



SWIRENEWS

CENTRE STAGE

Swire Foods – An Appetite for Growth

January 2017



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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.

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Editor

Cindy Cheung

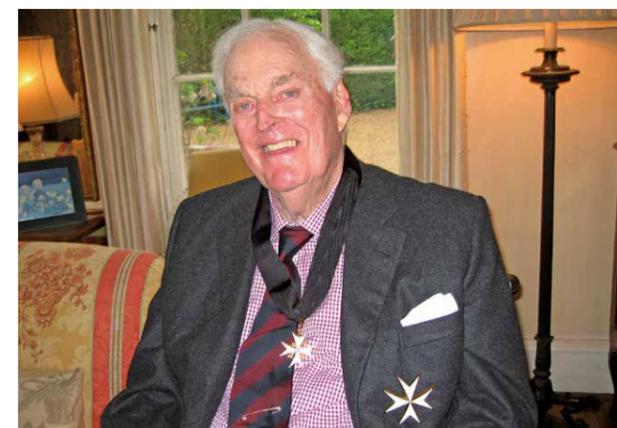
Deputy Editor

Charlotte Bleasdale



As part of its long-term plan to diversify and expand its food business in Mainland China, Swire Foods has recently ventured into the bakery business and is about to open a new sugar refinery in Guangdong Province. Story on page 20.

Sir John Swire CBE (1927-2016)



We regret to report the very recent death of Sir John Swire, CBE, Life President of the Swire group, who was a Director of John Swire & Sons Limited from 1955 until 1997 and Chairman of the group from 1966 until 1987. A full appreciation of Sir John's life will appear in the next edition of *Swire News*.

Swire China Conference

The fifth Swire China Conference was held at Jing An Shangri-La, West Shanghai, on 25th October 2016. With 2016 marking the 200th anniversary of the Swire group, as well as 150 years since John Samuel Swire established the group's first China office in Shanghai in 1866, the event took on a special significance and a record of over 200 Swire executives from different divisions took part.

With the theme of "Change and Continuity", the conference covered topics ranging from opportunities and challenges of China's economic development, to entrepreneurship and China's external relations. An outstanding group of speakers were invited to share their insights and ideas, including Madam Shang Yuying, Chairwoman of the Shanghai Municipal Commission of Commerce, Professor Bai Chongen, Executive Associate Dean of the School of Economics and Management at Tsinghua University, Mr Raymond Lim, Senior Advisor to the Swire group, and Mr Liu Junling, co-founder and former Chairman of leading e-commerce site, Yihaodian. The conference also featured case study presentations on Swire Pacific Cold Storage and the Chongqing New Qinyuan Bakery chain and a panel discussion.

The event ended on a high note with a celebration gala dinner, traditional Chinese folk art performances and a lucky draw.



Merlin Swire proposes a toast to the guests and Baroness Lydia Dunn, Director of John Swire & Sons Limited, responds with a toast to the Swire family.



Group Chairman Barnaby Swire's keynote address focused on communication, commitment to growth and opportunities in China.



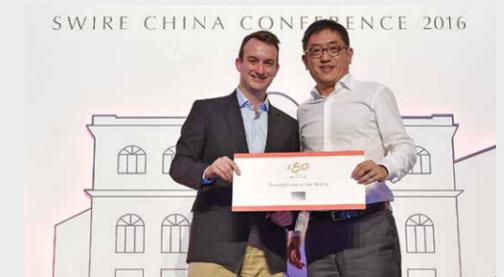
Adrian Harley, Director and Chief Representative of John Swire & Sons (China) Limited, gave an overview of Swire's early history in China and updated delegates on the group's current businesses.



John Swire & Sons (H.K.) Limited Chairman John Slosar closed the conference with a summary of the day's themes.



Panel discussion on China's growth challenges.



John Swire & Sons Limited Director Sam Swire presents a lucky draw prize to Cathay Pacific's Director Sales & Marketing, Dane Cheng.



Traditional "Kuaibanr" folk art performers tell the Swire story.



Lucky draw winners celebrate their good fortune.



Swire Night concerts



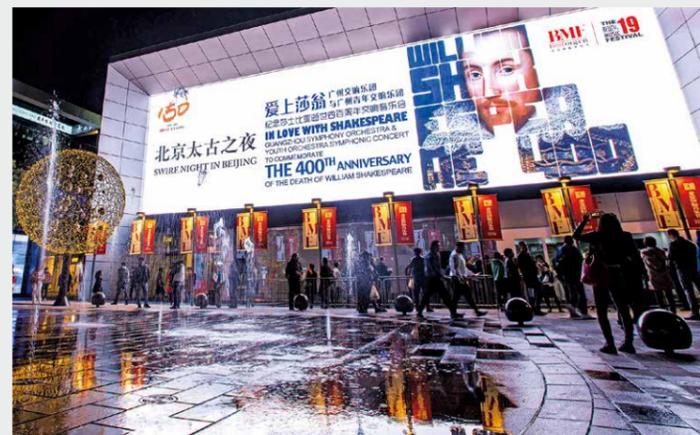
Merlin Swire extends a warm welcome on behalf of the Swire group at a pre-concert cocktail reception at The Orange at Taikoo Li Sanlitun.

Shortly before the Swire China Conference, the group hosted gala classical music events in Beijing and Shanghai, taking the opportunity to say thank-you to business partners and stakeholders for their continuing support for Swire's development on the Mainland.

"Swire Night in Beijing" was staged at The Orange at Taikoo Li Sanlitun on 22nd October, as part of the 19th Beijing Music Festival, sponsored by Swire Properties. Nearly 200 guests attended and enjoyed a selection of classical favourites performed by The Guangzhou



The Guangzhou Symphony Orchestra presents a repertoire of classical music under the theme "In Love with Shakespeare".



The concert was live-streamed to the outdoor area at Taikoo Li Sanlitun, so that it could be enjoyed by members of the public.

Symphony Orchestra. "Swire Night in Shanghai" took place on 24th October at the Shanghai Symphony Orchestra Concert Hall. The Hong Kong Philharmonic Orchestra, led by world-renowned conductor, Jaap van Zweden, flew in especially to help celebrate the 200th anniversary of Swire – the orchestra's principal patron and a long-term partner – giving a spectacular performance with a touch of Chinese flavour that included the popular Chinese classics *The Wandering Songstress* and *Fragrance of the Night*. The event was attended by members of the Swire family, government officials, business leaders and senior Swire executives, as well as students from schools in Shanghai and participants in Cathay Pacific's 'I Can Fly' and Cathay Dragon's Youth Aviation Training Camp programmes.



Barnaby Swire welcomes guests before the start of the "Swire Night in Shanghai" concert.



The HK Phil.



In Beijing and Shanghai, the concerts were accompanied by an exhibition showcasing key milestones in Swire's evolution.

Birthday cake challenge

Wrapping up the 2016 anniversary celebrations, John Swire & Sons (China) Limited launched a birthday cake challenge, encouraging group companies in Greater China to create anniversary cakes decorated in a style that reflects the unique characteristics of their individual businesses. The JS&S Beijing office kicked off the campaign by celebrating the group's anniversary at The Great Wall, which symbolises strength and longevity – qualities that are also true of Taikoo. Over 250 photos of cakes had been received by the time this issue of *Swire News* went to press.

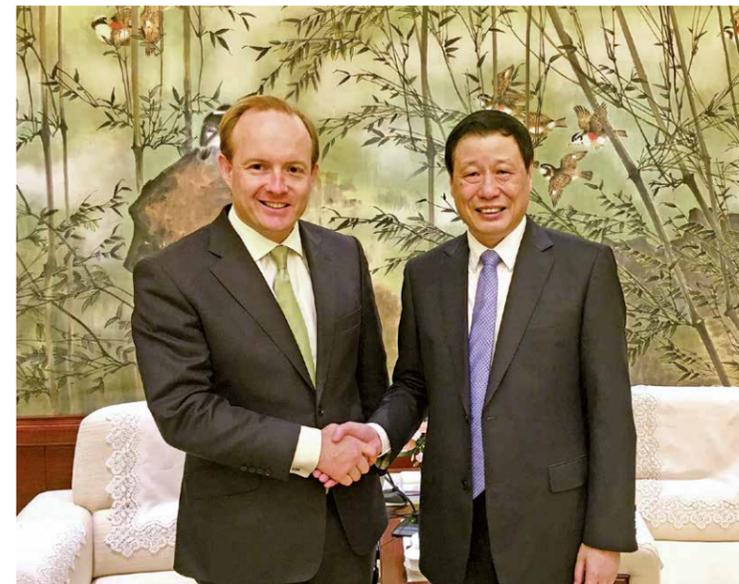


The teams in China present their cakes made with creative ideas.



Note: Due to limited space, only a small number of photos can be included. Please visit swirenews.swire.com to see more.

Visits to senior Mainland officials



Merlin Swire and Mr Ying Yong, Deputy Party Secretary and Executive Vice Mayor of Shanghai.

In October, senior executives from the Swire group paid a round of courtesy calls on senior Chinese government officials in Beijing and Shanghai. The delegation was led by Merlin Swire, Deputy Chairman and CEO of John Swire & Sons Limited, who took the opportunity to brief officials on the group's business developments and celebration events marking its 150th anniversary in China.

In Beijing, the delegation met with Madam Wu Guiying, Party Secretary of Beijing's Chaoyang District. Mr Swire updated Madam Wu on Swire Properties' strategies and progress in developing the Sanlitun area and both parties expressed their confidence in furthering bilateral cooperation. In Shanghai, Mr Ying Yong, Deputy Party Secretary and Executive Vice Mayor of Shanghai, was briefed on Swire's Shanghai property investments, including HKRI Taikoo Hui and the Qiantan project,

as well as Swire's long history of doing business in Shanghai. Mr Ying said he looked forward to further collaboration with Swire.



Merlin Swire and Madam Wu Guiying, Party Secretary of Beijing's Chaoyang District.

Senior management appointments

John Swire & Sons (H.K.) Limited James Tong has been appointed Director Public Affairs.

Swire Pacific Offshore Ronald Tham has been appointed Acting Finance Director.

New sustainable development strategy



John Slosar opens the conference.

In November 2016, sustainability experts and senior executives from 35 Swire group companies attended the sixth Swire Sustainable Development Forum held in Hong Kong. The forum was opened by Swire Pacific Chairman, John Slosar, who provided the 200-plus delegates with an overview of the group's progress on sustainable development and reaffirmed Swire's commitment to this strategic area as a key priority.

A highlight of the event was the announcement of the new Swire Pacific Sustainable Development Fund. This is an annual HK\$100 million fund, made available to Swire Pacific operating companies in order to accelerate and scale-up projects that will have an impact on the group's sustainability performance, but would not otherwise receive funding through regular channels. Once operating companies identify a potential project, they will work with the Sustainable Development Office on the development of a project concept, before submitting an application to the SD Fund Committee for review. Applications for this year's fund opened in January. In tandem with the extension of the JS&S Sustainable Development Fund for private group companies, the new Swire Pacific fund will assist operating companies in achieving their commitments to the group's long-term sustainable development goals.

The forum also provided a launch platform for the group's new sustainable development strategy, THRIVE, which will impact on every part of Swire's operations,

with a strong environmental focus. The six-point plan targeted at 2030 commits Swire to:

- Pursuing a long-term goal of decarbonisation
- Turning today's waste into tomorrow's resource
- Using and managing water responsibly
- Sourcing materials sustainably
- Protecting and enhancing biodiversity and
- Building lasting climate resilience



The new THRIVE strategy is designed to create a resilient environment that provides for the future, and emphasises looking ahead and taking the right decisions for the long-term. The Sustainable Development Office is currently working with teams from the group's operating companies to establish specific targets under each of the six points in the plan.

Miami opening

On 4th November 2016, Swire Properties opened Phase I of its mixed-use development, Brickell City Centre, in Miami. Over 2,000 guests attended the ceremony at the newly unveiled three-level retail centre, an integral part of the development, which features a luxury department store (Saks Fifth Avenue), luxury dine-in movie theatre, restaurants and bars. In addition to the retail component, Phase I also comprises two Grade-A office towers, two residential condominiums, as well as EAST, Miami hotel. Construction of Brickell City Centre Phase II is scheduled to commence in 2018, and is planned to comprise retail, office, hotel and residential space in a single, 80-storey tower, to be called One Brickell City Centre.



At the ribbon-cutting ceremony (left to right): Guy Bradley, Swire Properties Limited's Chief Executive, Saks Fifth Avenue's President Mark Metrick, Miami City Mayor Tomás Pedro Regalado, Swire Properties Inc. President Stephen Owens (who recently retired after more than 40 years of service with the company), Miami-Dade County Mayor Carlos A. Gimenez, City of Miami Commissioners Ken Russell and Francis Suarez.



Brickell City Centre is Swire Properties' second major mixed-use development in Miami after Brickell Key.

Sale of Kowloon East venture

Swire Properties has agreed to sell its 100% interest in a company which owns the land situated at Kowloon Bay, Hong Kong, known and registered in the Land Registry as New Kowloon Inland Lot No. 6312 and a building being developed on the site; the building is expected to be a 25-storey Grade-A commercial building above a three-storey carpark basement. Completion of the transaction is conditional upon the Occupation Permit and the Certificate of Compliance being obtained on or before 31st December 2018.

STAR STUDIOS

Swire Properties has recently launched STAR STUDIOS, a newly-renovated residential development, adjacent to its Three Pacific Place and StarStreet Precinct developments in Hong Kong. Consisting of a 16-storey and a 23-storey tower, STAR STUDIOS I and II, the development provides a total of 120 units, with layouts including studios and one- and two-bedroom suites, all fitted out in distinctive interior design styles. Residents can also enjoy exclusive amenities including a fitness room, lounge and landscaped outdoor terraces. STAR STUDIOS I and II have been available for lease since the fourth quarter of 2016.

A new era of togetherness



Cathay Pacific Airways Chief Executive Ivan Chu and Cathay Dragon Chief Executive Officer Algernon Yau are joined by senior management and staff as they unveil the airline's newly rebranded headquarters building, Cathay Dragon House.

21st November was a hugely important day for the Cathay Pacific Group as it celebrated the official launch of Cathay Dragon – the new name for Dragonair – a rebranding that aims to create new synergies between Cathay Pacific Airways and its award-winning regional subsidiary. The most visible change to date has been the progressive introduction of the new Cathay Dragon livery, which includes the iconic Cathay 'brushwing' logo.

Passengers are now greeted with Cathay Dragon signage at check-in desks, boarding gates and lounges across the airline's network, while the new Cathay Dragon identity is visible in everything from new crew uniforms and boarding passes, to refreshed aircraft interiors and inflight service – creating a more unified brand experience for the airline group's customers.

Network expansion

Cathay Pacific Airways will launch a new four-times-a-week service between Hong Kong and Tel Aviv in Israel from 26th March 2017, subject to government approval. The airline will also increase the frequency of its services to Boston and to Vancouver with the addition of three more flights per week, commencing on 26th and 28th March respectively. In October, Cathay Pacific commenced a codeshare arrangement with LATAM Airlines Group subsidiary, LATAM Airlines Brasil. Cathay Pacific's "CX" code is now placed on all flights operated

by LATAM Airlines Brasil between London and Paris and Sao Paulo in Brazil, and all flights between New York and Sao Paulo and Rio de Janeiro in Brazil; LATAM Airlines Brasil's "JJ" flight code has meanwhile been placed on all flights operated by Cathay Pacific between New York and Hong Kong. Cathay Pacific has also expanded its freighter network, with the addition in November last year of a weekly scheduled service to Brisbane West Wellcamp Airport in southern Queensland, Australia.

A350's long-haul debut

Cathay Pacific's brand-new, state-of-the-art Airbus A350 aircraft made its much-anticipated long-haul debut, when it was deployed on the airline's service from Hong Kong to Düsseldorf on 1st September; an A350 service to London's Gatwick Airport was inaugurated on the following day. The technologically-advanced A350 is being gradually introduced to Cathay Pacific's global network on flights to Auckland, Rome and Paris.

Cathay Dragon to launch new service

Cathay Dragon is to launch a service between Hong Kong and Kuala Lumpur – its third destination in Malaysia after Penang and Kota Kinabalu. The airline will operate four flights a day to Kuala Lumpur and the service will be introduced progressively between March and May 2017. With the introduction of the new Cathay Dragon service, Cathay Pacific Airways will cease its current four-flights-a-day service to Kuala Lumpur.

Quality conversion



A ceremony to mark the redelivery of China Postal Airlines' Boeing 757-200 aircraft at HAECO Xiamen.

In October, HAECO Xiamen redelivered its first Boeing 757-200 passenger-to-freighter conversion completed for China Postal Airlines. The aircraft is HAECO Group's 129th passenger-to-freighter conversion and the 12th Boeing 757-200 freighter conversion completed by HAECO Xiamen in conjunction with its Supplemental Type Certificate partner, Precision Aircraft Solutions. 2016 also marks the tenth anniversary of HAECO Xiamen's business relationship with China Postal Airlines; the company completed its first Boeing 737-300 freighter conversion for the airline in 2007.

New hangar

HAECO Americas has announced the construction of its fifth hangar at Piedmont Triad International Airport in Greensboro, North Carolina. The new facility will cover an area of some 250,000 square feet, at a cost of US\$60 million, and will provide up to 500 new jobs when at full capacity. When complete, it will be the largest of HAECO Americas' hangars and will be capable of holding eight narrow-body aircraft, or two wide-body and two narrow-body aircraft simultaneously. Hangar completion is scheduled for the fourth quarter of 2017 and it will be ready for its first customer aircraft in January 2018.

Partnership for success

HAECO Landing Gear Services has signed an exclusive ten-year service agreement with Cathay Pacific Airways for the airline's Boeing 777-300ER fleet. The agreement covers a comprehensive array of operational, maintenance, repair and overhaul support services for landing gear and components. HAECO Landing Gear Services has extensive repair and overhaul capabilities on a wide range of Boeing and Airbus aircraft.

Quenching more thirsts in China



John Slosar, Chairman of Swire Pacific (right), with Coca-Cola's Chairman and Chief Executive Officer Mr Muhtar Kent (centre) and COFCO Corporation's Chairman Mr Zhao Shuanglian, pictured at the signing ceremony, which took place in Beijing on 19th November.

Swire Beverages Holdings Limited ("SBHL") has entered into a conditional master agreement with The Coca-Cola Company ("Coca-Cola") and a subsidiary of China Foods Limited ("China Foods") and has submitted a conditional bid in an auction conducted in accordance with PRC law to acquire certain assets from the China Foods group. SBHL's bid was successful. If the conditions to which the bid and the master agreement are subject are satisfied, there will be a realignment of the Coca-Cola bottling system in Mainland China. Coca-Cola will cease to be directly interested in bottling operations. This will leave subsidiaries of SBHL and China Foods with larger bottling operations in contiguous territories. This is expected to improve efficiency, result in savings in distribution and administrative costs and permit faster and better aligned decision making. SBHL has also agreed to acquire from a subsidiary of Coca-Cola the 12.5% interest in Swire Beverages Limited ("SBL") which is not already owned by SBHL. SBL is the holding company for the majority

of Swire Pacific's interests in companies engaged in the non-alcoholic ready-to-drink business in Mainland China and Hong Kong.

If the realignment proceeds, it will result in SBHL having controlling interests in companies operating in territories in which 49% of the Mainland China population live, and in which 51% of Coca-Cola beverages were consumed in Mainland China in 2015. The corresponding percentages before the realignment are 31% and 34% respectively. At present, SBHL has interests in franchise territories in Mainland China in Fujian, Anhui, Henan, Shaanxi, Guangdong, Zhejiang and Jiangsu. SBHL will take on franchise territories in Hubei, Guangxi, Yunnan, Jiangxi, Hainan and Shanghai and the cities of Zhanjiang and Maoming in Guangdong, and will increase its interests in franchise territories in Jiangsu, Zhejiang, Anhui, Fujian, Henan and Guangdong. The Shaanxi territory will be transferred to a subsidiary of China Foods.

A sweet treat in Mainland China

On 15th December, Swire Foods opened Mainland China's first Mövenpick Ice-Cream Boutique in TaiKoo Hui, Guangzhou. The 59 square-metre retail store offers a range of 17 delicious Mövenpick ice-creams and sorbets, as well as a variety of coffee and smoothie options. The boutique aims to raise brand awareness of premium Mövenpick products by delivering a new gourmet experience, which is further enhanced by the boutique's stylish, modern interiors and friendly, personal service. Swire Foods Group has been exclusive distributor of Mövenpick ice-cream products in Mainland China since August 2015. While distribution to HORECA (hotel, restaurant and café) outlets remains the company's key sales channel, a direct retail presence is a crucial part of Swire Foods' strategy for



growing the Swiss brand's market share in Mainland China, which has overtaken the USA to become the biggest ice-cream market in the

world. The second Mövenpick Ice-Cream Boutique is due to open in HKRI Taikoo Hui, Shanghai in the second quarter of 2017.



At the ground-breaking ceremony are (left to right): Aad Speksnijder, Project Director of Royal Haskoning DHV Vietnam, Benjamin Lam, General Director of Vietnam Singapore Industrial Park, Bac Ninh, Ngo Quang Trung, General Manager, Swire Cold Storage Vietnam, Nguyen Dang San, Vice Chairman, Bac Ninh Industrial Zone Authority, Sam Swire, Director, John Swire & Sons Limited and Geoff Cundle, Chairman of John Swire & Sons Pty Limited.

World-class facility in Vietnam

Swire Cold Storage Vietnam is building a new cold storage facility in Bac Ninh province to capture the growing opportunities in the region. A ground-breaking ceremony was held on 12th August 2016 to mark the commencement of the first stage of the project, which will provide 8,000 pallet positions. Strategically located within close proximity to Vietnam's principal cities, Hanoi and Haiphong, the three-phase project is expected to be completed over ten years.

Newbuilding programme complete



At *Tunsin's* naming ceremony are: Lady Sponsor Mrs Sara Cutler (centre), Robert Cutler (on Mrs Cutler's left) and Sam Swire (on Mrs Cutler's right), with CNCo management, crews and business partners.



MV *Tsingtao* was named on 21st September 2016 at Imabari Shipyard in Japan by Lady Sponsor Mrs Elaine Shiu, wife of John Swire & Sons (H.K.) Limited Director, Ian Shiu, who recently retired after 38 years of service with the Swire group.

The China Navigation Company ("CNCo") recently completed an unprecedented four-year newbuilding programme with the delivery of bulk carrier MV *Tunsin*, its 241st newbuilding. A naming ceremony was held on 16th November at the Imabari Shipyard in Japan, attended by over 30 guests. The ship's sponsor was Sara Cutler, wife of retired John Swire & Sons Limited Staff Director, Robert Cutler, and John Swire & Sons Limited Director, Sam Swire, also attended the event. Between July and November last year, CNCo also took delivery of MV *Aotearoa Chief*, a new cement carrier, and three more bulk carriers, *Taiyuan*, *Tientsin* and *Tsingtao*. The four new bulk carriers will operate in Swire Shipping's Swire Bulk Division, servicing the Pacific and Atlantic basins, while MV *Aotearoa Chief* is serving a long-term charter with New Zealand's Golden Bay Cement.

Sale of Altus

Swire Pacific Offshore ("SPO") has recently completed the sale of its logistics division, Altus Oil & Gas Services Pte Limited, to Petrozchem (S) Pte Limited, a Singaporean oilfield logistics company with a particular focus on supply bases, cargo carrying units and the supply of liquid mud to oilfield operators. The decision to sell Altus has been made to strategically refocus SPO around its core vessel operations and marine services.

Seabed Constructor

In December, Swire Seabed took delivery of its fourth subsea vessel, *Seabed Constructor*. With an overall length of 115 metres and a beam of 22 metres, the multi-functional subsea support and construction vessel is equipped with a 250-tonne crane and free deck space of 1,300 square metres. *Seabed Constructor* will be mainly engaged in AUV (Autonomous Underwater Vehicle) survey and construction support operations on a global basis and the company has already secured a six-year contract with a major client.

HUD facility opens

Hongkong United Dockyards' ("HUD") joint venture company, Hongkong United Reinforcement Engineering Limited ("HURE") has recently opened a cut and bend rebar processing facility to capture the potential growth in offsite rebar processing requirements due to increasing labour costs in Hong Kong's construction industry. With its seafront access facilitating efficient delivery to construction sites, HURE has leveraged the HUD Group's engineering and tooling expertise to produce a range of customised prefabricated steel reinforcement bar products for industry contractors.

New laundry plant



Peter Lee, Vogue Laundry's Director & General Manager (second from left), hosts the inauguration ceremony together with (left to right) Russ Poy, Director of Castic-SMP Machinery Corporation, Albert Wong, Chief Executive Officer of the Hong Kong Science and Technology Parks Corporation and Edmond Fung, Assistant General Manager of the Hong Kong Quality Assurance Agency.

Vogue Laundry unveiled details of its new plant in Yuen Long, in Hong Kong's New Territories, to over 100 guests from the hotel and airline industries and other customer sectors at a cocktail reception on 28th September 2016. Located at the Yuen Long Industrial Estate, the highly-automated new plant is scheduled to be operational in mid-2017 and will double the capacity of Vogue's current Tuen Mun plant. The occasion also marked the launch of the Vogue Laundry Academy, Vogue Laundry's first training academy, which provides internal training for its staff as well as external parties, in association with professional institutes.



Sustainability was a feature of the "LOVE'S TEAM" carnival, with a variety of upcycled products used in decorating the venue.

15 years of commitment

Swire Properties' Community Ambassador Programme hosted a three-day carnival, "LOVE'S TEAM", from 14th-16th October 2016 at ArtisTree, in Taikoo Place, to celebrate 15 years of volunteer work in the Hong Kong community. Organised in partnership with 15 social welfare organisations, the event aimed to promote social inclusion, community care and sustainability. A charity bazaar featured stalls selling handicrafts, experiential workshops and live performances and attracted 8,000 visitors. The Swire Trust matched funds raised, resulting in a grand total of HK\$870,000, which will be donated to the 15 NGO partners to support their programmes.

Small gifts making a difference

Finlays Colombo has recently made several in-kind donations as part of its ongoing efforts to support the needy in local Sri Lankan communities. Plastic chairs were donated to a community centre to provide seating for children attending English classes sponsored by Finlays and a digital copier was donated to a school adjacent to Finlays' green tea factory in Colombo. Considered a luxury by most Sri Lankan schools, the new copier will assist teachers to prepare test papers and other teaching material. Meanwhile, 25 bedside lockers were presented to the National Institute of Mental Health in Angoda, in response to the hospital's request for help in improving the facilities of its women's ward. These small contributions have helped make a difference to these worthwhile organisations that in turn aim to make a big difference in the lives of needy members of the local community.



They may be only plastic chairs, but they have helped put smiles on the faces of children and volunteers at a Colombo community centre.



Volunteers from SPO and SSA-YEP pictured beside their colourful murals.

Brighten it up

In August last year, Swire Pacific Offshore ("SPO") joined hands with the Central Singapore Community Development Council to organise Project Painting Smiles. Over 40 SPO staff and volunteers from the Singapore Shipping Association's Young Executives Group ("SSA-YEP") participated in this initiative to brighten up the PEACE-Connect Seniors Activity Centre for elderly residents in the Kampong Glam neighbourhood. The volunteers brought to life three murals, designed by Singaporean artist Shaun Soh, and featuring well-known local landmarks as well as the natural landscape.



Participants planting seeds on the campus.

Sowing the seeds of hope

Taikoo Motors has been assisting schools in remote areas in Taiwan to protect the natural habitat, as part of its commitment to preserving the environment. Recently, more than 70 Taikoo Motors staff and family members volunteered at Guashan Elementary School in Taipei to help schoolchildren to plant nectar source plants on the school campus. Established in 1918, the school is located in the Jinguashi mountainous area, notable for its historic gold and copper mines, which once attracted thousands of prospectors and led to the development of sizeable communities that have subsequently turned into ghost towns, following the depletion of resources; the number of students at Guashan Elementary School has dwindled from 2,000 to currently just 14 pupils.

Sustainability efforts recognised

Swire Pacific has been selected for inclusion in the 2016 Dow Jones Sustainability Index – Asia Pacific, a leading global family of indices that tracks the performance of companies worldwide based on economic, environmental and social criteria. Swire Properties was also included in the index for the second year running, and for the first time joined Cathay Pacific Airways in being listed in the FTSE4Good Index. Swire Pacific and Swire Properties

have also been included as 2016 constituents in the MSCI World ESG Index for the third year in a row and Swire Pacific, Swire Properties and Cathay Pacific have been included in the Hang Seng Corporate Sustainability Index. The inclusion of the companies in these leading global and regional sustainability indices demonstrates that the group's collective effort to develop its businesses along sustainable lines is now widely recognised.

Excellence in reporting

Swire Pacific and Swire Properties' 2015 Annual Reports have won a Bronze Award and an Honourable Mention respectively in the Hong Kong Management Association's Best Annual Reports Awards. First organised in 1973, this annual competition aims to encourage the publication of accurate and well-presented annual reports for stakeholders. The panel of adjudicators praised Swire Pacific's report for its succinct presentation of environmental, social and governance-related information, while Swire Properties' report was commended for its clarity and conciseness.

Outstanding retailers

Chevignon and Columbia have both been recognised in the 2016 Mystery Shoppers Programme organised by the Hong Kong Retail Management Association; the annual campaign assesses more than 500 brands in 20 retail categories in Hong Kong and acknowledges retail brands showing outstanding service performance. Chevignon won the Service Retailer of the Year Award in the Fashion & Accessories category with the top scores, while Columbia has been named Service Category Leader in the Sports & Outdoor Products category.

Role model for workplace safety

Finlays Colombo has won the "Food and Beverages Sector – Large Category Award" at the 2016 National Occupational Safety and Health Excellence Awards, organised by the National Institute of Occupational Safety and Health. Finlays Colombo was recognised amongst over 150 entrants for its commitment to making workplace safety its highest priority and ensuring that its facilities are safe for all its employees and visitors.



Finlays Colombo's Managing Director Hunter Crawford (fourth from the right) receives the trophy from Mr W. D. J. Senevirathne, Minister of Labour & Trade Union Relations.

Green business

In October, Swire Coca-Cola, USA won the Green Business Award organised by state-wide business magazine *Utah Business*. This annual award honours the best green practices adopted by companies, communities and individuals in Utah. Among a total of 16 award winners, Swire Coca-Cola, USA was commended for spearheading efforts to foster sustainability in its operating environment through conserving water in beverage production and returning clean, treated wastewater back to nature.



Swire Coca-Cola, USA's Vice President, Public Relations & Government Affairs Scarlett Foster-Moss (left) and Sustainability and Environmental Specialist Meagan Knowlton receive the Green Business Award on behalf of the company.

Upholding maritime safety

Swire Pacific Offshore's ("SPO") *Pacific Ranger* and *Pacific Harrier* have been awarded Certificates of Merit under the Automated Mutual Assistance Vessel Rescue System ("Amver") Awards Programme organised by the United States Coast Guard. Amver is a worldwide voluntary, computer-based global reporting system used by search and rescue authorities to organise assistance for people in distress at sea. The certificates were presented to SPO in recognition of its promotion of global maritime safety at the International Safety@Sea Conference held on 30th August 2016 in Singapore.

Achieving low carbon

Argent Energy has scooped the Low Carbon Fuel Initiative of the Year Award and the 'Grand Prix' Award: Outstanding Achievement in Low Carbon Transport at the 2016 Low Carbon Champion Awards organised by the Low Carbon Vehicle Partnership ("LowCVP"). Argent Energy was recognised for its efforts in sourcing waste feedstock and turning it into low carbon fuels used by transportation companies. Established in 2010, the Awards identify and promote examples of outstanding and innovative practice in accelerating the shift to lower carbon vehicles and fuels and reducing road transport emissions in the UK.



Argent Energy's Development Director Dickon Posnett (right) receives the Low Carbon Fuel Initiative of the Year Award from Low Carbon Vehicle Partnership's Chairman Darran Messem (left) at the LowCVP gala dinner held on 14th September 2016.

An Appetite for Growth

As the demand for better quality food products grows in China, Derrick Chan of Swire Pacific's Trading & Industrial Division explains how Swire is responding with the acquisition of a bakery chain in Southwest China and the opening of a sugar refinery in Guangdong – a return to one of Swire's first businesses.



Derrick Chan
Director Trading & Industrial,
Swire Pacific

As it emerges from its 200th anniversary year and in the tradition of its Chinese name, *Taikoo* – meaning great and ancient – it is no coincidence that Swire is about to return to one of its earliest and most successful ventures: the manufacture of high-quality sugar.

As most people know, sugar is not new to Swire. The company has been in the trade for over 130 years, establishing the renowned and much-loved Taikoo Sugar brand in 1881. The Taikoo Sugar Refinery in Hong Kong went into production in 1884, in what is now Taikoo Place in Quarry Bay, and soon became the largest and most sophisticated plant East of Suez. Due to the loss of two major export markets in Singapore and Malaysia, when local sugar industries were developed there, Swire ceased sugar refining in Hong Kong in 1973, moving away from production and focussing instead on packaging and distributing sugar under the Taikoo brand.

That is, until now, when – according to Derrick Chan, Director Trading

& Industrial – the time is ripe to resume refinery operations in the region. As part of its long-term plan to diversify and expand its food business in Mainland China, Swire Foods – which was launched in 2010 and now encompasses the Taikoo brand – is about to open a new sugar refinery in Guangdong Province. "As sugar was one of the earliest ventures within the group, there is a real significance to Taikoo Sugar getting back into the refinery business," Chan reflects.

But, you might wonder, when health food fads are on the rise and sugar seems to be public enemy number one the world over, why is Swire investing in sugar production? "It's a very simple supply and demand equation," explains Chan. "Whereas there has been a shift from sugar to alternative sweeteners in other markets, there hasn't been in China. The demand for good quality sugar is growing year-on-year, particularly in the food and beverage and pharmaceutical industries. And we believe this growth trend will continue for some years." So rather

than being a step back in time, this is very much a strategic move forward for Swire.

The per capita intake of sugar in China is still very low at around 10 kg per person per year. To put that into perspective, in Hong Kong it is 24 kg, Europe 26 kg and in Australia, a whopping 42 kg. But according to Chan, as living standards continue to rise in China, the desire for high-quality sugar will increase in tandem. Currently, the domestic supply from local sugar cane and beet is fairly low-grade. The job of the new refinery will be to transform the low-grade raw sugar into a stable supply of purified, high-quality refined product for distribution and use throughout China to meet the projected demand.

The refinery will be operated in collaboration with two partners: the Sumitomo Corporation of Japan and South Korean company, TS Corporation – both of whom are experienced in running refineries and

have good distribution networks in China. It will initially have an annual capacity of around 100,000 metric tons, which can be expanded up to 300,000 metric tons if needs arise. Its main product will be high-quality refined white sugar, but it will also produce small quantities of brown sugar and molasses, with the potential to produce liquid sugar in its later stage. Alongside the sugar refinery, Swire will continue with its packaging and distribution business under the Taikoo brand, operating three sugar packaging plants in Guangzhou, Shanghai and Chengdu that will be mostly supplied by the new refinery, with a distribution network spanning 123 cities and over 20,000 retail outlets and 10,000 HORECA (hotel, restaurant and café) outlets on the Mainland.

As well as being a successful standalone business, with a long and revered history in China, Taikoo Sugar has been a solid base from which Swire has been able to launch into other food sectors in

the region. "The brand is very widely recognised and people have a close attachment to it, so we have a good foundation to expand into other food categories," says Chan. Leveraging the distribution network and experience of sugar and tapping into the growth of the more affluent and younger consumer market in China, Swire Foods has diversified into cereal, dried fruits, rice-based dairy desserts, tea, coffee, ice-cream, soup, biscuit and bakery products, as the appetite for the Western diet and higher quality food increases.

It is in the baked goods sector that Swire has made its most recent acquisition, and March 2016 saw Swire Foods take full ownership of Qinyuan, a leading bakery chain selling Chinese and Western-style pastries, with over 500 retail outlets in Southwest China. Qinyuan has since launched a new 65,000 square-metre factory producing bakery goods in Chongqing. An odd choice for Swire? Not at all, explains Chan.



The Taikoo Sugar Refinery in 1895. The company was incorporated in 1881, when Swire diversified its business to capture the local and regional demand for refined sugar.



Taikoo Sugar is the group's oldest brand and remains Hong Kong's favourite household brand.



Qinyuan produces and retails a diverse range of pastries and bakery items, including its iconic "half-baked" cheesecake, its best-seller ham and cheese sandwich and classic desserts.



Qinyuan's retail outlets feature modern, attractive shop interiors, stocked with a wide selection of bakery products.



Officially opened in December 2016, the new Bakerland store in Chongqing sells premium European-style bakery products, as well as Mövenpick coffee and ice-cream.

"People may say: 'Why would Swire go into the bakery business?' – which seems to be entirely new to Swire. But actually, I don't think that way. The food category is not something new to Swire; managing retail outlets is not something new to the group. Most importantly, if you have to operate a very successful bakery business, producing your own goods and distributing to over 500 stores, it will very much rely on an efficient supply chain. Over the last two decades, we have learnt how to manage a very

professional and world-class supply chain process with our Coca-Cola bottling system in China. These are all critical factors to managing a bakery business locally, so we're not starting from scratch," Chan says.

Qinyuan is the number one bakery chain in Chongqing, number two in Guiyang and number five in Chengdu. It has a strong reputation, with brand awareness of 95% in Chongqing and 85% in Guiyang. The story of demand for bakery goods in China is similar to that of sugar. Bakery is one of the food growth

leaders and Chan believes that the demand will rise in coming years, mainly due to the fact that per capita consumption is currently very low. The average spend on bakery goods in China is only around RMB 140 (HK\$160) per person per year. In Singapore, it is double that, Hong Kong three times and Japan is close to seven times as much. Taiwan, which has a population of 23 million people, has over 10,000 bakery outlets. But in Chongqing, with a population of over 30 million, there are only 1,000. "The bakery fits in

very well with the modern lifestyle, with the new generations and young customers in China. So you can see that there is actually a big opportunity there," adds Chan.

Since taking over the bakery, the priority for Chan has been building up and improving the existing business in terms of people, systems and quality of product. And moving forward, the plan for expansion is "aggressive", he says. It took the previous owners of Qinyuan 26 years to establish a retail network of 500 stores; Swire's current strategy is to double that number in the next few years, as well as to remodel and upgrade existing stores. "This is a journey. It's too early to say how soon we can get there. But if you look at all those parameters – the very low per capita consumption, the new generation enjoying bakery products – the

outlook is good. The retail business is not easy in China these days, because of the rise of e-commerce, but food retail cannot be replaced by e-commerce just yet."

Other Swire initiatives to drive food business growth in China include introducing premium items like Mövenpick Coffee and London Tea into the bakery stores. Qinyuan is also maximising the experience from the Swire Foods/Taikoo Sugar side to explore opportunities to supply their bakery products into supermarkets and some HORECA channels. Swire Foods is opening two new bakery chains under new brand names, Bakerland and Moment – the former selling premium European bakery products and the latter selling traditional Chinese wedding pastries. "As you can see, we have a lot of plans in the pipeline," Chan says. "Food still serves a basic need for everyone and despite the

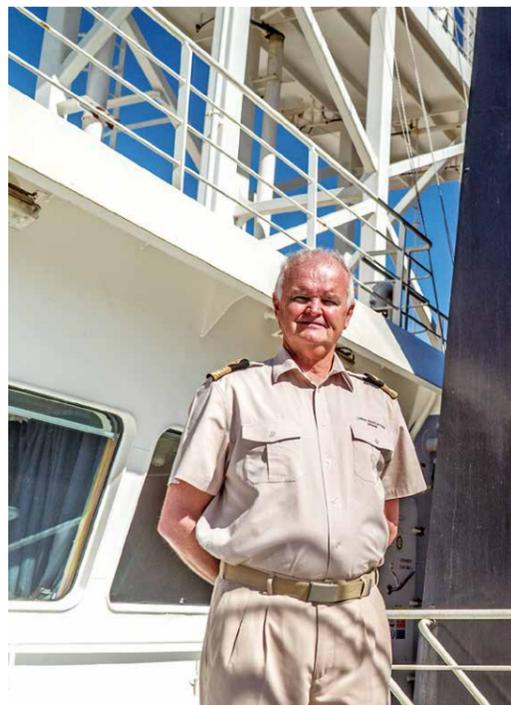
economic slowdown in China, we still foresee very decent growth in the food industry. We just need to be very careful about our systems: that we don't cut any corners; that we make sure that everything is done in the best way. People will become more cautious about picking the right brand, the right items, and that means opportunity for us. Quality will become our competitive advantage. China is the largest consumer market globally for food and beverages. We will continue to rationalise the Swire Foods product portfolio to ensure we continue to find the right product to cater to consumer leads."



Qinyuan opened its newest bakery plant in the Jiulongpo district of Chongqing in May 2016, complementing two existing plants located in Chengdu and Guiyang.

A Life at Sea

Peter van Uden has worked with The China Navigation Company ("CNCo") for 42 years and as Fleet Commodore since 2009. Currently Master of MV *Siangtan*, he talked to *Swire News* while in port in Brisbane about the ups and downs of a seafaring life.



Peter van Uden, CNCo's Fleet Commodore.

What is a Commodore?

A Commodore is the title given to the Senior Master or Senior Captain within CNCo. It is a position awarded based on experience, length of service as Master and institutional knowledge. My operational job is to manage and direct the ship and sea staff. Essentially it boils down to being a conduit between the shore and the ship. Currently, I manage a ship that runs between the West Coast of North America, Fiji, Australia and New Zealand. It is a multipurpose ship, which means we can carry just about anything – we have a very beautiful gin palace [luxury pleasure-boat] on board and also a racing yacht and a helicopter.

Can you tell us about a typical day?

Each day starts with an early morning visit to the bridge, where I get updated on the progress we have made during the night. I get an idea what the weather is like and how that may affect the coming day. The weather plays a big part in what we do and how we progress the voyage. I also get a chance to talk to the Officer of the Watch and build up a bit of a working and personal relationship. After breakfast, it's time to see what emails have come in and how they impact the day's activities. This is followed by meetings with the Chief Officer, who looks after the deck and cargo, and the Chief Engineer, who is in charge of the machinery and maintenance. In the evening, many of us meet in the Officer's Bar before dinner for some social time.

Tell us about your journey to becoming a Commodore.

The seeds were sown in 1967, when my family re-emigrated by sea back to Holland from New Zealand. It took six weeks. It was a fascinating experience. In 1975, I joined CNCo as a Navigating Officer Cadet straight from high school onto my

first ship. After four years at sea, I did my shore-based training and sat my examinations that allowed me to move up in the ranks. While I was in the New Zealand Nautical School, I managed to get my name on the honours board for my Master's licence, and a few years ago, I also did a management course through the Nautical Institute. Over all those years, I ended up as Senior Master, eventually earning the title Commodore.

What are your priorities and challenges as the Commodore?

I am the company's representative and am in charge of a very expensive asset with a defined budget, so the main priority is looking after the ship in any kind of weather and safely transporting cargo from A to B. The power of ocean storms has increased greatly over the years, so while we've got better weather forecasting, there is still an increased element of danger. Piracy around the South China Sea, Indonesia and Somalia also presents its unique set of problems.

As well as the ship, there is a group of 26 humans who need to be looked after. I always have an open door and tell my crew that any time of the day they can come in and see me. Homesickness can be a challenge for them. There is a certain time of the day where all the officers get together and talk about their home lives and the situations in their home countries. This can help. I also encourage crew to prepare food from their homelands and share it, so we get to learn about each other's cultures. If they have national days, we celebrate them on board and mark festival days in foreign ports.



Peter (left) believes building a good social and working relationship with his officers and crew is the basis for a happy, well-run ship.

How frequently do you sail and for how long?

I go away for four months, and then have two months and ten days off. My wife and I spend a lot of our time off in Europe tracing our roots (I am Dutch and my wife is from Cyprus). We enjoy the history and culture there. But we can't get away from the sea. Even if we stay somewhere in France or Italy, it's got to have a sea view!

How do you maintain relationships with your family?

My wife is currently on board with me. In the early days, when it wasn't uncommon to be at sea for eight months, it was quite normal to have families on the ship. My son travelled with me twice. But when I was apart from my family, it was very difficult. In the 1970s and 80s, we only had letters and the occasional telephone call. By the time we got to know there was a problem at home, it was too late for us to do anything. Emails and the internet have made things easier, but there is still the physical separation to deal with.

How and why did you join CNCo and what makes you stay with the company after 42 years?

There are always new challenges coming up in different places with various types of ships, which have kept the job interesting. The fact that CNCo is a family-run company plays an important part. We run on traditional values and two-way loyalty. We have a can-do, will-do attitude and in the 144 years CNCo has been around, it has weathered a lot of economic storms, but has been flexible and nimble to keep pace with the dynamic environment.

Do you have any advice for someone who would like to go to sea for a living?

A lot of young people who come to sea now are "wedded" to their phones and this stops them from appreciating the countries they go to and the people they meet. I would like to encourage them to adopt an open mind, grab every opportunity to go ashore and meet people and talk to them. That mind-set will also help people overcome feelings of isolation and being far from home.



Andrew Roberts pictured at Julian Trust.



Volunteers at Julian Trust sorting food and clothing items for their guests.

Heart for the Homeless

Channelling despair into meaningful action was a major turning point for Andrew Roberts, Argent Energy Sales Manager, when he faced a crisis in his own life three years ago. "I saw some homeless people on the street and I thought to myself: 'however difficult my life is right now, there are so many people worse off than me'. Few of us could imagine the level of hardship faced by homeless people – particularly when the weather turns cold – and I realised how lucky I am to have a place to stay."

Soon afterwards, Andrew decided to volunteer at Julian Trust, a homeless shelter in Bristol that provides assistance to 50 to 100 homeless people per night, rising to as many as 300 people during the Christmas period. "My first visit to Julian Trust was one Christmas Day, when I met the guests, and offered them food, clothing and conversation. I enjoyed the fact that I was helping out." Andrew also takes delivery of food and clothing donations from the

public, and puts out appeals through social media and local advertising.

"I see a strong need for care for the homeless in Bristol, where drug and alcohol abuse pose a major danger to people living on the street – their self-esteem is so badly hit they easily turn to drugs and drink. I am not professionally trained to help them, but I try to provide a sympathetic ear," reflects Andrew. "I remember one day, just as we were closing, a young couple living in a squat down the road walked in. Their meagre belongings had been stolen and the man had been badly beaten up. I sat them down, gave them food, toiletries, sleeping bags and clothes and drove them to a friend's house. They said no one had ever done anything like that for them before. A few months later, I saw them in town: they now have a flat provided by the council, the lady is pregnant, and they looked very happy. That was the best outcome I could ask for," says Andrew.

Swire Intra-group Running Competition 2016



Over 520 enthusiastic runners turned up at the starting line of the highly-anticipated yearly competition.



Crowds of supporters cheered on the Swire athletes.

The third annual Swire Intra-group Running Competition was held on 8th October at the picturesque Pak Shek Kok Promenade at the Hong Kong Science & Technology Parks. The weather was warm and humid but did little to deter the contestants' spirits and the Promenade was busy from early morning, as eager runners and supporters prepared for their races. The lively atmosphere continued until long after the last race, as tired but elated participants gathered to take photos and enjoy ice-lollies, whilst waiting for the results of the races and lucky draw.

Winners of this year's 10km Individual categories included Jinko Takeshige of Cathay Pacific, who

took the Ladies' Master title, whilst Chung Hin-Fan of the Trading & Industrial Division took the crown in the Ladies' Open category. In the Men's division, William Davies of Swire Beverages came first in the Men's Master category and David Li from Cathay Pacific won the Men's Open category. In the 10km Corporate Team event, Cathay Pacific's two-year reign as champions ended when Swire Beverages took the title after a hard-fought victory. The airline continued to dominate in the 3 x 1km event, coming first in the Ladies' and Mixed categories, while Swire Beverages topped both the Men's and Senior Executives categories.



Winners of the Corporate Team event pose for a group photo at the prize presentation ceremony.

Walk for Education



Walkathon participants pictured on The Peak.

On 23rd October, 11 enthusiastic Swire volunteers took part in the annual Walking with Lingnanians Fundraising Walkathon on The Peak in Hong Kong, joining over 1,300 participants to help raise money in support of Lingnan University's First Generation University Education Fund. The Fund provides financial assistance to students who represent the first generation in their families to receive a university education and participate in exchange programmes, internships and other opportunities. Over HK\$3 million was raised by the event and will be used to open the gates of opportunity for first-generation students.

Happy 30th Birthday

HAECO Veterans Club celebrated its 30th anniversary in 2016. Established by HAECO in 1986, the Club was a first-of-its-kind in Hong Kong, with a clubhouse facility serviced by full-time staff, taking care of the needs of retired staff members and their spouses. Today, the Club has over 2,200 members and provides a wide range of activities, including singing, table tennis, snooker, Chinese calligraphy, Cantonese opera and Latin dance, and organises the annual Spring Dinner, which is the highlight of the year. The Club also encourages its members to participate in community services, by working with charitable organisations and visiting the elderly.

A celebratory party, featuring singing and dancing performances by Club members, was held in October, attracting 200 guests, who were joined by Swire Pacific Chairman, John Slosar, HAECO Group Chief Executive Officer, Augustus Tang, Group Director Airframe Services James Barrington, as well as Director and General Manager – Hong Kong Operations Ronald Lam.



Helping HAECO Veterans Club committee members to cut the 30th anniversary cake are Augustus Tang (left) and John Slosar (second from right).

Appointments

Ethos International Ltd.

Sandy Ng Yuen San
joined Learning & Development Department as Executive Assistant and Senior Programme Administrator.

James Finlays Ltd.

David Carr
joined as Group Head of Internal Audit.

John Palfreyman
joined as Assistant Group Financial Controller.

Delyn Pindai
joined as Senior Internal Auditor.

Finola Fennell
joined as Internal Audit Manager.

John Swire & Sons Ltd.

Ann Dibben
joined as Company Secretary.

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

Grace Ching Tsui Han
joined Staff Department as Senior Personnel Officer.

Tiffany Mui Ho Kwan
joined Staff Director's Department as Assistant Manager – Human Resources.

Mandy Yau Man Hang
joined Group Internal Audit Department as Auditor.

Swire (Beijing) Management Consultancy Ltd.

Su Su
joined Group Internal Audit Department as Auditor.

Rose Yu Yuanfang
joined Group Internal Audit Department as Auditor.

Swire Travel Ltd.

Kathryn Lai Yuen Ting
joined Destinations & Events Management Department as Assistant Business Development Manager.

Taikoo Sugar Ltd.

Karina Kwan Hoi Yee
joined Commercial Department as Project Manager.

Dorothy Wong Yuen Ting
joined Commercial Department as Assistant Brand Manager.

United States Cold Storage, Inc.

Matthew Hughes
joined the Covington facility as Assistant Manager.

Promotions, Transfers & Title Changes

Asia Miles Ltd.

Jady Ye Qianyu
has been retitled Strategy & Program Development Manager.

Argent Energy (UK) Ltd.

Rick Symington
has been appointed Head of Commercial.

Cathay Pacific Airways Ltd.

Jonathan Bailey
has been appointed Country Manager Israel.

Alex Drew
has been appointed Manager, IT Procurement.

Alex McGowan
has been appointed General Manager Strategic Transformation.

Peter Shek
has been appointed Manager Operations Services.

Keith Brown
has been appointed General Manager Procurement & Aircraft Trading.

Kevin Fung
has been appointed Manager Cargo Hub Operations Hong Kong.

Philippa Murray
has been appointed Manager People International.

Jane Wong Tsin
has been retitled Airline Planning Manager.

Portia Chan
has been appointed Manager Digital Transformation.

Joy Hogwood
has been appointed Manager Enterprise Programme Management Office.

Eva Ng See Wah
has been retitled Assistant Manager Conversion.

Terence Wong
has been appointed Manager Financial Services China.

Gary Chui
has been appointed Manager Shenzhen & Western PRD.

Jennifer Zheng Yue
has been retitled Assistant Airports Project Manager – Customer Enablement.

Cathay Pacific Catering Services (H.K.) Ltd.

Barry Wong Ying Kui
has been appointed Financial Controller.

Ethos International Ltd.

Keness Chan Kwan Yee
has been retitled Programme Administration Manager.

Iris Chow Ching Man
has been retitled Consultant, Learning & Development.

Iris May Fung Yee Wei
has been transferred to John Swire & Sons (H.K.) Ltd. and was appointed Manager, Finance Leadership Attraction & Development.

Vicky Kong Wai Kit
has been transferred to John Swire & Sons (H.K.) Ltd. and was appointed Project Manager, Information Technology.

Anna Lee Bik Wa
has been transferred to John Swire & Sons (H.K.) Ltd. and was appointed Curriculum Analyst / Administrator.

Arthur Lo Lap Kee
has been retitled Senior Programme Administrator.

Lorely Ann Asperin Sace-Oviedo
has been transferred to John Swire & Sons (H.K.) Ltd. and was appointed Assistant Project Manager, Information Technology.

Cassandra Wong Siu Sheung
has been transferred to John Swire & Sons (H.K.) Ltd. and was appointed Office and Training Facility Manager.

Emily Wong Yuk Ming
has been transferred to John Swire & Sons (H.K.) Ltd. and was appointed Manager, Project Management Office.

Finlays Colombo Ltd.

Saveen Gunaratne
has been appointed General Manager & Strategic Business Unit Head of the Temperature Controlled Logistics Division.

Sarath Jayaratne
has been appointed Group Finance Controller.

Gihan Jayasinghe
has been appointed Executive Director.

Nishan Wickremeratne
has been appointed General Manager & Strategic Business Unit Head of the Beverage Packing Division.

HAECO Group**HAECO Hong Kong**

Raymond Leung
has been appointed Assistant General Manager, Line Services – Ramp Operations.

HAECO Xiamen

Alex Chan See Wan
has been transferred to Taikoo (Xiamen) Aircraft Engineering Co. Ltd. and was appointed Assistant Manager, Airport Services.

Hong Kong Dragon Airlines Ltd.

Andeon Siu
has been appointed Manager Group Safety.

International Automobiles Ltd.

Kira Li Biqi
has been retitled Operations Manager.

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

Cindy Fu Wing Man
has been retitled Assistant Manager, Leadership Development.

Samantha Ho Sze Nga
has been retitled Senior Leadership Attraction Officer.

Brett Jason Lee
has been retitled Manager, Leadership Development.

Rex Tsang Chun Wai
has been appointed Senior Manager, Internal Audit.

Alvin Wan Chun Wah
of Swire Pacific Ltd. – Corporate Finance has been seconded to Swire Beverages Ltd. as Project Manager.

Jacky Yeung Ching Yin
has been retitled Manager, Leadership Attraction & Employer Branding.

Shanghai International Airport Services Co. Ltd.

Clarence Tai
has been appointed Executive Vice President.

Swire Beverages

Lily Chu Wai Shan
has been transferred to Swire Coca-Cola, USA and was appointed Area Sales Manager.

William Kwan Chi Ting
has been transferred to John Swire & Sons (H.K.) Ltd. and was seconded to Swire Pacific Ltd. – Group Risk Management as Information Security Manager.

Guy Moore
has been appointed Head of Human Resources, China.

Swire Blue Ocean A/S

William Trenchard
has been appointed Business Development Manager.

Swire Coca-Cola HK Ltd.

Sam Lee-Potter
has been appointed Business Development Executive.

Swire Pacific Cold Storage

Henry Zhao Yulong
has been transferred to Swire Cold Chain Logistics (Chengdu) Co. Ltd. and was appointed Assistant Manager.

Swire Properties Ltd.**HONG KONG****Portfolio Management**

Sophie Swingewood
has been appointed Senior Property Officer, Retail Leasing.

Swire Travel Ltd.

Cris Kwok Chi Ming
has been promoted to Cruise and Product Development Manager.

Taikoo Sugar Ltd.

Fanny Tsui Yau Sum
has been promoted to Grade D as Assistant Sales Manager.

The China Navigation Co. Pte. Ltd.

LONDON
Anna Szczerkowska
has been appointed Assistant Chartering Manager.

SINGAPORE
David Poraj-Wilczynski
has been appointed General Manager Tonnage, CNCO.

Long Service**40 years****John Swire & Sons (H.K.) Ltd.**

Delia Lam Kin Chu
– Supervisor, Finance & Accounts Department

30 years**John Swire & Sons (H.K.) Ltd.**

Patricia Lo Kwai Fong
– Executive Assistant, Group Internal Audit Department

25 years**John Swire & Sons (H.K.) Ltd.**

Joyce Cheung Chui Wan
– Human Resources Manager – Hong Kong, Staff Director's Department

Karen Wong Suk Kam
– Insurance Manager, Swire Pacific Ltd. – Group Risk Management

20 years**John Swire & Sons (H.K.) Ltd.**

Jenny Chan Tak Ching
– Finance Director, Swire Resources Ltd.

Ronald Lam Siu Por
– Director and General Manager, Hong Kong Operations, Hong Kong Aircraft Engineering Co. Ltd.

15 years**John Swire & Sons (H.K.) Ltd.**

Victor Ho Wai Wah
– Head of Corporate Development, Taikoo (Xiamen) Aircraft Engineering Co. Ltd.

35 years**John Swire & Sons (H.K.) Ltd.**

Eric Kwok Kang Ming
– Assistant Manager, Group Retirement Benefits Department

Swire Travel Ltd.

Christina Ma Fung To
– Assistant Manager – Human Resources & Administration, Finance & Administration Department

Swire Travel Ltd.

Alice Chan Pui Sai
– Senior Corporate Travel Supervisor, Corporate Travel Department

Frances Nguu Lanh De
– Corporate Travel Manager, Corporate Travel Department

So Tat Ming
– Chauffeur, Swire Pacific Ltd. – Swire Beverages

Swire Travel Ltd.

Francis Tin Tan Fung
– Financial Controller, Taikoo (Xiamen) Aircraft Engineering Co. Ltd.

Lee Chi Hoo
– Accounts Supervisor, Finance & Accounts Department

Alex Tsui Chi Shan
– Senior Product Development Supervisor, Marketing, Leisure Travel & Product Development Department

Christine Tung King Wai
– Assistant Corporate Travel Manager, Corporate Travel Department

Marian Yan
– Administration Officer, Group Retirement Benefits Department

Brian Kock Chung Lam
– Senior Manager – Destinations & Events Management, Destinations & Events Management Department

Sunita Wong Suet Ching
– Senior Supervisor – Destinations & Events Management, Destinations & Events Management Department

Pang Sau Kwong
– Senior Visa Clerk, Finance & Administration Department

PEOPLE

10 years

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

Anna Chen Xiaoying

– Portfolio Manager, Swire Properties Ltd. – Beijing Sanlitun North Property Management Co. Ltd.

Windy Choi Wing Chi

– Assistant Company Secretary, Company Secretary's Department

Doris Chung Lai Kuen

– Accounts Supervisor, Swire Pacific Ltd. – Group Finance

Richard Gould

– General Manager Australia, Swire Pacific Offshore – Perth

Denise Kwan Yin Lam

– Treasury Manager, Swire Pacific Ltd. – Treasury

Karen Kwan Kar Man

– Manager Global Contact Centres, Cathay Pacific Airways Ltd.

Eugenia Lee Hoi Kei

– Portfolio Manager, Swire Properties Ltd.

Nicole Angela Trantallis

– Finance Manager, Ethos International Ltd.

Mark Wang Tianbin

– Assistant Director – Portfolio Management, Swire Properties Ltd. – Beijing Sanlitun North Property Management Co. Ltd.

Wong Shun Fat

– Coxwain, Staff Director's Department

Camille Yih

– Senior I.T. Auditor, Group Internal Audit Department

Swire Travel Ltd.

Jeffrey Ho Sze Kin

– Human Resources & Administration Officer, Airport Limousine Services Ltd.

Amanda Ng Ho Yan

– Accounts Clerk, Finance & Administration Department

Jackie Wong Chun Hong

– Senior Corporate Travel Supervisor, Corporate Travel Department

Retirements

Finlays Colombo Ltd.

Romesh Croos Moraes

Executive Director of Finlays Colombo Ltd., retired in October 2016 after 39 years of service with the company.

John Swire & Sons Ltd.

Robert Cutler

Staff Director of John Swire & Sons Ltd., retired in September 2016 after 41 years of service with the company.

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

Patrick Lau Chi Wa

Greater China Accounts Manager of Swire Travel Ltd., retired in September 2016 after 35 years of service with the company.

Ian Shiu

Director of John Swire & Sons (H.K.) Ltd., retired in December 2016 after 38 years of service with the company.

Swire Properties Inc.

Stephen Owens

President of Swire Properties Inc., retired in December 2016 after more than 40 years of service with Swire Properties Ltd.

Swire Travel Ltd.

Joseph Lee Ying Kin

Senior Car Services Supervisor of Airport Limousine Services Ltd., retired in August 2016 after 32 years of service with the company.

The China Navigation Company Ltd.

Martin Cresswell

Fleet Director of The China Navigation Company Ltd., retired in November 2016 after 43 years of service with the company.

Marriages

Chau Ming Nok of Cathay Pacific Airways Ltd. – Colombo married **Lam Ming Kit** in June 2016.

Eileen Chen Menglin of Swire Properties Ltd. – Chengdu Great Hill Consultancy Co. Ltd. married **Ma Chak Tan** in May 2016.

Tiffany Deng Xiaoyan of Swire Pacific Ltd. – Taikoo Motors Taiwan married **Lou Zouzheng** in October 2016.

Donald Fraser of The China Navigation Co. Pte. Ltd. married **Jessica Hilbert** in October 2016.

Kenix Ho Hoi Yee of John Swire & Sons (H.K.) Ltd. married **Chu Po Man** in October 2016.

Dominic Perret of Cathay Pacific Airways Ltd. married **Gricia Gan Mei Hoong** in September 2016.

Fanny Tsui Yau Sum of Taikoo Sugar Ltd. married **Sze Yan Ming** in February 2016.

Births

To **Edward Higgs** of Cathay Pacific Airways Ltd., and **Ma-an**, a son, **Oliver**, in November 2016.

To **Rick Symington** of Argent Energy (UK) Ltd., and **Midori**, a son, **Sebastian Aki**, in November 2016.

To **Banson Wong Sun Wing** of John Swire & Sons (H.K.) Ltd., and **Paula Pau Pui Yat**, a daughter, **Alison Cho Ting**, in June 2016.

To **Tina Yung Hsin Wei** of John Swire & Sons (H.K.) Ltd., and **Issac Wan Ka Ki**, a daughter, **Emma Hay In**, in June 2016.