of Group Internal Audit Department has been promoted to Senior Auditor.	
Swire Altus Shipping		Swire Beverages Central Services		Swire Foods Holdings Ltd.	
JAKARTA		William Davies has been appointed Global Safety & Sustainability Transformation Lead.		Steven Yuen Kwok Yan has been retitled General Manager/ Chief Executive Officer, Chongqing New Qinyuan Bakery Co. Ltd.	
Donald Blake has been appointed Country Manager, Indonesia.					
Swire Hotels					
Michael Faulkner has been appointed General Manager for the upcoming hotel in Shanghai.		Kurt Macher has been appointed General Manager – The Temple House.		Simon McHendry has been appointed General Manager – EAST, Beijing.	
				Mark Passmore has been appointed General Manager – The Opposite House.	
Swire Pacific Offshore					
PERTH					
Roger Li has been appointed Assistant Marketing Manager, Australia.					
Swire Properties Ltd. (Effective progressively in 2016)					
BEIJING		CHENGDU		GUANGZHOU	
TaiKoo Li Sanlitun		Sino-Ocean Taikoo Li Chengdu		TaiKoo Hui	
Anna Chen has been appointed Portfolio Manager.		Molly Wu has been appointed Deputy General Manager.		Charles Gou has been transferred to Swire Foods Holdings Ltd. as Assistant Business Development Manager.	
				Jessica Huang has been appointed Deputy General Manager.	
HONG KONG					
Finance		Portfolio Management			
Catherine Cheng has been appointed Accountant.		Aileen Chan has been appointed General Manager (CPMO).		Wendy Ku has been appointed Assistant Portfolio Manager (PPMO).	
Gigi Liu has been appointed Accounting Manager – System Development.		Cheung Lap Ting has been appointed Assistant Portfolio Manager (PPMO Retail).		Natalie Leung has been appointed Assistant Portfolio Manager (TPMO).	
		Wing Chiu has been appointed Portfolio Manager.		Priscilla Li has been appointed General Manager (TPMO).	
				Francis Lo has been appointed Property Officer (PPMO Retail).	
				Laura Percy has been appointed Assistant Portfolio Manager (TPMO).	
				Jacqueline Wong has been appointed Portfolio Manager (TPMO).	

<i>Projects</i>	<i>Residential</i>	<i>Technical Services & Sustainability</i>	
Philip Shaw has been appointed Project Manager.	Amy Yiu has been appointed Sales Officer.	Evelyn Wong has been appointed Assistant Manager, SD Engagement.	
SHANGHAI			
<i>HKRI Taikoo Hui</i>			
Samuel Ho has been appointed Director – Projects, Cost & Contract (Mainland China).	Stephen Ho has been appointed Director – Projects (Shanghai).	Thomas Woolsey has been appointed Senior Portfolio Officer.	
Swire Seabed A/S			
The China Navigation Co. Pte. Ltd.			
SINGAPORE			
Freddie Carter has been appointed Marketing Manager.	Sam Blackwood has been appointed Assistant Chartering Manager.	Donald Fraser has been appointed General Manager, Trades.	Ruize Zhao has been appointed Line Manager, SEA.

Long Service

35 years

John Swire & Sons (H.K.) Ltd.

Patrick Lau Chi Wa
– Greater China Accounts Manager, Swire Travel Ltd.

30 years

John Swire & Sons (H.K.) Ltd.

Martin Cubbon
– Corporate Development & Finance Director, Swire Pacific Ltd.

Rupert Hogg
– Chief Operating Officer, Cathay Pacific Airways Ltd.

Julie Tse Siu Ming
– Administration Officer, Staff Director's Department

Swire Travel Ltd.

Priscilla Tse Sau Heung
– Assistant Corporate Travel Manager, Corporate Travel Department

25 years

John Swire & Sons (H.K.) Ltd.

Derrick Chan Sai Kit
– Director Trading & Industrial, Swire Pacific Ltd.

Taikoo Sugar Ltd.

Wingly Cheng Suet Fun
– Assistant Accounting Officer, Finance & Administration Department

20 years

John Swire & Sons (H.K.) Ltd.

Irene Chau Oi Lin
– Assistant Manager, Group Retirement Benefits Department

William Davies
– Global Safety & Sustainability Transformation Lead, Swire Beverages Central Services

Swire Travel Ltd.

Winnie Leung Wan Ting – Corporate Travel Supervisor, Corporate Travel Department

Taikoo Sugar Ltd.

Phoebe Lu Ya Fang
– Assistant Shipping Officer, Commercial Department

15 years

John Swire & Sons (H.K.) Ltd.

Hester Chau Yuk Ching
– Translator, Group Public Affairs Department

Raymond Kwok Ying Kit
– Director/ General Manager – Finance & Administration; General Manager – ALSL, Swire Travel Ltd.

Swire Travel Ltd.

Agnes Wong Pui Yee
– Corporate Travel Supervisor, Corporate Travel Department

Taikoo Sugar Ltd.

Chee Cher Keong
– General Manager – Trading & Distribution, Sales & Marketing Department

PEOPLE

10 years			
Airport Limousine Services Ltd.			
Yam Sau Man – Fleet Controller, Control Team	John Swire & Sons (H.K.) Ltd.		
	Ed Coles-Gale – Manager International Affairs, Cathay Pacific Airways Ltd.	Guy Moore – Area Sales Manager, Swire Coca-Cola, USA	Mote Pooley – Group Manager Business Development, Hong Kong Aircraft Engineering Co. Ltd.
	Nick Hays – Vice President Canada, Cathay Pacific Airways Ltd. – Vancouver		

Swire Travel Ltd.			
Larry Ching Wing Lok – Senior Travel Consultant (Night Shift), Corporate Travel Department	Oriendy Kwok Pok Oi – Assistant Corporate Travel Supervisor, Corporate Travel Department		
	Matthew Lai Man Fai – Corporate Travel Supervisor, Corporate Travel Department	Candy Leung Po Yi – Invoicing Clerk, Finance & Administration Department	Anette Sung Yuk Ching – Senior Travel Consultant (Night Shift), Corporate Travel Department
Irene Chow Wai Yee – Assistant Leisure Travel Supervisor, Corporate Travel Department	Donna Lau Yuet Ngor – Senior Corporate Travel Supervisor, Corporate Travel Department	Michelle Nip Ching Man – Invoicing Clerk, Finance & Administration Department	Helen Winki Yuen Wing Yee – Senior Travel Consultant, Corporate Travel Department
Helen Chu Li Kwan – Corporate Travel Supervisor, Corporate Travel Department		Jennifer Shing Lau Hong – Senior Travel Consultant, Corporate Travel Department	

Taikoo Sugar Ltd.	
Rachel Wu Wing Yee	– Supply Chain Officer, Commercial Department

Retirements

James Finlay Ltd.		John Swire & Sons Ltd.	Swire Properties Ltd.
Duncan Gilmour Corporate Affairs Director of James Finlay Ltd., retired in June 2016 after 43 years of service with the company.		Jill Bisiker Salaries Administrator of John Swire & Sons Ltd., retired in July 2016 after 37 years of service with the company.	Gordon Ongley Senior Advisor of Swire Properties Ltd., retired in June 2016 after more than 20 years of service with the company.

Marriages

Richard Gould of Swire Pacific Offshore – Australia married Laura Hegarty in June 2016.	Nick Hays of Cathay Pacific Airways Ltd. – Vancouver married Ren Liu in August 2016.	Alexander Kinloch of Cathay Pacific Airways Ltd. married Antonella Banszky von Ambroz in September 2016.
-----------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------

Births

To Andrew Clarke of United States Cold Storage Inc., and Polly, a son, Benjamin Geoffrey Murray, in May 2016.	To Joanna Ku Yuk Chun of Swire Properties Ltd – Elite Gate Ltd., and Wong Ting Cheung, a son, Chase Lap Yin, in April 2016.	To Merlin Swire of John Swire & Sons Ltd., and Laura, a daughter, Jessica Judith, in July 2016.	To Carina Tsui Ka Yan of John Swire & Sons (H.K.) Ltd., and Fung Yau Hing, a son, Cheuk Lok, in December 2015.
To Nicholas Fei Lee of Cathay Pacific Airways Ltd., and Huang Yui, a son, Aiden Augustus, in August 2015.			

To view the digital version,
please go to

www.swire.com/swirenews

or use the QR Code.

