

SWIRE NEWS



Making places
Swire Properties' journey
of creative transformation

Raising the bar
Mastering the art of
mixology

**Building a better
tomorrow**
Commitment to positive
change

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ISSUE 01 / 2021



With the recently announced extension to INDIGO, Beijing, together with new projects in Hong Kong, the Chinese mainland and beyond, Swire Properties' Chief Executive Guy Bradley is optimistic about the future. More on page 20.

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150TH
ANNIVERSARY
IN HK

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.

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

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Board changes

Swire Pacific



Martin Murray

has been appointed Finance Director of Swire Pacific with effect from 1st April 2021. He will replace Michelle Low, who will be retiring from the Swire group at the end of March 2021 after 33 years of service.

Martin will also become a

Non-Executive Director of Swire Properties and Cathay Pacific.

Cathay Pacific



Rebecca Sharpe

has been appointed Chief Financial Officer of Cathay Pacific with effect from 25th January 2021. She has also been appointed as an Executive Director of Cathay Pacific.



Song Zhiyong

currently a Non-Executive Director of Cathay Pacific, has been elected Deputy Chairman of the Board with effect from 29th December 2020. Mr Song is Chairman and Secretary of the Communist Party Committee of Air China.

Mr Song takes over from

Mr Cai Jianjiang, who has resigned as Non-Executive Director and Deputy Chairman of Cathay Pacific due to a change of job assignments and resignation on 29th December 2020 as Chairman of the Board and a Non-Executive Director of Air China.

Senior management appointments

John Swire & Sons

Sean Pelling

has been appointed Director Finance, JS&S Private Group with effect from 1st April 2021.

Swire Coca-Cola, USA

Rob Gehring

has been appointed President and CEO with effect from 1st January 2021. He has replaced Jack Pelo, who retired at the end of December 2020.

Swire Bulk

Peter Norborg

has been appointed Chief Executive Officer.

Cadeler A/S

Mark Konrad

has been appointed Chief Financial Officer.



Image credit: Anthony Wallace/ AFP via Getty Images.

Cathay Pacific corporate restructuring

On 21st October, Cathay Pacific Airways announced a corporate restructuring to create a more focused, efficient and competitive business in response to the unprecedented downturn in the aviation market caused by the global COVID-19 pandemic.

Major elements of the restructuring include:

- Reduction of approximately 8,500 positions across the entire Group, accounting for around 24% of its established headcount. Through a recruitment freeze and natural attrition, the Group has been able to reduce redundancies to 5,900 actual jobs (or 17% of its established headcount), including around 5,300 Hong Kong-based employees and approximately 600 employees based outside Hong Kong who will possibly be affected subject to local regulatory requirements.
- Cathay Dragon, the Group's wholly owned regional subsidiary, has ceased operations. Regulatory approval is to be sought for a majority of Cathay Dragon's routes to be operated by Cathay Pacific and its wholly owned subsidiary, HK Express.
- Cathay Pacific's Hong Kong-based cabin and cockpit crew have been asked to agree to changes in their conditions of service that are designed to match remuneration more closely to productivity and to enhance market competitiveness.

Following the end of the consent period, 2,613 pilots and 7,346 cabin crew have signed the new conditions of service, representing 98.5% of pilots and 91.6% of the cabin crew who were asked to agree to the new contracts.

- Executive pay cuts will continue through 2021 and a third voluntary Special Leave Scheme for non-flying employees will be introduced for the first half of this year. There will be no salary increases for 2021 and no annual discretionary bonus for 2020 across the board for all employees. Outport staff will be subject to local arrangements.

Cathay Pacific Chief Executive Officer Augustus Tang said: "The global pandemic continues to have a devastating impact on aviation and the hard truth is we must fundamentally restructure the Group to survive. We have to do this to protect as many jobs as possible, and meet our responsibilities to the Hong Kong aviation hub and our customers."

Overall, the restructuring reduces the Group's operating cash burn by about HK\$500 million per month, bringing it down to HK\$1.0-1.5 billion per month.



The 32nd IBLAC video conference in October.

IBLAC 2020

In October, John Swire & Sons (H.K.) Limited Chairman, Merlin Swire, joined the 32nd International Business Leaders' Advisory Council for the Mayor of Shanghai ("IBLAC"). Because of the global pandemic, a virtual conference was held via Zoom. Senior municipal government officials, including Party Committee Secretary Li Qiang and Mayor Gong Zheng, were joined online by 37 executives from major multinational companies to discuss strategies for making Shanghai more competitive, enhancing high-

quality development, and strengthening the city's risk-response system.

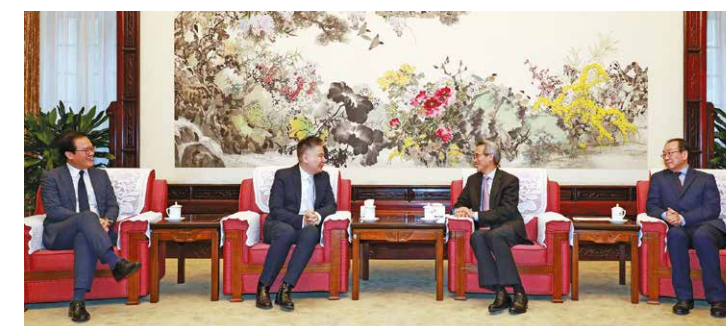
During the meeting, Merlin shared his thoughts on how Shanghai could enhance its resilience and adaptive capacity, with reference to the experience and systems of other cities around the world, so as to improve the city's overall risk prevention and control levels.

High-level visits

In August, Zhang Zhuoping, Chairman of John Swire & Sons (China) Limited, headed a delegation which visited the Chinese People's Association for Friendship with Foreign Countries ("CPAFFC") in Beijing. The Swire executives met with Mr Lin Songtian, who took office as President of CPAFFC in April 2020. Mr Lin thanked Swire and its subsidiaries for their efforts and support offered during the global pandemic. Mr Zhang said that he appreciated the Chinese government's rapid containment of the spread of the virus and resumption of business activities, and the positive role that China has played in supporting the global fight against the pandemic and maintaining the stability of the world economy. He added that Swire

has great confidence in China's economic future and is committed to continuing to invest in China.

In September, Mr Zhang led a delegation to Hainan Province, where the group met with Governor Shen Xiaoming (who has subsequently been appointed Party Secretary of CPC Hainan Provincial Party Committee), as well as senior local government officials to discuss opportunities for future cooperation. Mr Shen said Hainan is speeding up construction of its Free Trade Port and hoped the Swire group would increase its investment in the province. The delegation also visited the Swire Coca-Cola Beverages Hainan facility at Haikou.



(Left to right) Titus Dui, Director of John Swire & Sons (China) Limited, Zhang Zhuoping, Chairman of John Swire & Sons (China) Limited, Mr Lin Songtian, President of CPAFFC and Song Jingwu, Vice President of CPAFFC.



Zhang Zhuoping, Chairman of John Swire & Sons (China) Limited (left) meets former Governor of Hainan Province, Mr Shen Xiaoming.

JS&S signs landmark refinancing deal

John Swire & Sons Limited has refinanced and increased its debt facilities, signing a new £550 million credit line syndicated amongst a group of eleven banks. The club loan includes banks from Europe, Singapore and Japan that are extending credit facilities to John Swire & Sons Limited for the first time, as well as several banks with whom JS&S has longstanding relationships.

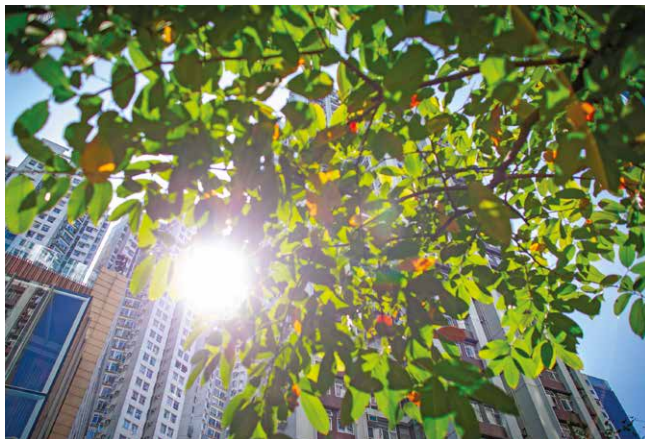
In addition to securing facilities to support its future financing needs, the company took the opportunity to build sustainability and diversity targets into the agreement. If these targets are exceeded, there will be a modest reduction in the margin charged by the banks.

Three Key Performance Indicators have been established, reflecting the areas where the group is

focusing its sustainability initiatives. These are: ongoing energy reductions in United States Cold Storage's business, cuts in CO₂ emissions by the China Navigation Company fleet, and an increase in female representation in management positions at Finlays. All of these are material and important to Swire, and to the wider community.

The transaction is the Swire group's first 'green' financing deal outside Hong Kong and was achieved by close collaboration between the finance team in London and the Sustainable Development Office in Hong Kong, with ANZ Bank, one of Swire's long-term relationship banks, providing further expertise as Sustainability Co-Ordinator.

Financing for a sustainable future



Swire Pacific has secured its first sustainability-linked loan. In September, the company reached agreement with DBS Bank to convert the HK\$2 billion five-year revolving credit facility that it secured in January 2020 into a sustainability-linked loan, with the interest rate being indexed against Swire Pacific's Environmental, Social and Governance ("ESG") performance. DBS Bank will incorporate tiered pricing and grant a reduction in the interest rate based on the company's achievement of pre-determined targets that address material ESG issues, as well as maintaining its listing

on the Dow Jones Sustainability Asia Pacific Index and improving related Key Performance Indicators. The proceeds of the loan will be used for general corporate funding purposes, including driving Swire Pacific's long-term sustainability performance. Swire Pacific made progress in several aspects of its sustainable development strategy last year: outperforming its carbon reduction target by 1.83%, publishing a climate change policy highlighting the importance of future climate risk, and developing its strategic framework for diversity and inclusion.

In August, Swire Properties signed a five-year HK\$1 billion Green Loan Facility with Singapore-based Oversea-Chinese Banking Corporation Bank. As part of Swire Properties' Sustainable Development 2030 Strategy, the loan will fund ongoing green building developments and allow Swire Properties to adopt the latest environmentally friendly technologies, enabling further savings in energy and reductions in water usage and waste.

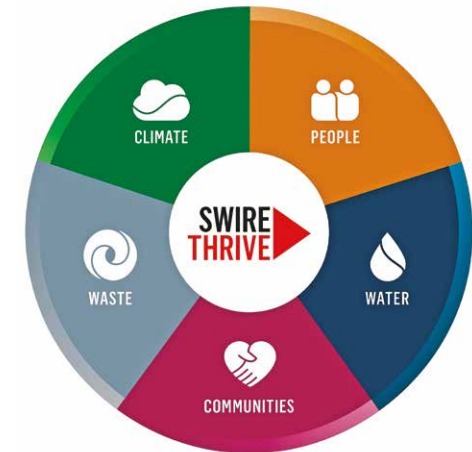
Renewed commitment to SD

The 2020 Swire Sustainable Development Forum was held virtually over three afternoons in November and saw the launch of a refreshed and expanded SwireTHRIVE strategy.

First introduced in 2016, SwireTHRIVE, the group's overarching sustainability strategy, has been expanded to identify key areas for improvement in addressing environmental and social challenges that are material to the Swire group's businesses. The revamped SwireTHRIVE strategy sees the group renew its commitment to sustainable development in five main areas:

- Climate – Decarbonise our business and build climate resilience.
- Waste – Turn today's waste into tomorrow's resource.
- Water – Use and manage water responsibly.
- People – Foster a company culture that is accessible, inclusive and safe.
- Communities – Position our community initiative as part of our core business value.

Focusing on these targets, senior group leaders used the forum to share their vision for sustainable value creation over the next decade and beyond. Swire Pacific Chairman, Merlin Swire, emphasised the urgent need to set ambitious 2030 targets for decarbonisation, with a goal of achieving net zero emissions as a group by 2050.



He asked all operating companies to prioritise this strategy and to redouble their efforts.

This is the ninth annual Swire Sustainable Development Forum and it brought together over 190 leaders and departmental representatives across 33 operating companies. External speakers from ANZ, AXA, Circulate Capital, Citi, Cleantech Group, The Climate Service, Encompass HK, GlobeScan, Human at Work, Resolve and WRAP helped unpack some of the latest global trends in key areas, including climate risk and the circular economy, as well as sustainable finance, managing mental health in the workplace, and the intersection of purpose and Diversity and Inclusion.



New addition to the Admiralty portfolio

In September, Swire Properties unveiled its latest upscale residential development within the vibrant Starstreet Precinct. EIGHT STAR STREET is a 24-storey residential tower, comprising 37 apartment units, featuring 18 distinctive layouts.



Conveniently located for public transport and within close proximity to the Pacific Place complex, the project is scheduled to complete in 2022, with units already available for sale.

Curating cities

In October, Swire Properties kicked off the “Please Be Seated” tour across its retail portfolio on the Chinese mainland. Conceived by British design firm Paul Cockledge Studio, this large-scale art installation aims to respond to the busy nature of urban life, reinvigorating the way local communities interact with space, by inviting them to explore and engage physically with the artwork. ‘Waves’ of wood rise up to form arches for people to walk through, whilst curves below create spaces for them to sit and relax. Echoing Swire Properties’ strong focus on sustainability, the piece is fabricated from 1,440 planks of sustainably sourced timber. Following its ‘stay’ at Sino-Ocean Taikoo Li Chengdu, the artwork will visit Taikoo Hui in Guangzhou, Taikoo Li Qiantan in Shanghai, and will come to rest at Taikoo Li Sanlitun in Beijing, where it will become a permanent installation, showcasing Swire Properties’ commitment to creative placemaking in the community.



First Vietnam venture

In September, Swire Properties announced a partnership with City Garden JSC to develop “The River”, a luxury residential property in Ho Chi Minh City. Located in the heart of the Thu Thiem new urban area, on the banks of the Saigon River, The River is a gated condominium development, comprising three residential towers that offer a total of 525 apartment units. This exciting new development will be brought to life through the collaborative efforts of a team of international design consultants, offering numerous exclusive amenities that aim to immerse residents in a resort-like lifestyle. The River is Swire Properties’ first project in Vietnam.



“The River” boasts 100 metres of water frontage and borders four hectares of lush, landscaped public park.



Achieving net zero

In October, Swire Properties announced that Sino-Ocean Taikoo Li Chengdu is now powered by 100% renewable energy. This achievement has made Swire Properties one of the first companies in Sichuan Province to reach “net zero carbon” in terms of annual electricity consumption for both landlord’s and tenants’ operations.

Under a policy implemented by the Sichuan Provincial Government in early 2020, enterprises were encouraged to procure renewable electricity generated by hydropower as well as solar and wind power through a contract with a registered power retailer. The new policy has enabled Swire Properties to reduce the Chengdu portfolio’s overall carbon emissions by approximately 8,500 tonnes a year, and the move also takes Swire Properties’ renewable electricity mix in its Chinese mainland developments to over 15%. The achievement underlines Swire Properties’ commitment to reducing the carbon footprint of all its managed developments and is in accord with the Chinese Central Government’s pledge to achieve carbon neutrality before 2060.



A plaque to commemorate seven decades of operation in Hong Kong was unveiled by HAECO's Chairman, Merlin Swire and CEO Frank Walschot (centre, to right and left of plaque).

HAECO 70th anniversary celebration

A ceremony was held on 16th November at HAECO's Hangar Three facility, to celebrate the company's seven decades of operation in Hong Kong. Over 200 current and former HAECO staff attended the event. Merlin Swire, Chairman of HAECO and Swire Pacific, was Guest of Honour at the ceremony.

Speaking at the event, Merlin highlighted HAECO's achievements and resilience over the past years, and

its commitment to passing on experience and skills to the younger generation in Hong Kong through its training programmes. The event was followed by a long-service award presentation ceremony, recognising the loyalty and passion of HAECO's long-serving staff members, who have contributed to the company's success.

New capability

HAECO Xiamen announced in October that it had completed its first Airbus A350 C-Check for Cathay Pacific Airways. The redelivery of the aircraft marks a significant milestone in the development of HAECO Xiamen's capabilities. There are around 370 Airbus A350 aircraft now in operation, and the aircraft type has been well received by airlines around the world. HAECO Xiamen is continually building on its technical expertise to provide airframe services support for new generation aircraft. The company currently holds approvals from multiple authorities around the world for all major new-generation commercial aircraft types, including Airbus A320neo and Boeing 787 aircraft.



HAECO Xiamen celebrates the completion of its first Airbus A350 C-Check.

"Times Change, Our Passion Remains"



In September, Swire Coca-Cola HK ("SCCHK") opened a pop-up store at The Mills in Tsuen Wan, to commemorate the company's 55-year partnership with The Coca-Cola Company. An exhibition of photographs showcased iconic moments in SCCHK's history since 1965, when Swire acquired the franchise to produce Coca-Cola in Hong Kong. Sought-after memorabilia, collectibles, original designs and artwork were on display, taking fans on a trip down memory lane. Visitors were also able to create and take home a bespoke Coca-Cola bottle with their own image printed on it. SCCHK donated part of the proceeds to "Act of Love", a charitable initiative organised by Hong Kong Sheng Kung Hui Welfare Council to support families facing economic difficulties as a result of COVID-19.



Staff celebrate the 25th anniversary of Swire Coca-Cola Hubei.

Significant anniversaries

In September, Swire Coca-Cola Hubei celebrated the 25th anniversary of its bottling operations in Wuhan. With the ongoing challenges of COVID-19, the milestone celebration also served to highlight the operational resilience of the Hubei team in pushing through and adapting to the difficult conditions imposed by the global pandemic.

Meanwhile, in October, Swire Coca-Cola Zhengzhou celebrated the 10th anniversary of its Luohe plant – Swire Coca-Cola's second bottling plant to open in Henan Province – and Swire Coca-Cola Zhanjiang in Guangdong celebrated its 15th anniversary in November.



Fostering innovation through strategic partnership

Swire Coca-Cola has teamed up with Alibaba Cloud to bring digital transformation to every part of its operations – from production and supply chain logistics, to distribution and marketing. Swire Coca-Cola’s Director of Digital and IT – China, Daniel Feng (left) signed the strategic partnership agreement with Alibaba Group Vice President and Alibaba Cloud New Intelligent Retail Division General Manager, Xiao Lihua (right) on 23rd November.

Driving success through continuous improvement

In December, Swire Coca-Cola hosted its 11th Best Practices and Continuous Improvement (“BP&CI”) Conference at Nanning in Guangxi Province; a Digital Innovation competition was also launched at the event. The annual conference aims to promote innovation and encourage continuous learning and improvement, in line with Swire Coca-Cola’s core value of “Learning from the best until we become the best”. A live broadcast of the event enabled staff from different bottling plants around China to participate virtually in the BP&CI awards and digital innovation awards ceremony.



Swire Coca-Cola staff gathered in Nanning for the BP&CI Conference.

New specialist project division

On 13th October, The China Navigation Company (“CNCo”) announced the expansion of its project cargo business with the launch of Swire Projects. The new division will provide specialist shipping services to the global energy, resource and infrastructure sector. It will work closely with other Swire group marine services division companies to develop an independent global strategy in the multipurpose and heavy-lift segments. By leveraging trade routes, fleet assets and expertise across the Swire group’s marine businesses, Swire Projects will build a smart network of resources to provide efficient, flexible shipping solutions to

clients in the project logistics sector, including project forwarders, heavy civil marine construction, engineering, procurement and construction and offshore energy construction companies.

Headquartered in Singapore, Swire Projects will be led by General Manager, Namir Khanbabi. Matthias Kremser, Global Head of Chartering, and Nicki Schumacher, Head of Europe, both based in Hamburg, oversee the Europe team. Rufus Frere-Smith, Regional General Manager, will lead the Americas team, operating out of Vancouver and Houston.



(Left to right) Kaifong’s Chief Engineer, Ashish Dua, Swire Bulk’s Senior Commercial Manager – Japan, Shohei Kamenosono, and the ship’s Master, Captain Sanjay Mishra.

CNCo welcomes new vessel

On 7th November, CNCo celebrated the delivery of MV *Kaifong*. The vessel is the first of a planned series of eight 38,000 dwt bulk carriers to be built by Oshima Shipbuilding in Japan, with the final vessel scheduled for delivery before the end of 2021.

The first *Kaifong* owned by CNCo was built in 1888 and named after the city of *Kaifeng* in Henan Province. It was a ‘beancaker’ for the China coast trade, used to ship soya bean, bean oil and beancake – compressed bean husks used as fertiliser. In Chinese, *Kaifeng* means literally

‘opening the border’, while *Kaifuu* in Japanese can mean ‘opening’ – a suitable name for the company’s first vessel built in partnership with Oshima.

Kaifong will join Swire Bulk’s young, fuel-efficient fleet, providing global customers with flexible, cost-effective solutions to their bulk shipping needs.

New fortnightly service



MV Lae Chief.

Swire Shipping has upgraded its North Asia Express service to a fixed-day, fortnightly schedule from November, connecting North Asia with Papua New Guinea and Australia and offering a market-leading transit time from Hong Kong to Lae of just nine days. Three vessels, with container capacity of 2,500 - 2,750 TEU, have been deployed on this service, including Swire Shipping's first 2,750 TEU newbuilding, MV *Lae Chief*, which was delivered in October. Fitted with 45mt cranes capable of dual lifts, the multipurpose vessel is equipped to carry a variety of cargo, including breakbulk and out-of-gauge.

Name change reflects diversified interests

Swire Oilfield Services has changed its name to Swire Energy Services. The move follows a period of diversification that has seen the company evolve from the world's largest supplier of specialised offshore containers to the oil and gas market, to an integrated service provider offering additional and complementary solutions, including aviation, integrity and chemical services. The company now also operates in industries other than oil and gas, including marine and offshore wind energy, and has set its sights on growing its market share in both sectors.

Recent expansion has seen Swire Energy Services acquire Norwegian business Helifuel AS, strengthening its international refuelling and aviation offering, which already included specialist aviation firm, Gordon Engineering Services Aberdeen Ltd, acquired in 2018. The acquisition means Swire Energy Services can now offer a fully integrated refuelling and aviation services

business, drawing on the experience gained by both companies in their respective markets.

Established in 1979, Swire Energy Services operates from 57 bases in 28 countries across Europe, Africa, the Middle East, North and South America and the Asia-Pacific.



Swire Blue Ocean renamed Cadeler and goes public



Swire Pacific Offshore ("SPO") has rebranded its Copenhagen-headquartered subsidiary, Swire Blue Ocean as Cadeler and has listed the company on the Oslo Stock Exchange. The new name was selected to reflect the company's Scandinavian maritime heritage and its commitment to excellence in maritime operations. SPO remains a key shareholder in Cadeler. This move has positioned the company for the next phase of its growth and

will ensure it remains a market leader in an exciting and rapidly expanding sector.

A portion of the proceeds from the IPO will be used to finance the initial instalment for the planned Cadeler X-class vessel. Cadeler has shortlisted several leading international shipyards for the order of a new Wind Farm Installation Vessel ("WIV"), plus option for a second newbuild. The bespoke vessel design, created in partnership with GustoMSC, is based on Cadeler's decade of experience in the industry; it will be able to work in the most difficult locations and will be equipped with the largest capacity equipment in the industry.

Cadeler will also invest in new cranes for its existing WIVs, *Wind Osprey* and *Wind Orca*. The new crane design is expected to meet the requirements for installation of all turbine models currently under development and allow for continued growth of turbine components. The installation of the new cranes is scheduled to commence in the fourth quarter of 2023.

Saving water while making 'green' fuel

Biodiesel producer Argent Energy has recently commissioned a wastewater treatment plant at its Stanlow site in Northwest England. The facility has been in operation since June 2020, with the construction costs of approximately £3 million largely funded by the John Swire & Sons Sustainable Development Fund. Designed and constructed by environmental technology specialist, Wehrle, the facility enables water to be cleaned and re-used in the biodiesel production process, dramatically reducing fresh water consumption, as well as the cost of treating wastewater prior to disposal. Given the success of the project, Argent plans to construct similar plants at its other facilities in Scotland and in the Netherlands.



Argent Energy's wastewater treatment plant at Stanlow.

Outstanding annual reports

Swire Pacific and Swire Properties' 2019 Annual Reports have won a Bronze Award and a Silver Award respectively in the "General" category of the Hong Kong Management Association's Best Annual Reports Awards, announced in November. Swire Pacific's report was commended by the panel of adjudicators for its thoughtful use of charts to present results in an easily digestible manner. Swire Properties' report was commended for being comprehensive, relevant and highly accessible, with interactive features across different online platforms.



Recognition for green initiatives



Matthew Tang, HAECO Group Environment Manager (second from left), receives the award from (left to right) Mr Wang Bing, Deputy Chief Executive of BOCHK, Mr Wong Kam-sing, Secretary for the Environment, Hong Kong SAR Government, and Professor Daniel Cheng, Honorary President of the Federation of Hong Kong Industries.

In October, HAECO Hong Kong won a Gold Award in the "2019 BOCHK Corporate Environmental Leadership Awards", a scheme organised by the Federation of Hong Kong Industries and sponsored by the Bank of China (Hong Kong) ("BOCHK"). The company received the top honour in the awards programme's "Manufacturing Sector" category.

Amongst a range of green initiatives implemented by HAECO Hong Kong, a recent highlight is the company's "dry wash" aircraft exterior cleaning service. This eco-friendly technique not only reduces environmental impact by using 90% less water than the traditional

"wet wash" method, but also improves operational efficiency by reducing the frequency of wash required.

HAECO Hong Kong continues to reduce its carbon footprint through the implementation of programmes designed to increase energy efficiency, such as the replacement of its freshwater cooled chiller plants with an ultra-high efficiency hybrid power chiller plant and the introduction of a phase change material thermal energy storage system.

Sustainability efforts recognised

Swire Pacific has been included in the Dow Jones Sustainability Index – Asia Pacific, the Hang Seng Corporate Sustainability Index and the Hang Seng (Mainland and Hong Kong) Corporate Sustainability Index. The company has also maintained its "AAA" rating from MSCI ESG Research, making it one of the top performers in its sector. Swire Pacific, along with its subsidiary, Swire Coca-Cola, completed the CDP Water Security questionnaire for the first time in 2020 and have both been awarded an "A" - the highest possible rating; globally, only 106 companies made last year's water security "A" List. Swire Pacific has also maintained its "B" rating, awarded last year for its response to CDP's Climate Change questionnaire.

Meanwhile, Swire Properties was the only Hong Kong company to be included in the DJSI World Index for a fourth consecutive year. The company has also topped the Hang Seng Corporate Sustainability Index for the third consecutive year and maintained the highest "AAA" sustainability rating.

Quenching thirsts on Hong Kong's frontline

Swire Coca-Cola HK has made numerous donations of beverages to those at the forefront of battling the coronavirus pandemic in Hong Kong. The company donated Bonaqua® Mineralized Water to eight COVID-19 quarantine camps for people who need to undergo 14 days of mandatory isolation.

Swire Coca-Cola HK has also donated nearly 100 cases of Coca-Cola® ENERGY to the community treatment facility that has been set up to triage COVID-19 patients at Hong Kong's AsiaWorld-Expo, to show support and appreciation for frontline staff battling the virus.

Celebrating Christmas for a good cause

Responding with flair and imagination to the constraints imposed by COVID-19, students from Swire Properties' Placemaking Academy transformed Swire Properties' popular annual White Christmas Street Fair, held in December, into "White Christmas Express": a combination of virtual music shows and a video series telling the stories of Hongkongers' lives amidst the pandemic. Interviews with different social groups across the community were posted on the event's social media pages on Facebook and Instagram and Swire Properties pledged to donate HK\$10 for every 'like' the posts received, with proceeds going to Operation Santa Claus.

Launched in 2019, the Swire Properties Placemaking Academy offers local university students an opportunity to gain hands-on experiences in event and community-planning.



Students from Swire Properties Placemaking Academy hand-picked and delivered over HK\$400,000 in Christmas gifts to people in need.

Underlining urban transformation

Swire Properties in Miami has recently renewed its commitment to The Underline, a 10-mile linear park being developed below Miami's elevated Metrorail. In 2016, Swire Properties committed US\$600,000 to become one of the founding sponsors of this transformative project, which aims to beautify and open up underutilised land for community recreational use and as a live arts venue. To coincide with the opening to the public of the park's first mile in early 2021, the company has pledged a further US\$500,000 over the next five years.

Once completed, The Underline will form an urban trail linking the Miami River near Brickell Avenue in the north, with the Dadeland South Metrorail Station in the south, encouraging Miami residents to embrace a healthier lifestyle by walking, biking or taking mass transit as an alternative to driving.

The inaugural mile of parkland includes access to the Brickell City Centre Eighth Street Metromover station, adjacent to Swire Properties' Brickell City Centre complex, and Swire will partner with The Underline to bring the Brickell Backyard to life, by co-creating programming that deliver value to residents and engage the community in finding new ways to embrace sustainable living.

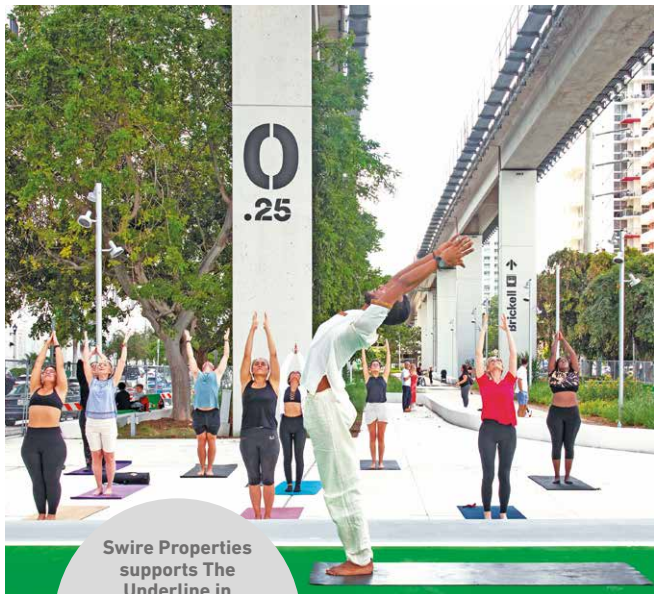


Image credit: Robin Hill.

Swire Properties supports The Underline in transforming the space around Miami's urban infrastructure into a living art destination.

Noodles for love

In October, Swire Properties and Swire Trust joined hands to launch the "Noodles for Love" \$50 Matching Donation Campaign – a community-outreach initiative that was a key part of the Swire group's COVID-19 response efforts. For each HK\$50 "Noodles for Love" Charity Pack purchased, Swire Trust matched the purchase and donated one Charity Pack to a needy family, together with a selection of custom recipes designed by chefs from Swire Hotels and a SEWomen reusable facemask and holder.

Over 4,200 Charity Packs were sold in just 17 days at Cityplaza, which meant the same number went to vulnerable members of the local community.



Rupert Bray and Dadi Toka Jr at the opening of the Buk bilong Pikinini Library Learning Centre at Pari village.

Supporting life-long learning

On International Literacy Day, 8th September, Pari Elementary School opened the doors of its brand-new Library Learning Centre, thanks to a major funding programme by Steamships Trading Company.

Steamships has been supporting the delivery of Buk bilong Pikinini's early childhood literacy and development programmes in Port Moresby, Lae and Goroka since 2009 and is a platinum corporate sponsor of the charity. In a year that has seen major disruption in many people's lives, including children's learning, Steamships decided to make a major investment in the children of Port Moresby's Motu Koitabu villages through a two-million-Kina commitment over the next five years to support educational programmes that prepare young children for school. Four more Library Learning Centres, housing collections of books and other educational materials, will be built over the next three years through a partnership with the National Capital District Commission, which will support the construction of the centres, endorsed by the Motu Koita Assembly and its Chairman, Hon. Dadi Toka. The new Library Learning Centre at Pari village was the first to be opened.

Supporting wildlife conservation in PNG

Swire Shipping's PNG office donated 30,000 Kina to the Port Moresby Nature Park in October, becoming a Silver Sponsor of the wildlife sanctuary. Spread over 30 acres, the park is home to more than 550 native animals and hundreds of plant species. COVID-19 restrictions have impacted significantly on the park's operations, with the corresponding drop in visitor numbers meaning it has been a struggle to stay afloat financially; however, the Swire Shipping donation has helped the park to achieve 70% of its target goal for funding. Alistair Skingley, Swire Shipping's Country Manager in PNG said "At Swire Shipping, our purpose is to enrich lives by connecting our customers with communities in the Pacific. By donating funds to the Port Moresby Nature Park, we are helping to provide a unique experience for the community and tourists alike and, more importantly, helping to promote conservation of PNG's indigenous animals and plant species."



Alistair Skingley presents a cheque to the Port Moresby Nature Park's CEO Ms Michelle McGeorge.

Building a better tomorrow

Swire has been a part of Hong Kong for 150 years. To return that support and to demonstrate our ongoing commitment to Hong Kong, the Swire Trust has launched a community initiative we've called TrustTomorrow, to support projects that bring about positive, sustainable outcomes especially in the areas of Education, Marine Conservation and the Arts, as well as providing practical and timely assistance to those most affected by the COVID-19 pandemic. During 2020, TrustTomorrow contributed over HK\$29 million in funding, benefitting more than 222,000 people in Hong Kong, and supporting vulnerable groups in the areas of food and hygiene, family wellbeing and building social capital.

Providing fresh food to the needy

TrustTomorrow's food programme aims to supply the underprivileged with fresh and nutritious food. In partnership with St. James' Settlement's FOOD-CO initiative ("SJS FOOD-CO"), TrustTomorrow has funded multiple deliveries of fresh food packs, containing vegetables and chilled meat, to

disadvantaged Hong Kong people. The programme also welcomes beneficiaries to join the volunteering team, enabling them to receive support with respect and dignity.



Sixty-three-year-old Ms Wong, who has received regular deliveries from FOOD-CO, decided to join the volunteer team, delivering fresh food packs to the needy.



SJS FOOD-CO's food packs include fresh vegetables and meat.

Ensuring good hygiene

TrustTomorrow has helped keep underprivileged and special needs children safe during the pandemic by funding antiviral coating spray for 18 Special Educational Needs ("SEN") schools with boarding services, as well as over 80,000 tenants living in subdivided residential units. SEN schools with boarding services typically cater to students with severe physical disabilities, so antiviral coating spray is essential in ensuring a clean and safe environment for students and staff.



Haven of Hope Sunnyside School in Tseung Kwan O is one of the SEN schools with boarding services that is sanitised with antiviral coating spray.

Promoting family wellbeing

Amidst the pandemic, TrustTomorrow's NGO partners have continued to provide services to vulnerable groups, not only meeting basic food and hygiene needs, but also supporting their mental wellbeing during prolonged social distancing. TrustTomorrow has collaborated with various NGO partners to

produce "See You Online", an online programme featuring a range of activities for families, including storytelling, arts and yoga classes. Launched in November, some of these virtual programmes have also featured on TrustTomorrow's Facebook page.



Storyteller Auntie Choi brought four heart-warming tales to the TrustTomorrow Facebook page.



Yoga Therapists from The Joshua Hellmann Foundation for Orphan Disease led yoga sessions for families.

Building social capital

Swire Trust has partnered with the Hong Kong Council of Social Service and four other local NGOs to create 'Building Community • Building Tung Chung', a community initiative that aims to support family and community wellbeing amongst underprivileged groups in Tung Chung. The first phase of the project, launched in October, has provided meal coupons to underprivileged and ethnic minority families to ease their financial burden. A variety of online sports, family leisure and career planning activities have also been organised, helping to connect families within the community and equipping young people for future job opportunities.



Ambreena Shaheen, a single mother of two from Pakistan, received food support for her family and was later hired by a South Asian grocery store that is a participating food supplier in the programme.

TrustTomorrow is about more than providing pandemic relief. In the long-term, TrustTomorrow will focus on supporting new and inspiring programmes that aim to motivate positive, meaningful changes in the community.

We'll be keeping you posted with the latest news and updates on TrustTomorrow in future issues of Swire News. Meanwhile, please continue to support this community initiative by following TrustTomorrow's Facebook page at

<https://www.facebook.com/TrustTomorrow.SwireTrust>

Making places

Swire Properties' Chief Executive Guy Bradley finds multiple reasons for optimism despite recent challenges, as the business continues its 'placemaking' mission to creatively transform locations in Hong Kong, the Chinese mainland and beyond.



Computer rendering of the Phase Two Extension of INDIGO, Beijing.

After a challenging 12 months across multiple sectors of the global economy, the end of 2020 brought affirmation that Swire Properties ranks firmly among those businesses for whom there is no question of scaling back on ambition.

As described by the developer's Chief Executive, Guy Bradley, December's announcement of a successful bid to build an extension of INDIGO – a world-class, mixed-use development in the Jiangtai neighbourhood of Beijing's Chaoyang District – equates to a "major investment" in a "milestone project".

"INDIGO is a perfect example of our ability to transform a neighbourhood," he commented at the time, adding that winning the bid "fully testifies to Swire Properties' strong confidence in and long-term commitment to the Chinese mainland."

What's clear is that the business hasn't let COVID-19 knock its long-term focus and stands well-positioned to take advantage of recovery on the Chinese mainland and beyond. Besides the INDIGO expansion, after exploring new opportunities in Shenzhen for three years, Bradley's team recently opened an office locally in search of suitable projects in the Greater Bay Area, and have a number of key developments in play in Hong Kong.

On the subject of the latter, moreover, he is emphatic that Swire Properties is committed to its home city and is actively looking for more projects. In conversation with *Swire News*, he is unequivocal in his response to recent conjectures about the sale of the Cityplaza One office tower signalling an intent to divest from Hong Kong. Not only is the capital from the sale of Cityplaza One being "recycled", he stresses, but major projects are underway that will help to re-draw the map of urban Hong Kong for generations to come.

"If you look at the money we're spending, we're putting US\$2 billion into developing two state-of-the-art triple-grade A office buildings at Taikoo Place," says Bradley. "One Taikoo Place is open, the second building will be finished by the end of 2021, or early in 2022, and we are already thinking about Three Taikoo Place. We're also building out Pacific Place along Queen's Road East and we have a handful of new residential projects under development following a couple of quieter years on the home-building front. There's EIGHT STAR STREET, in Admiralty, another project down at the east end of the Island, in Chai Wan, and we were successful in a consortium bid to build one of the phases around the MTR station at Wong Chuk Hang.

"There's so much evidence that we're upping our investments, and actually the sale of Cityplaza One is part of our strategy to recycle capital. What you do is sell your non-core assets and reinvest the proceeds into higher value-adding strategic projects."



Guy Bradley,
Chief Executive
of Swire
Properties.

Another pillar of the company's strategy over the years has been its mixed-use approach to development – an approach that has crystallised around the concept of 'placemaking'. And for Bradley, nowhere epitomises what placemaking is about better than Taikoo Place.

"What we're building with Taikoo Place is really a global business hub," he says. "There's a huge neighbourhood underway – a mix of residential, office and retail – and I would say it's placemaking at its very best. To do placemaking well, you need to have a long-term approach. You need to stick around and become part of the fabric of the community. That really speaks to our core values."

Best days ahead

Of course, choosing the right location, supported by the right transport infrastructure, helps. With Taikoo Place, Bradley believes these factors have aligned to drive an eastward shift in Hong Kong that he calls "decentralisation". "It's about moving things away from Central where the building stock is ageing and space is constrained," he explains. "With the Wan Chai Bypass, the Eastern part of the Island – and Taikoo Place in particular – has really been opened up as a credible alternative to Central."

Further evidence of this pivot away from Hong Kong's traditional CBD is perhaps offered by Central's eastward expansion. "With the addition of the South Island MTR line, and the Central to Sha Tin Link coming soon, Admiralty will be the biggest station in terms of lines and volume of people. We're scaling up Pacific Place at just the right time."



Through effective placemaking and continuous upgrading and expansion, Taikoo Place is set to be a global business hub.

That sense of optimism is bolstered, moreover, by a confidence that the office sector is well-positioned to rebound from COVID-19.

"Hong Kong isn't London or California," says Bradley, identifying the absence of long commutes in the city and, for many, a lack of space in homes often shared with extended family members, as factors apt to shape a general lack of desire for extensive work-from-home arrangements. He acknowledges that high-density workplace trends such as desk-sharing and co-working are likely to be impacted. However, he doesn't anticipate lasting structural changes occurring. "We think the Hong Kong office sector's best days are still to come."

In terms of retail, meanwhile, he expresses satisfaction that the business has managed to keep its malls occupied over the course of an extremely challenging 18 months. "In Hong Kong, we've had a period of social unrest, followed by COVID-19, so the sector has been hit pretty hard. The good news is that by adopting a partnering approach with our tenants, we've kept our malls full.

"We were quick to recognise the pain they were under in the summer of 2019 and were the first of the major landlords to deliver rent concessions. We've carried on doing that, in some cases to allow our tenants to stay in business. It requires a long-term, strategic view, because we want these relationships to be sustainable over time. When the tide turns and things start picking up, we'll be in good shape."

Top attractions

To see examples of where the retail tide has already turned, one only need glance over the border. On the Chinese mainland, Swire Properties' malls are now delivering extraordinary revenues, in the wake of COVID-19.

Bradley notes that in a couple of locations, sales and rental income have in fact been higher, year-on-year, than in 2019. "February and early March was a tough time in China but since then the recovery has been incredible," he says. "People can't travel outside of China – so places like Guangzhou, and our Taikoo Hui mall there, have benefitted, because people are going there and spending money instead of spending it overseas."

Aside from INDIGO, Swire Properties' current projects on the Chinese mainland divide into two types: Taikoo Hui ventures in Guangzhou and Shanghai, and Taikoo Li developments in Beijing and Chengdu, with a third Taikoo Li development – Taikoo Li Qiantan, in Shanghai – scheduled for a soft opening in September. Both concepts incorporate mixed-use elements such as office towers and hotels, and involve "best-in-city" locations. Taikoo Hui malls conform to more of a traditional, enclosed design, whereas the Taikoo Li model is about low-density layouts that combine indoor and outdoor spaces.

Bradley comments that approach has worked well and that the company's malls have emerged as coveted destinations on a national scale.

We think the Hong Kong office sector's best days are still to come.

"The Taikoo Li projects have done amazing things for the Taikoo name on the Chinese mainland," he says. "Back in 2010/2011, we had a lot to do on that. We weren't terribly well-known and we were really just starting to build. The recognition we have now is an indication of the job the team has done in getting consumers to understand that we create special places tailor-made for their home cities.

He elaborates: "The stats from DiDi, China's Uber, put both Taikoo Li Chengdu and Taikoo Li Sanlitun, in Beijing, among the top 10 destinations for the entire country during the national holiday week in October last year. Sanlitun was already famous as an entertainment and embassy district before we got there, but now it's become almost

iconic, and sits on the city government's list of places to take overseas delegations, among other key attractions including Tiananmen Square and the Bird's Nest."

"Meanwhile, our Chengdu development has become one of the top destinations in China. According to video-sharing platform Douyin, Taikoo Li Chengdu was the only shopping mall that made the top ten tourist attractions in China during the national day holiday in 2020. There have been an astonishing 11 billion viewings on the platform since Taikoo Li Chengdu opened five years ago."

With Taikoo Li Qiantan, Bradley is hopeful that Swire Properties' placemaking story will continue. "The theme this time is centred around health and wellness – that's a different direction, and a trend we want to be a part of. It'll also be the most digitally-friendly and digitally-savvy mall we've ever designed. With the way consumer habits are changing, staying digitally relevant is how you keep consumers wanting to go to destination shopping malls and spending money in them."

He adds that the business is well-poised to pursue further growth opportunities in the Chinese mainland market. "We're in a good position to do a few more projects, but the winning formula is about picking world-class locations either in tier one cities or in special tier two cities like we did in Chengdu, and then of course designing great products. The top criteria we use are location and entry price. The tier one city that's missing for us is Shenzhen, and our



Taikoo Li Qiantan embodies Swire Properties' "Taikoo Li" concept, which is well-known for its distinct open-plan, lane-driven architectural design.

team there have been looking for opportunities that meet those tests.”

Laying foundations

Another region where the company hopes to expand its footprint is Southeast Asia. Swire recently opened an office in Bangkok that will cover both Thailand and Myanmar, and this complements existing set-ups in Singapore, Jakarta and Vietnam, three markets where the business is already pursuing residential projects.

“We’re leading with residential because these are new markets for us,” says Bradley. “With residential, you can learn a lot quickly, because the projects tend to be smaller in scale and turn over faster. And right now, we’re in that learning phase.”

A sustainable approach

Long-term thinking, patience, understanding communities, a partnering approach: these are all aspects of Swire Properties’ playbook that point to a holistic way of thinking about sustainable development, and Bradley offers a touchpoint from the company’s Chinese mainland story that serves to illustrate a deep commitment to building trust and acting responsibly.

With Taikoo Li Chengdu, he recalls, the project involved “wrapping a shopping mall around a

living, breathing thousand-year-old temple.” Being trusted by the local district government to do so with sensitivity for the local surroundings was a responsibility he and his team took extremely seriously, and the end-result is a development that preserves the heritage of the site within a new and improved mixed-use environment. “That’s probably one of the reasons we have become such a respected name on the Chinese mainland,” he reflects.

At a strategic level, meanwhile, Swire Properties has been committed for some time to its vision of leading the global real estate industry in sustainability by 2030.

“At the turn of the century, we were really focused on the energy aspect of sustainability, and the environmental side of it,” Bradley recalls. “We made some good progress on that, but by 2016 we felt we needed to widen it across the whole business, so we created a new long-term vision. In 2020, we were the only Hong Kong company to be listed on the Dow Jones Sustainability World Index for the fourth consecutive year, and ranked among the top five percent of real estate developers around the world. We have also done a lot to nurture and develop a diverse and industry-leading team, and we were extremely proud to be voted Hong Kong’s “Most Attractive Employer” in Randstad’s 2020 Employer Brand Research.”

Other examples he cites include “having the highest female representation at board level and at senior management level in our peer group in Hong Kong”, an initiative called ‘Sustainability We All Count’ that gives everyone in the business the chance to contribute towards Swire Properties’ sustainability goals, and an ambassador programme that involves thousands of hours of community volunteering every year.

“Sustainability is all-encompassing for us,” states Bradley. “It’s everything from energy reduction and green building to innovating through technology in our retail malls, to just getting out into the communities we serve. As a developer, ultimately you have to build places people want to be in. If you design and build good projects and stick around and do the right thing, that long-term approach to placemaking is what brings reward.”



Swire Properties’ Community Ambassadors take part in an elderly care programme.

Embracing inclusion

‘Embracing Inclusion’ was the subject of a series of events, discussions and an awareness campaign organised by Swire in Hong Kong between September and December 2020 to promote inclusion in the workplace and community. With topics ranging from the empowerment of women through technology, the future of work, LGBT+ awareness and gender inclusivity, as well as awareness and understanding of disabilities, Swire is committed to championing diversity and inclusion as a vital business strategy. The series also highlighted opportunities that can be created if we develop a truly inclusive workplace.

She Loves Tech

Merlin Swire, Chairman of John Swire & Sons (HK) was a judge for the ‘She Loves Tech’ Competition for Hong Kong, Taiwan and Macau, the world’s largest start-up competition for women and technology. The event aims to promote female founders of early-stage tech businesses by supporting them through mentoring, education, networking and fundraising advice.



International Pronouns Day

International Pronouns Day on 12th October celebrated LGBT+ inclusion and promoted the use of gender-inclusive or gender-neutral pronouns. An awareness campaign, including educational material and videos, was developed to encourage Swire staff to understand the importance of not making assumptions about a person’s pronouns from their appearance, voice, or characteristics. It aims to make respecting, sharing, and educating about personal pronouns commonplace.



Pink Friday

Swire was one of over 60 companies taking part in the annual Pink Friday event in November. The Diversity & Inclusion team hosted a best-dressed ‘pink’ competition, which received over 50 individual and group entries. Swire Trust won the best-dressed team prize.



Mentoring to success



Swire Engage partners with The Zubin Foundation to offer online mentoring services for ethnic minority students and recent graduates.

The Swire Trust has recently partnered with The Zubin Mahtani Gidumal Foundation to offer mentoring services to students and recent graduates from marginalised ethnic minorities in Hong Kong. Zubin Foundation is a local NGO that supports the city's ethnic communities, and the initiative aims to increase the employability of young job seekers from this sector. The programme calls on the skills of corporate professional volunteers to lead one-on-one online workshops, mentoring participants in a range of skills that will help them find employment and succeed in the workplace. The Swire Trust has enlisted the help of Swire Engage – a platform for Swire management trainees to engage with the local community by working with non-profits and charities

– and more than 30 Swire management trainees have signed up to volunteer mentoring services. The programme commenced in October 2020 and will run until April 2021.

Swire management trainees, Michelle Lim and Patrick Swire, are members of the Swire Engage committee and have been involved in the programme from the outset. Patrick says the initiative aims to give a leg up onto the career ladder to a segment of society that is often at a disadvantage when first entering the workplace. "We hope to break the cycle of applicants being relatively highly qualified but ending up in jobs that are lower than they could get if they were from a different ethnic profile," he says.



Michelle Lim, who is based in Shanghai, helped coordinate the programme.

"When Tina Chan of Swire Trust shared this initiative with the team, it really resonated with us" says Michelle. "So far I've conducted a CV workshop with a young Pakistani lady who was struggling to get work experience. It was a fun session where we focused on how to improve her existing CV and discussed her career preferences as well."

"We have a lot of talented, capable and ambitious people and they have a lot of positive energy to bring in this context," says Patrick. "The hope is to make the most of the positive energy and enthusiasm of younger management trainees and convert it into something positive for Hong Kong".

Patrick hosted a session focusing on interview skills: "We conducted a mock interview, and I provided feedback from the perspective of a potential employer," he explains. "The mentee said that the perspectives I provided were not points she had considered before; she felt confident it would help her develop her interview skills."

Volunteers can also benefit. Some mentors found the sessions inspired them to think more deeply about their own lives and careers. "The sessions provided me with an insight into the lives of those who are under-resourced or marginalised" says Michelle, recalling a mentee who needed to balance study with the responsibilities of being a carer. "It really humbled me to be reminded that a normal day for her and many like her can be quite taxing." Patrick adds: "It felt great to be able to give back to the local community through a work-related activity, and our discussion of what employers are looking for in an employee allowed me to reflect on my own life in the workplace".



Patrick Swire felt that participants could benefit from early career professionals' recent experience of joining the workforce.

Raising the bar

Alvin Ching's career in food and beverages began at EAST Hong Kong's rooftop bar and lounge, Sugar, where he developed a passion for mixology. Since then, he has won several competitions, with the most recent being Gin Mare's Mediterranean Inspirations in 2019, when he was crowned Hong Kong Champion and International Second Runner Up. We hear about his journey and dedication to the art of creating cocktails.



How did you get involved in the hospitality industry, and what led to you working at Sugar?

My journey began while I was studying Hotel Management at the Hong Kong Polytechnic University. While there, I got the chance to learn about wines, spirits and other beverages. When I reached the age of 22 or 23, a time when young people in Hong Kong start to explore alcohol, bartending seemed like a cool thing to take up. My first bartending role was at Sugar. This allowed me to learn about the trade, which put me on the path to becoming a mixologist. I also gained valuable experience from attending competitions, which trained me to mix with accuracy, precision and confidence in front of a panel of judges and an international audience. These are lessons that I have brought into my day-to-day work as a mixologist. Luckily, Sugar is a really busy bar, so I had a lot of opportunities to practise my moves.

When making drinks, I always look for perfection.

What do you enjoy most about being a mixologist?

For me, it's the freedom to create drinks. As well as tending bar and mixing drinks, I can draw on my creativity to design new drinks and perfect their presentation. Ever since I was young, I have had a keen interest in painting, drawing and ceramics. I feel there's a natural alignment between the freedom to draw or paint, and inventing drinks as a mixologist. I pay close attention to the colours, the presentation and the flavours. There's also an element of performance, which is something that can make you stand out during competitions.

What is the most challenging aspect of your job?

When making drinks, I always look for perfection. If there's a set recipe, I need to work out how to replicate the exact same taste time after time. Also, when working with the rest of the team, I aim to ensure they can create the same drinks for customers no matter who is working that shift. We have a good team dynamic with the main bartender mixing the drinks while

his teammate assists by collecting glasses. It's a tricky operation to get right, but it's always fun, because we create strong connections with one another. Sometimes we don't even need to speak, as we instinctively know what to do. We all pull together in the same direction.

Tell us about some of your signature cocktails: which ones do guests prefer, and which is your favourite to make?

One of my most popular signatures is the Garden of Eden, made from quince, green apple cider and gin, and it's also one of the cocktails that won me a competition. However, my favourite to make is Under the Sea, comprising grape juice, grape soda and gin. It's the kind of drink



Under the Sea is one of Alvin's favourite cocktail creations.

that always creates the "wow factor" for customers, because the colours form layers and it is a real visual treat for them. But when it comes to personal drinking preference, I usually opt for a gin and tonic. Customers are keen to try new cocktails, but they also enjoy classic combinations.

Where do you get your inspiration from?

Inspiration for a new cocktail can come from many different sources. For example, if there's a sad memory, then we can use lemon or salt to represent tears that impart bitterness. Another route is to take a classic cocktail like a margarita or daiquiri and give it a twist. Recently, we had a Hong Kong-inspired menu, which featured flavours like egg tart, ice cream, coffee, milk tea and even herbal tea, to represent yin and yang.

Tell us about your plans for the future.

As a mixologist, I'm currently leading the bar team, so in addition to improving myself, I also help my colleagues develop by giving them opportunities and responsibilities. There are different personalities behind the bar; some like to create cocktails and others like to organise operations, so I try to play to their strengths.

In the future, I want to develop my knowledge of wines and spirits, explore more management opportunities and, eventually, manage a venue of my own.

Appointments

HAECO Group

HAECO Hong Kong

Kent Wong Shing Hong
joined Finance Department as
Corporate Finance Manager.

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

Judy Chan
joined Staff Department
as Manager, Leadership
Development.

Miranda Fan Miu Lan
joined Finance & Accounts
Department as Administrative
Officer.

Lee Wai Hung
joined Swire Pacific Ltd. – Group
Finance Department as Assistant
Accountant.

Tommy Leung Man Tak
joined Staff Department as
Infrastructure Analyst.

Carol Man Sze Wing
joined Group Internal Audit
Department as Auditor.

Promotions, Transfers & Title Changes

Cathay Pacific Airways Ltd.

Digital

Wayne Chong Wing Ho
has been appointed Assistant
Manager Digital Sales.

Finance

Chris Buckley
has been appointed General
Manager Finance & Performance.

Della Ng
has been appointed Head of
Finance Services.

Inflight Service Delivery

Wendy Kwok Wan Yee
has been appointed Head
of Employee Relations and
Communications.

Sales & Distribution,
HKG & GBA

Kim Fong Yat Lam
has been appointed Assistant
Manager Global Sales Excellence.

Subsidiaries

Cathay Pacific Catering
Services

Anthony Stewart
has been appointed Finance
Manager.

Ethos International Ltd.

Mary Ku Fu Ling
has been appointed Finance
Manager.

HAECO Group

HAECO Hong Kong

Matilda Chan
has been appointed General
Manager, Component Repair &
Overhaul.

Biondi Kam
has been appointed HRMS Project
Manager (Business).

CF Lai
has been appointed General
Manager, Line Maintenance
(Overseas Customers Group).

HAECO ITM

Thomas Lau
has been appointed Manager
(Value Engineering).

MH Tang
has been appointed Manager
(Customer Support).

Wallace Wong
has been appointed Manager
(Repair Management).

Chongqing New Qinyuan
Bakery Co. Ltd.

Judy Yeung Hiu Ching
has been appointed Marketing
Manager – Visual Merchandizing.

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

Andrea Chu On Yee
has been appointed Group
Accounts Manager, Swire Pacific
Ltd.

Jennifer Chuen Yee Lam
of Staff Department has been
promoted to Grade D as Senior
Personnel Officer.

Carlo Chui Kam Hung
has been appointed Manager, Data
& Analytics.

Winnie Ip Ka Wai
has been appointed Accounting
Manager.

Jason Li Ka Chun
has been appointed Assistant
Manager Digital, Swire Pacific Ltd.

Lo Tin Wai
has been appointed Recruitment
Officer.

Ian Ngai
has been appointed Group
Treasurer, Swire Pacific Ltd.

Nicole Angela Trantallis
has been appointed Finance
Analyst, Swire Trust.

Mark Robert Watson
has been retitled Group Head of
Sustainability.

Alan Yu Cheuk Hung
has been appointed Financial
Accountant, Swire Pacific Ltd.

Swire Coca-Cola Ltd.

Hugh Hsu
has been appointed Digital
Leadership Executive.

Charlotte Rumberg
has been appointed New Business
Executive.

Shanghai Shen-Mei Beverage
and Food Co. Ltd.

Michelle Lim
has been appointed Sales
Representative.

Swire Coca-Cola (China) Ltd.

Cassie Zhou Ge
has been appointed Assistant
Manager, Trade Marketing.

Swire Coca-Cola HK Ltd.

Jamie Morrison
has been appointed New Product
Development Commercialization
Manager.

Swire Guangdong Coca-Cola
Zhanjiang Ltd.

Mote Pooley
has been appointed Logistics
Director.

Swire Properties Ltd.

Beijing

Everest Marshall
has been appointed Portfolio
Officer.

Mark Wang Tianbin
has been promoted to Grade B as
Deputy General Manager.

Hong Kong

New Ventures

Ella Walter
has been appointed New Ventures
Associate.

Portfolio Management

Lydia Dowden
has been appointed Property
Officer, TPMO.

Zoe Pavri
has been appointed Property
Officer, PPMO.

Michal Tkocz
has been appointed Property
Officer, CGMO.

Shanghai

Joanna Ku Yuk Chun
has been retitled Assistant
Director-Retail (Chinese
mainland).

Taikoo Motors Group

Laurent Powell Tse
has been appointed Assistant
Manager.

The China Navigation Co.
Pte. Ltd.

Nick Bury
has been appointed Head of
eCommerce & Digital Manager.

Hector Gash
has been appointed Assistant
Commercial Manager.

Hamburg

Antony Riley
has been appointed Senior
Chartering Manager.

Jakarta

Jamie Gordon
has been appointed Business
Development Manager.

Port Moresby

Tom Spearman
has been appointed Marketing
Manager.

Retirement

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

Winnie Chow Kam Mui
Executive Assistant of Finance
& Accounts Department, retired
in June 2020 after 38 years of
service with the company.

Swire Coca-Cola, USA

Rusty Frain
Senior Vice President & General
Manager, retired in January 2021
after 18 years of service with the
company.

Long Service

30 years

John Swire & Sons (H.K.) Ltd.
Carol Lee Man Yi
– Administration Officer, Staff Department

Allen Li Ka Keung
– Director & General Manager, Taikoo Sugar Ltd.

Della Ng Lai Ying
– Head of Financial Services, Cathay Pacific Airways Limited

25 years

John Swire & Sons (H.K.) Ltd.
Susanna Hui Po King
– Head of Staff Department, Staff Department

Ashley Lee Pui Ling
– Treasury Accountant, Swire Pacific Ltd.

Annie Wong Sau Ling
– Executive Assistant to Chairman, Private Office

20 years

John Swire & Sons (H.K.) Ltd.
Felicity Chau Ah Fung
– General Manager – Corporate Development, Swire Coca-Cola Ltd.

Doris Fu Wing Yu
– Deputy Company Secretary, Company Secretary’s Department

Virginia Li Fun Mei
– Assistant to Group Accountant, Swire Pacific Ltd.

Lamly Tsang Lam Lee
– Deputy Company Secretary, Company Secretary’s Department

15 years

John Swire & Sons (H.K.) Ltd.
Christine Ling
– General Manager, Leadership Development, Staff Department

Henry Yao Jie
– Assistant Company Secretary, Company Secretary’s Department

The China Navigation Co. Pte. Ltd.
Wartic Cheung Chung Wo
– Sales Manager, Commercial Department

10 years

Ethos International Ltd.
Amy Fong Ho Yan
– Senior Programme Administrator, Learning & Development

John Swire & Sons (H.K.) Ltd.
Eartha Chow Wan Shan
– Assistant Company Secretary, Company Secretary’s Department

Joyce Kwan Ming Sum
– Assistant Company Secretary, Company Secretary’s Department

Dorothy Tam Wai Chi
– Assistant Company Secretary, Company Secretary’s Department

Banson Wong Sun Wing
– Internal Audit Manager, Group Internal Audit Department

Matthew Young Wai Heng
– Assistant Company Secretary, Company Secretary’s Department

Swire (Beijing) Management Consultancy Ltd.
Nina Xu Tingting
– Assistant Finance Manager, Finance & Accounts Department

Mo Mun Tei – No problem!



The PAMAS facility at Kai Tak Airfield in the late 1940s.

Marking its 70th anniversary in 2020, the Hong Kong Aircraft Engineering Company came into being on 1st November 1950, following the merger of the Pacific Air Maintenance & Supply Company (“PAMAS”) and Jardine Air Maintenance Company (“JAMCo”), owned respectively by Swire and Jardine.

The two *hongs* diversified into aviation after World War II: Jardine forming Hong Kong Airways in 1947 and Swire taking a controlling interest in Cathay Pacific Airways in 1948. Both firms established maintenance facilities at Kai Tak Airfield in anticipation of owning and operating aircraft, with PAMAS taking over Cathay Pacific’s existing makeshift facilities. A workforce drafted in from Taikoo Dockyard completed construction of a new hangar at the beginning of 1949, and this timber building served the company until 1962, when it was sold to Hong Kong’s leading film studio, Shaw Brothers, and shifted to their lot at Clearwater Bay. With the infrastructure in place, PAMAS brought in a number of engineers seconded from Cathay Pacific shareholder, Australian National Airways, to get its maintenance operation up and running and to train local recruits in the art of stripping down and cleaning aircraft engines. This move set the trend for the company’s enduring strategy of training staff ‘in-house’.

In those early days, equipment was makeshift and spares in short supply. The machine shop set up by Taikoo Dockyard fabricated replacement parts, and necessity was the mother of invention for everything else. When a typhoon threatened, the entire workforce turned out to physically hold down parked aircraft; an old truck was put into service as an engine test-bed, and at the end of a day’s maintenance work, PAMAS engineers expected to climb aboard for a two-to-three hour trial flight to test out new components.

But it soon became clear there wasn’t enough business to support two maintenance facilities at Kai Tak; so when JAMCo’s principal customer, Hong Kong Airways, suspended its flights to the Chinese mainland towards the end of 1949, selling its fleet of DC-3s, the two companies agreed to join forces. In November 1950, the newly formed Hong Kong Aircraft Engineering Company had 450 employees. Then known as “HAEC”, rather than “HAECO”, (the final “O” was added in the 1970s), the company recorded a turnover of HK\$7,620,000 in its first year of operation. Not bad, considering Kai Tak handled only 2,600 aircraft movements. Then, as now, the company’s principal strengths were the skill, dedication and ‘can-do’ approach of its staff. “*Mo mun tei*” – the Cantonese for “no problem” – quickly became their motto.

