

# SWIRE NEWS



**Navigating the future**  
150 years and beyond for CNCo

**Leading a winning team**  
An interview with Guy Bradley

**Time Auction**  
Mobilising volunteers for good



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With 2022 marking the 150th anniversary of Swire's liner shipping activities, the management of Swire Shipping and Swire Bulk discuss their heritage, corporate culture, current business performance, and future directions. More on page 26.

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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.

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## Senior management appointment

### Swire Pacific and Swire Properties

**Bernadette Mak Lomas** joined Swire Pacific as Group General Counsel in November 2021. She will also be appointed Company Secretary of Swire Pacific and Swire Properties with effect from 1st February 2022, taking over from St. John Flaherty, who is retiring from the Swire group after 15 years of service.

### Further investment in healthcare

Swire Pacific has made an investment in DeltaHealth, a healthcare provider on the Chinese Mainland specialising in cardiovascular care. Swire is now the second largest investor in DeltaHealth after founding partner, Eight Roads, a proprietary venture capital fund backed by Fidelity. DeltaHealth operates Shanghai DeltaHealth Hospital, a general hospital focusing on cardiovascular diseases, as well as DeltaWest Clinic, an outpatient clinic in the Gubei area of Changning district.

The investment comes during a period of rapid growth for DeltaHealth, which was established in 2016. In 2020, DeltaHealth Hospital performed 294 aortic surgeries, ranking it in second place amongst all hospitals in Shanghai. This is Swire Pacific's third investment in the healthcare sector; additional interests include investments in Columbia China Healthcare Co. Limited and Shenzhen New Frontier United Family Hospital.

### Strategic partnership supports a sustainable future for shipping

John Swire & Sons Limited ("JS&S") has signed a partnership agreement with the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping, committing to a long-term strategic collaboration to support the development of safe, practical and sustainable solutions to accelerate decarbonisation of the maritime industry. JS&S will also join the Center Advisory Board. As a multidisciplinary group, Swire brings expertise across a range of sectors and geographies, as well as valuable insights into regulatory and financing services.

Sam Swire, Director of John Swire & Sons Limited, said: "In 2022, the Swire group will have been involved in shipping for 150 years. Becoming a partner in the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping is an exciting step for us. We are committed to a sustainable shipping industry and this partnership allows us to work together with like-minded organisations to help the industry achieve that goal."



The flagship  
Shanghai  
DeltaHealth  
Hospital.

## ReThink HK 2021

John Swire & Sons (H.K.) Limited was a major sponsor of ReThink HK 2021, Hong Kong's biggest annual sustainable development forum, which took place in October. Over two days, some 2,200 attendees from more than 770 organisations convened to explore the challenges and opportunities posed by environmental and societal sustainability, with the aim of driving change in the city.

redefining business leadership for green recovery and long-term sustainability, while Mark Watson, Group Head of Sustainability, discussed Hong Kong's decarbonisation pathway and how the city's conglomerates can play their part. The Swire Trust, through its TrustTomorrow initiative, also sponsored the Hong Kong Ocean Economy Summit, which was co-hosted by Rethink HK 2021.

Pat Healy, Chairman of Cathay Pacific and Swire Coca-Cola, was one of the keynote speakers on

Pat Healy  
(centre) speaks at  
the conference.



## Shanghai meetings



Zhang  
Zhuoping meets  
with Mr Zheng  
Gangmiao (right).

During a visit to Shanghai on 15th September, Chairman of John Swire & Sons (China) Limited, Zhang Zhuoping, met with Mr Zheng Gangmiao, who is a Member of the Standing Committee of the Shanghai Municipal Committee and Head of the United Front Work Department of the Shanghai CPC. As part of a round of courtesy calls on senior local government officials, Zhuoping also met with the heads of the Shanghai Municipal Commission of Commerce and took the opportunity to discuss the Swire group's current investments in Shanghai and express his appreciation for local government's ongoing support. Zhuoping said that Swire will continue with its core investment plans and is committed to expanding its business in Shanghai.



### Opening of Taikoo Li Qiantan

On 30th September, Swire Properties and Lujiazui Group celebrated the official opening of Taikoo Li Qiantan. The joint-venture retail complex has been tailor-made for the Qiantan International Business District at the heart of the Shanghai Pudong New Area and is the first “Taikoo Li” project in Shanghai.

Spanning a total floor area of approximately 120,000 square metres, Taikoo Li Qiantan is unique in offering a “wellness” experience to visitors, with the wellness theme infusing everything from design and construction materials used, to the diverse mix of

fashion, lifestyle and food and beverage offerings, the use of innovative digital technology, as well as wellness, entertainment and cultural events that aim to connect community by bringing like-minded visitors together.

Taikoo Li Qiantan is strategically located at the intersection of three Shanghai Metro lines. Together with the adjacent Grade-A office tower, New Bund Center, and the five-star luxury hotel Shangri-La Qiantan, the mixed-use development is expected to become Qiantan’s “Heart of Urban Living”.



Taikoo Li Qiantan, a low-rise retail oasis in the heart of Pudong, is focused on wellness.

### Taikoo Hui turns ten

In September, Swire Properties celebrated the 10th anniversary of Taikoo Hui Guangzhou, the company’s flagship mixed-use development in the heart of Guangzhou’s Tianhe Central Business District.

Since its opening in 2011, Taikoo Hui has become one of the most popular lifestyle and commercial landmarks in Guangzhou. The mall has introduced nearly 150 new brands to the city, including many

first and flagship stores for international brands, and continues to be the leading premium shopping centre in Southern China. The two office towers, Taikoo Hui Towers 1 and 2, host a diverse range of international corporate tenants, and have set a benchmark for Grade-A office space in Guangzhou in terms of design, amenities, and management, as well as their excellent connectivity.

## Taikoo Li Sanlitun West

Swire Properties has officially launched Taikoo Li Sanlitun West, an innovative urban regeneration project in Beijing's Chaoyang District. The new addition is another step towards establishing Swire Properties' retail-led, mixed-use development, Taikoo Li Sanlitun, as a world-class lifestyle landmark in the capital.

Taikoo Li Sanlitun West was transformed from the former Yashow Building – a clothing market owned by Beijing Kuntai Group. It consists of approximately 27,500 square metres of space in eight storeys above ground and two storeys below ground. In 2017, Swire Properties entered into a long-term lease agreement with Kuntai to renovate the building, which has been transformed to house a mix of chic fashion outlets, F&B, health and fitness, lifestyle, and entertainment elements. Echoing the city's 14th Five-Year Plan, which emphasises revitalisation of older areas, Swire Properties has demonstrated its commitment to "creative transformation" and placemaking throughout the renovation process. Designed by internationally acclaimed architects ARQUITECTONICA, the project involved a major reconfiguration of the building's existing layout to provide expansive floor space, a new glass façade, and the upgrading of facilities such as lifts and lighting. The surrounding streetscape has also been enhanced, with improved accessibility and additional landscaping making the area more pedestrian-friendly and suitable for staging arts and cultural activities.

Taikoo Li Sanlitun West is an exciting new milestone in the regeneration of Beijing's Greater Sanlitun Business Circle.



Mr Gao Dongwang, Chairman of Pearl River Enterprises Group and Tim Blackburn, Chief Executive of Swire Properties, at the signing ceremony on 8th October.

## New partnership formed to develop Julong Bay Area

Swire Properties has signed a Letter of Intent with Guangzhou Pearl River Enterprises Group ("PREG") to jointly develop a commercial project in the Julong Bay Area, located in the Liwan District of western Guangzhou. The area enjoys stunning scenery along the Pearl River and has a rich cultural and business heritage as the "cradle of Lingnan culture". The Julong Bay Area is positioned to become the new "West Central Business District" of Guangzhou and has strong development potential.

Under the overall planning by the Guangzhou Municipal CPC Committee and Government, and led by the relevant municipal government departments and Liwan District, PREG has developed a comprehensive development and management plan for the Julong Bay Area, in accordance with President Xi Jinping's guidelines to "inject new vitality" into the city by further integrating urban functions, strengthening urban culture, upgrading the service industry, and cultivating an international business environment. The aim is to create a "West Urban Living Room", which organically blends culture, commerce, tourism, innovation, and residential living.





Swire Properties has unveiled HAM TIN VILLAS, its latest exclusive luxury residential leasing project at Pui O Beach in South Lantau. Just a 20-minute drive from Tung Chung and a 30-minute drive from Hong Kong International Airport, the HAM TIN VILLAS development embraces Lantau's rich cultural heritage and natural beauty and every effort has been made to preserve native vegetation and retain features from the original hamlet that occupied the site.

### Aviation Climate Taskforce

Cathay Pacific has joined forces with Boston Consulting Group and other airline leaders to establish the Aviation Climate Taskforce ("ACT"), a non-profit organisation to tackle the challenge of eliminating carbon emissions in the aviation sector through innovation and collaboration in developing decarbonisation technologies. Cathay Pacific was the first airline investor in Sustainable Aviation Fuel ("SAF") developer Fulcrum BioEnergy in 2014 and has recently undertaken to use SAF for 10% of its total fuel consumption by 2030; the airline is committed to reaching net-zero carbon emissions by 2050.

Aviation contributed less than 3% of global carbon dioxide emissions annually before the COVID-19 pandemic, but that percentage may increase as the industry continues to develop. ACT aims to drive innovation, as well as adoption and scaling of new

technologies, with a focus on critical medium-term solutions, such as synthetic fuels, as well as emerging biofuel technologies and longer-term solutions such as hydrogen technologies.





## MobiFresh takes cargo-handling to the next level

The Cathay Pacific Cargo Terminal has become the first cargo terminal in the world to implement MobiFresh, an IoT-enabled cold chain solution that ensures the optimal freshness of temperature-sensitive goods. MobiFresh utilises 1.6-metre-cube containers that provide temperature-controlled storage between 2°C and 8°C. Each MobiFresh container has a unique ID and its location,



temperature and battery levels are monitored in real time, 24/7, and can be controlled remotely through the warehouse operating system, enabling features such as pre-cooling to expedite the handling process. Precise location tracking is ensured by iBeacon technology that is fully integrated with the cargo terminal's IT systems, meaning the terminal's truck control system will automatically allocate the nearest truck dock to reduce waiting times. The MobiFresh containers can be charged wirelessly while stored in the terminal's bulk handling system, with a single charge supporting up to nine hours of continuous use.

MobiFresh was custom designed by Cathay Pacific Services Limited to boost bulk handling capability for temperature-sensitive goods. It enables temperature-controlled shipments to move through the terminal faster than ever before, whilst mitigating the risk of temperature deviation or contamination during transportation.

## Robot technology aids cabin disinfection

Since the outbreak of COVID-19, HAECO Hong Kong has made hygiene standards in aircraft cabin interiors a top priority. HAECO's Ramp Services team has recently begun deploying an automated robot to carry out deep-cleaning and decontamination and apply anti-microbial coatings in the aircraft cabins of Cathay Pacific's Airbus A330, A350, and Boeing 777 fleets. The technology, developed by Avalon SteriTech, consists of a compact four-wheel drive vehicle that automatically sprays disinfecting solution throughout the cabin. The solution is atomised to a specific concentration, to ensure that the disinfectants penetrate into the small gaps in cabin interiors that are difficult to reach during manual cleaning, so helping to eliminate viruses and bacteria and keep passengers and crew safe from COVID-19.

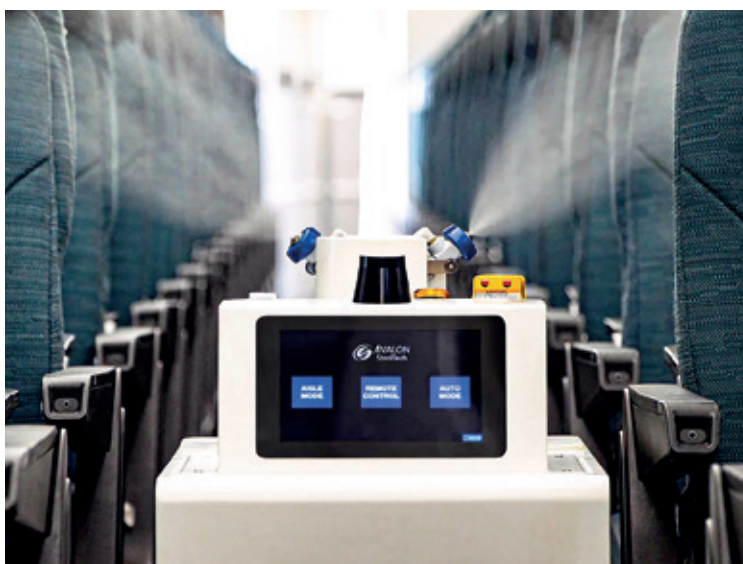


Photo credit: Avalon SteriTech

### Extended Rolls-Royce partnership

Rolls-Royce has selected HAECO to be its principal provider of global on-wing and in-field services for large civil aeroengines. The collaboration will provide Rolls-Royce with greater capacity and capability, enabling it to enhance its service offering to customer airlines through HAECO's global network.

As part of the agreement, HAECO will expand its network into London and the Middle East, including the operation of a London Heathrow-based Service Centre, to provide round-the-clock specialist maintenance and support for aeroengines. This agreement builds upon the long-standing partnership established between Rolls-Royce and HAECO for the provision of engine MRO services.



### Major new development by Swire Coca-Cola

Swire Coca-Cola has invested over RMB 900 million (around US\$140 million) to build a new plant in Zhengzhou, the capital of central China's Henan Province. It is Swire Coca-Cola's largest single investment in China to date. A ceremony was held on 8th October to lay the foundation stone at the new facility. Covering 124,000 square metres, it will go into operation within two years, with an annual production capacity of up to a million tonnes.

Over the next five years, Swire Coca-Cola will invest more than RMB 5.5 billion in factory infrastructure on the Chinese Mainland. There are also plans in the pipeline to expand around 20 production lines and to continue to invest in sustainable development projects through new products, carbon reduction and water-saving.



Guests of honour laying the foundation stone at the new plant included Mr Wang Yimin, Deputy Secretary-General of Zhengzhou Municipal People's Government, and Karen So, Managing Director of Swire Coca-Cola (fifth and sixth from left).



### Swire Coca-Cola Academy

The Swire Coca-Cola Academy was recently launched in Hefei, with the aim of nurturing talented staff and assisting them to develop their full potential, in order to enhance the overall competitiveness of the company. The Swire Coca-Cola Academy harnesses the expertise of management and leadership, sales and marketing, supply chain, finance, human resources, digitalisation, and public affairs and communications departments from 13 bottlers across the Chinese Mainland. Using a Learning Management System as its platform, the Academy utilises both internal and external resources to achieve a blend of online and classroom learning.



Mr Sang Linbing, Deputy Secretary of the Work Committee and Deputy Director of the Management Committee of Hefei Economic and Technological Development Zone, and Karen So, Managing Director of Swire Coca-Cola, officiated at the opening of The Swire Coca-Cola Academy.

### Carbon Reduction Alliance

Swire Coca-Cola has launched a Carbon Reduction Alliance Programme in the Wild Elephant Valley of Xishuangbanna Dai Autonomous Prefecture in Yunnan Province. The programme involves collaborating with partners all along Swire Coca-Cola's value chain to reduce carbon emissions and contribute to building a sustainable future.

As phase one of the programme, Swire Coca-Cola has joined forces with the International Foundation for the Protection of Animals and the Xishuangbanna Tropical Rainforest Conservation Foundation to establish a tranche of Carbon Reduction Farmland in the village of Daotangqing, located on the edge of

Xishuangbanna National Natural Reserve. Over 200 acres of agricultural land has been cultivated with eco-friendly planting and 100 bee colonies have been established in the nearby Nanmanhe community. The project aims to reduce human-elephant encounters and incorporate sustainability into the local agricultural industry through reforestation and the introduction of beekeeping. The key objective is to create an eco-friendly community, where biodiversity can be sustained, while achieving the national goal of rural revitalisation; it is hoped the project will ultimately become a development role model for low-carbon communities.



Announcing the launch of the Carbon Reduction Alliance Programme are: Mr Cao Dafan, Chief Representative of the International Fund for Animal Welfare (Yunnan Office), Mr Dao Jianhong, Deputy Director of the Xishuangbanna Forestry and Grassland Bureau, and Dang Jian, CEO of Swire Coca-Cola China (third, fourth and fifth from left).

### Female Leadership Forum

Swire Coca-Cola's Female Leadership Forum was held in Shanghai on 23rd November, with participants joining remotely from 18 locations at plants and offices around Swire Coca-Cola's Greater China franchise territories. The biennial event offers female managers the opportunity to meet, exchange ideas, and form stronger network ties, and is a part of the company's efforts to achieve greater gender equality in the workplace. This year, Olympic Gold and Bronze medal-winning English field hockey player, Kate Richardson-Walsh, was amongst the female leaders invited to share their wisdom and experiences of getting to the top in their fields.

### Finlays launches cold brew coffee through Pret A Manger

In November, Finlays launched cold brew coffee onto the UK market through major foodservice chain, Pret A Manger. The new range includes Black, Latte and Mocha. Finlays is already a leading player in the North American and Asian cold brew coffee markets and is now targeting sustained long-term growth in Europe. To support this, Finlays has invested in a new production facility in Hull, in the UK, which will start production in 2022.



### “Keep it cool” energy-saving technology

United States Cold Storage (“USCS”) is exploring a range of new ways to keep its energy-intensive warehouses cool. Among these options is a thermal energy storage system (“TES”) installed in September at USCS Tulare South in California. Created by Viking Cold Solutions, the system consists of intelligent controls and phase change materials that fit into existing warehouse racking – so there is no impact on storage capacity. The TES absorbs and consolidates up to 85% of heat infiltration, enabling warehouse refrigeration systems to be safely cycled off for up to 13 hours each day during peak energy demand times. The technology has the potential to help Tulare South save 500,000 kilowatts of energy and reduce CO<sub>2</sub> by 300 metric tons annually; it also provides resilience in the event of unplanned power disruptions and could help USCS meet State incentives for reducing greenhouse gas emissions.



### China Navigation rebrands as Swire Shipping

The China Navigation Company Pte. Ltd. ("CNCo") has been renamed Swire Shipping Pte. Limited, as part of a strategy to unify and streamline its brands. Swire Shipping is already widely recognised as the operating name of the business and has become synonymous as a leading provider of sustainable liner shipping services to the Asia-Pacific markets, connecting over 400 ports via its extensive network; the name change is designed to reflect the company's strong global presence and commitment in the Pacific area. In August 2021, the company embarked on the renaming of the fleet, and the majority of its vessels will now be named after a Pacific Island nation or location. In January 2021, CNCo's bulk shipping division became a standalone entity under Swire Bulk Pte. Limited, and in July, Swire Shipping launched its landside logistics division.

The name of the holding company in the UK – The China Navigation Company Limited – will remain unchanged. Similarly, the names of the company's subsidiary and branches on the Chinese Mainland, as well as its brand name "太古轮船 Taigu Lunchuan (CNCo)" will be retained, as these names are deeply embedded in the region. CNCo, which is the Swire group's oldest operational company, was first established on the Yangtze River in 1872 and celebrates its 150th anniversary in 2022.

Feature story on page 26.

### Vespa marks 10th anniversary

To celebrate 10 years of Vespa's operations in Taiwan, a new special edition Vespa Sprint S 150 has been created. The all-steel "Vespa 10th" is painted in "Sprint S 150", a one-off sky-blue colour, with low-key luxury chrome-plated accessories. The unique colourway perfectly suits the Sprint's sporty twist on the classic Vespa silhouette.



### Volvo Trucks owners' family day

In October, Taikoo Motors' Volvo Trucks and Volvo Construction Equipment ("VCE") divisions invited customers to attend a fully-immersive test drive event, enabling them to experience Volvo Trucks' leading technology and dynamics through safe, "ride and drive" settings, including a Formula One Circuit and Off-Road Area. The event was also a Viking King Club family day, with various games organised for children. VCE's new FH540, EC350DL professional excavator was also on display at the event, to demonstrate Taikoo Motors' 360° approach to streamlining solutions for its customers.

TRUST  
TOMORROW

# Time Auction – mobilising volunteers for good

TrustTomorrow, the funding programme launched by the Swire Trust in 2020 to celebrate Swire's 150th anniversary of doing business in Hong Kong, is focused on supporting inspirational projects that will help the community thrive for the long-term. By "connecting the dots" between its various partner charities and NGOs, as well as matching them with capabilities and resources from across the Swire group, TrustTomorrow aims to ensure its partnership programmes achieve maximum impact. Its partnership with Time Auction ("TA") is a good example of how this can work in practice.

Time Auction is a charitable organisation that was set up to enable professionals to volunteer their time to support local NGOs in Hong Kong. A common challenge NGOs face is the difficulty to access professional skills and services such as marketing, graphic design, and workshop facilitation. Meanwhile, many professional people wonder how they can help –

but are not sure where to start. TA provides the means of matching supply and demand. The connections are made via an online platform that was made possible with TrustTomorrow's support. Not only does the website 'matchmake' NGOs with professional talent, but it also helps NGOs identify what tasks could be outsourced to volunteers and teaches them how to write a volunteer job description that will attract the right talent. In return for skilled volunteer hours, participants can redeem the chance to dine with inspiring individuals from different industries – including some Swire leaders.

Since the start of the project in June 2020, TA has connected over 5,000 volunteers with NGOs in Hong Kong, accumulating more than 30,000 skilled volunteering hours. It has also provided around 100 experiential and mentoring rewards – especially impressive given the ongoing pandemic!



The Orchestra Academy Hong Kong is a good example of how NGOs benefit from skilled volunteering. The HK Phil/School of Music of The Hong Kong Academy for Performing Arts joint programme provides aspiring musicians with professional performance experience and mentoring; it is run by just one full-time project manager – but is made possible through the support of Time Auction volunteers.



Volunteers who had contributed a total of 160 volunteer hours got the chance to meet with Cathay Pacific and Swire Coca-Cola Chairman, Pat Healy.



In addition to funding Time Auction's online platform, the Swire Trust Go-Givers Programme has been launched to encourage skilled volunteers to work specifically with Swire Trust's NGO partners. Attractive rewards for volunteers include Swire products and experiences such as Asia Miles, or an EAST Hotel staycation and cocktail mixology class. Of the more than 300 volunteers who have supported Swire Trust's NGO partners, 10 TA volunteers have been recognised as Swire Trust Go-Givers of the Year.

Scan this QR code to read their stories.



A cocktail mixology class at EAST Hong Kong is one of the reward experiences that can be redeemed by volunteering with Swire Trust Go-Givers Programme.

### **New community space in Quarry Bay**

The Swire Trust is donating HK\$15 million over three years to NGO St. James' Settlement to assist with the development and operation of a new community space on the Quarry Bay harbourfront. The project is one of the Trust's major TrustTomorrow funding initiatives and has already received support from the Hong Kong SAR Government's Development Bureau, which has approved a HK\$60 million grant for its construction on a 3,740 square metre vacant site near Hoi Tai Street. Swire Trust will subsidise the operation of the community space, while Swire Properties will provide consultancy support for its design and construction. Collaborate Hong Kong, a not-for-profit advisory and collaboration platform, will also provide professional advice on community-led placemaking initiatives. The new space, which has been named "Quarryside", will include an open lawn and a pavilion housing multipurpose rooms that will be available for NGO and community use to host both regular programmes and one-off events designed to encourage the arts, promote health, wellness, and sustainability, and stimulate creativity in the community. A ground-breaking ceremony was held at the site on 24th November, and it is expected to open by the end of 2022.

Computer rendering of "Quarryside".



### Swire Symphony Under The Stars

Swire Symphony Under The Stars, the Hong Kong Philharmonic Orchestra's hugely popular free outdoor concert at the Central Harbourfront, returned on 13th November, after a two-year absence. The 2021 event was a "hybrid" one, which was also livestreamed through the HK Phil website, official Facebook page and YouTube. Hong Kong-born conductor Wilson Ng led an evening of joyous

dance music by Wagner, Saint-Saëns, Tchaikovsky, Piazzolla, Johann Strauss II, Anderson, Brahms and Khachaturian, and the musical extravaganza was compered by popular presenter, Harry Wong (Harry Gor Gor). As usual, the concert concluded with a spectacular fireworks display over Hong Kong Harbour.



### Remembrance Day

Richard Kendall, HAECO Group's Chief Commercial Officer, attended the Remembrance Day service in Hong Kong on 14th November, on behalf of the Swire group. The ceremony commemorates those who lost their lives in defence of freedom in two world wars and various conflicts since. This year, due to COVID-19 restrictions, only senior government representatives and members of the consular corps were able to lay their wreaths in person at the base of the Cenotaph in Statue Square. Richard, however, was able to identify the Swire wreath at the base of the Cenotaph following the ceremony. He noted that: "This year's event was particularly poignant, as it marked the 80th anniversary of the Battle of Hong Kong. Remembrance Sunday is also associated with charity fundraising by the sale of poppies, the proceeds from which are used to support service veterans and their families in Hong Kong."





### JS&S Vietnam funds vital PPE

Despite initial success in controlling the pandemic, by the end of August 2021, Ho Chi Minh City had seen a total of 420,000 COVID-19 cases since the devastating “fourth wave” began in April. In the face of this rapid spike, most public-sector hospitals switched to treating COVID-19 patients exclusively. One of the biggest challenges was that hospitals lacked sufficient respiratory medical equipment and personal protection equipment for doctors and front-line health workers. To lend support, John Swire & Sons’ Vietnam Representative Office partnered with other businesses, as well as The Rotary Club Saigon, to donate 8,000 N-95 medical masks to two hospitals treating the most severe patients, as well as 10 oxygen concentrators, which filter and concentrate oxygen molecules from the ambient air. As part of the campaign, the Rotary Club also raised over US\$200,000 to fund 150 machines.

JS&S Vietnam is proud to have played a small but important role in supporting the city through this crisis.



### Building connections for 20 years

Taikoo Place and Cityplaza have recently hosted an exhibition celebrating two decades of work by the Swire Properties Community Ambassadors Programme – a growing network of volunteers that includes staff and their families, friends, business

partners, tenants, and customers. The event highlighted how the programme builds connections and empowers people by tapping into collective resources of time, creativity, and skills to bring about positive change in the community.



Chief Executive of Swire Properties Tim Blackburn and Hong Kong's Olympic cycling medalist Sarah Lee (centre) officiated at the launch of the 'Community Ambassadors Together for 20 Years' roving exhibition.

### White Christmas Street Fair 2021

The White Christmas Street Fair, Swire Properties' year-end community celebration, opened on 2nd December after a two-year hiatus due to COVID-19. Featuring a Taikoo Sugar Refinery-inspired theme, the event has once again raised funds for Operation Santa Claus, one of the largest charitable donation drives in Hong Kong. The four-day event was

conceived, designed, and run by Swire Properties Placemaking Academy students: seven local university students, who took part in a six-month apprenticeship that involved collaboration with Swire Properties staff, designers, and community stakeholders to bring their ideas to life.



### Partnering UNICEF

In 2021, Cathay Pacific joined the UNICEF Humanitarian Airfreight Initiative to deliver COVID-19 vaccines and medical supplies around the world. Cathay Pacific Cargo has developed its Vaccine Solution to offer high-quality assurance for the fast, efficient shipment of COVID-19 and other vaccines across its network. Meanwhile, Cathay Pacific's annual "Change for Good" appeal in aid of UNICEF raised HK\$1.56 million in 2020 – a hard-won result, given donations comprise spare change collected from passengers travelling on Cathay Pacific flights.



Beneficiaries of UNICEF aid: children at a government primary school in India are socially distanced while they study.

Photo credit: Prashanth Vishwanathan/UNICEF India/2021



### Beach clean-up

Swire Coca-Cola Taiwan ("SCCT") encourages staff to participate in community activities and "give back" through volunteer services. In 2021, SCCT launched a scheme that provides employees with four hours paid leave to take part in volunteering activities.

In October, SCCT organised a beach-cleaning event for staff at Guanyin Beach in Taoyuan. Ninety-three

employees took part in the day's event, collecting a total of 664.1kg of garbage, including 646.2kg of unrecyclable material, 2.7kg of recyclable glass, and 15.2kg of PET packaging, and clocking up 372 volunteer hours.



Sorting garbage into recyclable and unrecyclable materials during the beach clean-up.

### Finlays supports Kenyan students

James Finlay Kenya has announced the 2021 recipients of the Swire Masters Scholarship Award.

The Scholarship is awarded annually to two students from the areas in which James Finlay Kenya operates: one from Kericho County and one from Bomet County. The scholarship programme is administered by the Finlays Community Trust, an organisation that seeks to empower local communities and nurture sustainable growth in Kericho and Bomet Counties.

This year's Scholars are Mr Emmanuel Kiplangat Koech from Kericho, who has secured a place to study a Masters in Advanced Electrical and Electronic Engineering at the University of Leicester in the UK, and Ms Joylyn Cherotich from Bomet County, who will be studying for an MSc. in Civil Engineering at the University of Plymouth. Launched in 2012 and funded by Swire, the scholarships cover tuition fees,

return air tickets and a stipend to cover accommodation and basic living costs for the term of the course. Nineteen students have so far benefitted from the Scholarships.

Joylyn and Emmanuel (centre) at the ceremony to announce the Swire Masters Scholarship Award.





### ***Pacific Guillemot* rescues Angolan fishermen**

On 6th September, Swire Pacific Offshore's Platform Supply Vessel ("PSV"), *Pacific Guillemot*, rescued 16 fishermen who were drifting in life rafts off the coast of Angola, following the sinking of their vessel, *Onda Mar*. The rescued men were later handed over to authorities at Sonils Base, Luanda. The rescue required the PSV's crew to mitigate a number of potential risks involved in bringing the castaways on board, including increased reports of pirate attacks in the area, and the necessity of conforming in as far as possible with COVID-19 protocols while carrying out the exercise. Once on board, there was also a language barrier to be overcome, in order to communicate with the Portuguese-speaking fishermen, and Google Translate came into its own.

The Maritime and Port Authority of Singapore later commended *Pacific Guillemot*'s Master, Captain Mark Hart, and his crew for their outstanding professionalism.



Captain Mark Hart (left) and his team on board *Pacific Guillemot*.

### **Most Respected Organisation**

Swire Pacific has been named one of the "Most Respected Organisations" by The Hong Kong Management Association ("HKMA"), recognising the Swire group's remarkable contribution to the economic growth and development of Hong Kong and the region over the past six decades. The award has been created to commemorate HKMA's 60th anniversary.



Swire Properties' Chief Executive, Tim Blackburn, receives the award on behalf of Swire Pacific from the Chief Executive of the Hong Kong SAR, Mrs Carrie Lam.

### Responsible Enterprise of the Year

In October, John Swire & Sons (China) Limited was named “2021 Responsible Enterprise of the Year” at the 17th China Corporate Social Responsibility Forum in Beijing. The forum is the Chinese Mainland’s most prestigious sustainability awards scheme. Accepting the honour from Madam Chen Zhili, former State Councillor and Vice Chairman of the Standing

Committee of the 11th National People’s Congress, John Swire & Sons (China) Ltd. Chairman Zhang Zhuoping spoke of Swire’s four pillars of commitment to pandemic and disaster relief, education, sustainability, and rural revitalisation.



Zhang Zhuoping (centre, left) receives the award from Madam Chen Zhili (centre, right).

### Global sustainability leader

The latest Dow Jones Sustainability World Index (“DJSI World”) names Swire Properties as the leading real estate company in Asia for its sustainability performance and ranks the company seventh out of 237 real estate companies around the world. Swire Properties has risen to third place globally in terms of its “Environmental Dimension” score, demonstrating its exemplary performance in environmental governance, climate strategy, energy and water management, resources, and circularity, as well as green building investment. Swire Properties is the only Hong Kong company to be listed on DJSI World.

Swire Properties has also been named “Global Sector Leader” (Mixed Use Developments category) by the Global Real Estate Sustainability Benchmark (“GRESB”). It is the fifth consecutive year that the company has received this accolade and GRESB has

also awarded Swire Properties an “A” rating for Public Disclosure for the fourth year in a row. The company once again ranks as No. 1 on the Hang Seng Corporate Sustainability Index for its industry-leading work and has maintained its “AAA” rating – one of only two companies to receive the Index’s highest rating in 2021.

Swire Pacific has meanwhile been listed on the latest Dow Jones Sustainability Index – Asia Pacific, and the Hang Seng Corporate Sustainability Benchmark 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 was awarded an “A-” rating for its response to CDP Water Security questionnaire and maintained a “B” rating for CDP’s Climate Change questionnaire.

### Swire Properties recognised at the CODAwards

Swire Properties has won two "Merit" awards in the ninth annual CODAwards, which celebrate projects that successfully integrate commissioned art into interior, architectural or public spaces. This year's awards saw 374 entries from 19 countries around

the world. Swire Properties was recognised for its "Please Be Seated" Chinese Mainland tour and for The Middle House hotel – highlighting the company's continued commitment to placemaking and integrating arts and culture into everyday life.

Commissioned by Swire Properties from British design firm Paul Cockledge Studio, "Please Be Seated" aims to engage communities through an interactive experience with art.



### Ultra Track solution wins leading enterprise award

Cathay Pacific has been named "Best in Future of Connectedness" at the 2021 IDC Future Enterprise Awards for its development of Ultra Track: a next-generation track-and-trace solution that uses Bluetooth Low Energy data-loggers to monitor shipments' GPS location and temperature in a near-real-time manner, making it ideal for temperature-sensitive and other special shipments. Staff at Cathay Pacific Cargo's Operations Control Centre as well as shippers are able to track and monitor the shipments' status, including specific parameters such as vibration, humidity, and light exposure.

The launch of Ultra Track was brought forward to meet the unprecedented logistical challenge for the air cargo industry of distributing urgently needed COVID-19 vaccines globally. Ultra Track has transformed the way temperature-sensitive pharmaceutical shipments are handled, ensuring life-saving medications can be successfully delivered around the world.



### Swire Hotels honoured

Swire Hotels' House Collective won top honours in the TRAVEL + LEISURE World's Best Awards 2021. The Opposite House, Beijing, was ranked third in the "Top 100 Hotels in the World" and first in the "Top 15

Asia City Hotels"; it also topped the "Top 5 Hotels in China" category, with The Temple House in Chengdu coming second and The Upper House in Hong Kong in fourth place.



The Opposite House, Beijing



The Temple House, Chengdu



### Supreme Motors tops Mercedes-Benz awards

Mercedes-Benz Taiwan has named Supreme Motors 2020 "Dealer of the Year"; it is the third time the company has won the accolade since its establishment in 2015. Supreme Motors also won awards for "Sales of the Year" and "Workshop of the Year", along with various individual merit awards in the car sales and aftersales categories.

The Supreme Motors team celebrated their win with senior management from Mercedes-Benz Taiwan.

# Leading a winning team

*After 34 years with the group in various management roles around the world, Guy Bradley took over the helm of Swire Pacific in August 2021. In an interview with Swire News, he outlines his personal leadership style and his priorities for the future.*



Recently appointed Chairman, Guy Bradley, reveals how he intends to keep Swire Pacific at the top of its game.

*I just don't want to sit still  
and I want us all to be at  
the top of our game.*

**As Chairman, what sort of leadership style should we expect?**

I am just highly competitive. My younger days playing international level squash taught me a lot about teams, about people and about winning (Bradley was once ranked No. 2 in the USA and also represented Japan whilst posted there in 1989). It was a great foundation for me and has driven my leadership style ever since.



Guy competing at the Northern California Championship Final in 1989.

I push people hard but I listen too. I just don't want to sit still and I want us all to be at the top of our game. That's what drives me and makes me want to encourage others to excel.

**What about your priorities now you are in the top job?**

The strategy is very clear which is always a good thing when setting priorities. We know what we want to do: build out the pipeline in property, add scale to the beverage business, reposition and re-structure in aviation and get ready for a post-COVID take-off. Then there's healthcare which I suspect will take up lots of my time over the next few years.

**Any room for improvements?**

One thing I do want to speed up on, is digital. We are not as digitally advanced as we need to be across all our operating companies. We need to recognise that. We are not trying to become a tech company but we need to drive value where technology can do that. Data analytics is huge and that applies to loyalty programmes at Cathay Pacific and CRM programmes for retail customers in our shopping malls at Swire Properties and

Swire Resources. My job is to focus everyone on getting better in the digital space and that's what we'll do.

**Where do you see the big opportunities for Swire Pacific?**

The story I'm excited about is Hong Kong within the Greater Bay Area ("GBA"). Just as you read about Tokyo Bay or the San Francisco Bay Area, we now have the scale factor to add to all the things that make Hong Kong successful. From a development point of view, this is where the future lies for us. We have started well in Guangzhou where we have a strong position, but we need to do more in Shenzhen. Given that we want to invest more in the GBA, we could not be better placed here in Hong Kong, in the middle of it all.

**How do you see Swire's position in the Chinese Mainland?**

I think we are quite well positioned in the Chinese Mainland. We have very strong relationships with communities from district government down to the local neighbourhoods. Given our track record, we are seen as a trusted



*The story I'm excited about is Hong Kong within the Greater Bay Area. From a development point of view, this is where the future lies for us.*

member of those communities – that's really important. For example, in Taikoo Li Sanlitun, in Chaoyang District, in Beijing, we created an exciting lifestyle destination. Over the last ten years, we have built such a good model for community development and investment that we were offered more opportunities to participate in new projects in the district. Similarly in Chengdu, we have established a good reputation and a huge amount of trust. In 2020, during the lock down in Wuhan, Swire Coca-Cola supported the Wuhan municipal government in its relief effort and our bottling plant rapidly resumed production to support the normal functioning of the city once the pandemic eased. This is another strong example of how we build trust in the community.

### **What about Hong Kong – will that become less important with new opportunities in the Chinese Mainland and elsewhere in Asia?**

It's really important to say that opportunities elsewhere do not mean we are reducing our investment or our confidence in Hong Kong. This is our home. The vast majority of our assets are based here. What is happening at Taikoo Place is huge in terms of confidence in the future of the city.

We call it a global business hub and that's what it's become. It's really exciting. Pacific Place is our flagship asset and the fundamental advantages that Admiralty has, with new transportation lines coming in, will only get stronger. Away from property, look at Cathay Pacific. It is Hong Kong's carrier and now we have an exciting opportunity for growth with Hong Kong Express. We want Hong Kong to be the major aviation hub for southern China.

### **How hard has the impact of the pandemic been on the business?**

All of our businesses have faced enormous challenges as a result of the pandemic and our aviation business has been the hardest hit. Cathay Pacific now has the dual tasks of dealing with the near-term challenges brought about by COVID and getting ready for the future. HAECO's portfolio has also been severely impacted, particularly the line maintenance business in Hong Kong. While the short term outlook is somewhat volatile, the team is busy with many projects that help reshape the business in all its markets.

### **What about the staff and their morale?**

It's been a hugely difficult time for our staff. It has been hard for them to take proper holidays and many

of them were separated from their families for a long time because of the restrictions on travel. Not forgetting that prior to COVID, in Hong Kong, we also had a year of social disruption, so it's two to three years now that our people have gone above and beyond what they are normally required to do. They have really stepped up. If we didn't have such a strong people culture, we would not have weathered the last three years so well. A huge amount of credit must go to the people we have. It's very heart-warming for me to see them meet those challenges.

### **Are people an important part of your job?**

The first and most important decision is putting the right person in the right role. Swire at a senior level does this all the time – we all invest a tremendous amount of time on this. Managing people, moving people into different key roles, people selection, people motivation – for me it's almost half my job. If I get those things right, good things tend to follow. Swire has a culture which is very people-focused.

### **On a lighter note, how do you relax away from work during stressful times?**

I stopped playing squash. After 25 years, that was enough. I still golf, run and hike. I also enjoy yoga.



Enjoying yoga in his spare time.

I haven't got into the meditation side yet but the flexibility it brings as you get older is very important.

### Looking back, any favourite posting during your 34 years with the company?

I don't really have a favourite but the variety was what interested me the most. My first job was in Papua New Guinea and my second was in Japan – such very different places! If you ask me where I call home – it's here in Hong Kong. It's efficient, pragmatic, dynamic and culturally layered. It's such a world class city.



At the Community Ambassadors' Books for Love charity sale in 2016.



At the Swire Properties' annual staff dinner 2017.





# Navigating the future

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*Celebrating the 150th anniversary of The China Navigation Company in 2022, Swire Shipping and Swire Bulk are charting a course for a strong and sustainable future.*

*Both Swire Shipping and Swire Bulk plan to remain within their existing sectors where they have built expertise and track record.*

The waters have certainly been turbulent for the international shipping sector over the last year but by combining flexibility with their traditional core values, Swire Shipping and Swire Bulk are achieving strong results.



**Sam Swire, China Navigation Company Chairman**

"With Swire Shipping and Swire Bulk we are active in two major segments of the shipping industry – both are performing well in the current high market, and will continue to reap the benefit of several years of shareholder investment, says China Navigation Company ("CNCo") Chairman, Sam Swire.

With the pandemic causing unprecedented global supply chain disruption, Swire Shipping is successfully weathering the extremely challenging operating conditions to take advantage of historically high freight rates, as it celebrates its 150th anniversary.

"The good news is that our 150th will be our best year ever which is a good start for the future," says James Woodrow, Managing Director of Swire Shipping which changed its name from China Navigation Company in October 2021.

Woodrow explains that the name change was seamless and logical as the business was already widely recognised as Swire Shipping and the move has been well received by customers in core Pacific markets. The name change has also coincided with some excellent results.

"Business is good," says Woodrow who explains that the global supply chain disruption and log jams have created a shortage of assets from ships and berths, to warehouses and manpower. This supply squeeze, combined with consumer

demand shifting away from services to products, has driven up freight rates to record levels.

"Some 12% of the global fleet is at anchor waiting to go into port – it's normally about 2-3%," says Woodrow.

It is a very similar story at Swire Bulk, formerly the dry bulk division of CNCo, which separated into an independent company within the Swire group, in January 2021.

"We are in a very good market with substantial profits made last year which were significantly above forecast," says Chief Executive Officer, Peter Norborg. Swire Bulk shares the same rich heritage as Swire Shipping and both companies can trace their roots back to 1872 when John Samuel Swire founded The China Navigation Company. His company started transporting cargos of soya bean cake from Manchuria in China, to the lower River Yangtze, on Mississippi River-style paddle steamers. As Norborg explains, Swire Bulk will celebrate a double anniversary in 2022:



"We are one year old but we are also 150 years old – we are very conscious as a management team of the history and it dictates how we conduct our business," he says. While business is strong and forecasts are optimistic, both companies have had to be extra agile and adaptable to take full advantage of extremely testing operating conditions – something that John Samuel Swire might well have admired.

### **Adaptable and flexible**

For Swire Shipping, the disruption created a key opportunity in trans-Pacific trade. The company switched about 10% of its capacity from traditional Pacific trade to shipments from China and East Asia to Pacific Northwest ports. While the 2,400 TEU to 2,700 TEU capacity of a Swire Shipping vessel is relatively small, it can still be highly effective. For example, Woodrow explains how one key customer, a big importer of furniture into the USA had thousands of containers stacked up in Vietnam, one of their major production sites, causing supply disruption. Being smaller, Swire container vessels were able to navigate up the Saigon River to Ho Chi Minh City, load containers and ship them directly to Everett in Washington state on the US west coast. This by-passed log jams and avoided queues for berths in big ports like Los Angeles and delivered an imaginative solution for their customer.

On any day, Swire Bulk has 140-160 vessels operating worldwide and the company currently owns 32 of them. The unusually high freight rates for container shipments have also called for some agile and unorthodox approaches:

"We are now carrying containers on bulk carriers – it can be more profitable to transport 200 containers across the Pacific, than 40,000 tons of cement," says Norborg, who adds that some customers are reconsidering whether their goods would be better shipped as break bulk rather than by container because of the recent increase in rates.

### **Safeguarding staff from the impacts of COVID-19**

While the pandemic has caused much of the disruption which has driven up rates, it has also created a huge challenge for management and placed an enormous burden on ships' crews.

"For us, the safety of our crews and shore staff is always the number one priority," says Woodrow who explains how constantly changing pandemic travel restrictions have meant that crew changes for some of the 1,000 or so seafarers on the company's books are often disrupted. This means tours of duty have to be extended, putting extra strain on ships officers and crews. "While a usual tour might be four to

eight months, some seafarers have been away for in excess of 12 months despite us doing everything we can to help them," says Woodrow and those support measures have included diverting vessels to southern Myanmar so crew members could get home.

As Woodrow points out, seafarers often can't go ashore when their ship is berthed in port; not even for a short walk or to do some shopping. It's also tough for those stranded ashore unable to join their ships and provide an income for their families.

Swire Shipping has done everything possible to mitigate the problems, support their staff and communicate the changing schedules effectively to minimise uncertainty. As a result, Woodrow says morale has been, "remarkably high amongst our officers and crew and they have been very understanding."

### **The 150th anniversary today**

For both these modern shipping companies operating with an international footprint, the 150th anniversary represents much more than an interesting historical anecdote or a footnote for annual reports.

"The history has relevance and that is part of the reason why we changed the name from CNCo to Swire Shipping because most of our



*Moresby Chief – Swire Shipping's container vessel.*

customers know us as Swire's. The Swire name has real value because of the history and the values it represents: Continuity, Teamwork, Humility, Excellence, Endeavour and Integrity," says Woodrow. There are even some common challenges from the old days, as piracy, pandemics and foul weather can still affect the shipping industry.

"The history comes with a responsibility but it provides our identity, our core values and it provides a real competitive advantage," says Norborg.

### **Navigating the future**

Both Swire Shipping and Swire Bulk plan to remain within their existing sectors where they have built expertise and track record. The current strong markets and challenging operating conditions are forecast to continue well into 2022 and both companies are forecasting excellent results in their 150th year.

Growth beyond that may depend on whether current customer preferences towards using smaller ships/smaller ports and switching cargos from containerisation to

bulk, becomes part of a longer-term change. This is what Woodrow calls the, "64-million-dollar question".

Woodrow sees Swire Projects division as the key to growth outside the more traditional sectors. It provides specialist shipping services to the energy, resource and infrastructure sectors in the global project logistics market and is currently highly-focused on the wind energy sector.

The company is investing in special multi-purpose vessels capable of shipping huge wind turbine blades



and other key components from factories in China, Malaysia and Indonesia to the increasing number of wind farm sites in Europe and the USA.

### Sustainable shipping

Swire Shipping and Swire Bulk operate within an industry which is committed to achieving the highly ambitious goal of zero carbon shipping by 2050, so the sustainability agenda is embedded in all business planning and investment.

It also reflects a wider commitment to sustainability across the group. John Swire and Sons is a partner in the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping. This not-for-profit, independent research and development centre, seeks to accelerate the transition towards a net-zero future for the maritime industry.

“There is not a day goes by that we are not discussing sustainability and reduced CO<sub>2</sub> emissions, and it’s also rising to the top of the agenda with customers,” says Norborg.



*Kaifong – Swire Bulk’s bulk carrier.*

Increased regulation and the drive to zero carbon supply chains could also offer competitive advantage in shipping markets but as Woodrow explains, the commitment is more profound than that.

“For Swire Shipping, sustainability is particularly important because the communities we serve, like the Marshall Islands or Kiribati, are likely to disappear under water if we don’t meet current targets for limiting global warming,” he says.

### A sustainable future built on tradition

The 150th anniversary in 2022 is a major milestone for Swire Shipping and Swire Bulk and underlines the importance of history and traditional values to both companies, as part of their unique market identity and the way they conduct business. The

recent unprecedented operating challenges also serve as a useful reminder that it is easy to be blown off-course in shipping, if you don’t adapt and change.

“The constant factor in shipping is that it is never a dull day – there are always surprises,” says Woodrow and the CNCo Chairman echoes the sentiment:

“We have a responsibility to ensure that we remain well placed for the inevitable market downturn, though as ever with shipping, it is very hard to know when that will be. I am confident, though, that we have positioned ourselves well for whatever challenges come down the line,” says Sam Swire.

# Swire Shipping's "Mental Health Day"



Ship's personnel on *Eriskay* share snacks and discuss the importance of looking after their mental health.



Crew member Soriano Leroy gets into the swing of a karaoke/dance session on *Suva Chief*.

Swire Shipping recently initiated a company-wide Mental Health Day, giving staff time off to relax, de-stress, socialise and take part in activities designed to boost morale and enhance mental wellbeing. The pandemic conditions have been particularly difficult for sea staff: global air travel restrictions and quarantine requirements have made travelling to and from their homes challenging, and there has been no access to shore leave when in port. Office staff have meanwhile had to cope with the challenges of remote working. The importance of looking out for colleagues and taking time to lend a sympathetic ear or talk through issues were key findings of the day. Staff were encouraged to send in photographs of their activities, which included cards and board games, karaoke, dancing and walking in the mountains.



Swire Shipping's Commercial Manager, Europe, William Hamilton, takes his dog for a bracing walk in the Irish mountains.



# Pink Friday

On 19th November, Swire group staff came together with tenants and the stakeholders at Taikoo Place to mark Pink Friday at an event at Tong Chong Street Market. Pink Friday aims to promote LGBT+ inclusion in the workplace, with participants encouraged to wear pink to show pride and support for their LGBT+ colleagues. This year Swire highlighted the importance of fostering a safe, accepting, and inclusive workplace environment by being “visible allies” for the LGBT+ community.



# TaiFoong Trophy



An honourable draw was declared at the conclusion of the annual TaiFoong Trophy golf tournament between Swire and HSBC, held on 12th October at the Shek O Country Club. Pat Healy, Chairman of Cathay Pacific and Swire Coca-Cola, was the winner of the nearest-to-the-pin award and Swire Properties Sales Manager, Residential Overseas, Thomas Rhodes got the longest drive award. “TaiFoong” is an amalgam of the two organisations’ Chinese business names: Taikoo (“Great and Ancient”) and Wayfoong (“Abundance of Remittances”). The event celebrates the strong ties between two of Hong Kong’s oldest companies.





