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各位讀者：

在領匯成立的第六個年頭，出版這本企業刊物(包括印刷及網上版)，向大家報道領匯的最新資訊，與各持份者進一步互動，是我們在溝通工作方面的另一新里程。

2011年12月22日，我們宣布會以5.884億港元收購位於將軍澳坑口的海悅豪園。這是繼去年6月收購同區南豐廣場後的第二個項目，亦是我們發展增長模式的三大重要範疇之一（見圖）。

收購南豐廣場後，我們立即因應附近居民的日常需要，增設該商場一直欠奉的自動櫃員機及麵包店，並在週六、日在商場設置短期展攤，售賣場內缺乏的商品如童裝或廚具，令場內貨品選擇更多元化，與現有租戶互相補足，已成功帶動商場人流，為商戶帶來生意。海悅豪園與同屬我們的南豐廣場及厚德商場，相信可創造更大協同效應和組成更龐大的租戶網絡。

收購物業除可善用過去六年累積的寶貴經驗，提升整個組合的收入，我們更希望藉著購入穩定回報的優質物業，與現時擁有的物業發揮協同效應，令各方面都進一步得益。

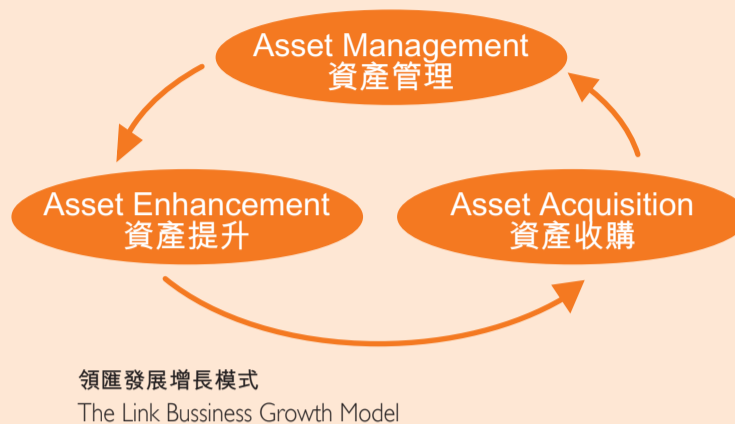
我們的發展及增長，還有來自資產管理和資產提升兩大範疇的貢獻。所謂資產管理，是透過精益求精，以客為本的租賃和物業管理，不斷提升我們物業的價值；至於資產提升，則是藉著活化商場，或商場的重新定位，來達至相同的目標。

我們在資產管理及資產提升的工作，過去六年不斷進步，成績有目共睹，全賴全體同事的努力、居民及地區的認可支持。領匯獨立上市之後，政府不再持有相關物業及領匯的任何股

份，讓我們有更大的發揮空間，能在上述三個範疇持續增長及發展。展望未來有了這個增長的堅實基礎，我們將可百尺竿頭，再接再厲，為員工、商戶、市民、社區、環境創造多贏局面。

踏入新的一年，我謹祝大家新年進步，心想事成、萬事如意！

執行董事兼行政總裁
王國龍
2012年1月



領匯農曆新年賀卡：
祝您心想事成 豐衣足食
The Link CNY greetings

封面故事 | Cover Story

赤柱廣場2.27億大翻新 為香港打造海濱悠閒新熱點

HK\$227 Million Renovation of Stanley Plaza Waterfront Hotspot for Leisure and Travel

位於港島南區的赤柱，氣氛悠閒，向來是本港的旅遊熱點。去年底重新開幕的赤柱廣場，在完成2.27億港元的資產提升工程後，不但令人耳目一新，更成為領匯旗下首個歡迎寵物的商場。商場大樓與赤柱海濱長廊及赤柱大街相連接，營造本港少有寫意的度假氣氛，提升遊人的體驗，帶動更多本地及旅客人流，是領匯又一次成功經驗。



領匯主席蘇兆明先生(中)、行政總裁王國龍先生(右)及著名本地時裝設計師鄭兆良先生(左)主持赤柱廣場開幕儀式，標誌商場邁進新里程，成為港島區適合一家大小的地標性消閒熱點。
Mr Nicholas Sallnow-Smith, Chairman of The Link (middle), Mr George Hongchoy, Chief Executive Officer (right) and Mr Barney Cheng, renowned fashion designer officiated at Stanley Plaza's grand opening, marking the launch of Stanley Plaza as a new family-oriented lifestyle destination.

周末嘉年華 精彩節目免費欣賞 Free and Exciting Weekend Carnivals

翻新工程後，全新的露天廣場不但把商場大樓與赤柱海濱長廊及赤柱大街相連接，讓遊人可以迎著海風，悠然閒坐，欣賞於周末及假日舉行的表演及消閒活動。

配合赤柱廣場重新開幕，領匯於去年11月19日起，連續三個周六日於露天廣場分別舉行「赤柱南區節拍」、「國際美食音樂節」及「海濱寵物嘉年華」，供所有人士免費欣賞。在「國際美食音樂節」舉行期間，更吸引不少本地及海外遊客到臨，商場人流亦較其他周末上升近兩倍（有關赤柱廣場吸引中外遊客的活動，請參閱第16頁）。

A relaxing zone in Southern District, Stanley has always been a popular spot for tourists. After a HK\$227 million renovation, Stanley Plaza reopened at the end of last year with a sparkling facelift. It is the first dog-friendly shopping arcade under The Link and creates a unique leisure atmosphere for both local and overseas visitors as a welcome boost to the city's tourism. The revamped Stanley Plaza is another successful project by The Link.

A number of events have been held after the Plaza was launched including "Sounds by the Sea", "World of Food and Music" and "Paws by the Sea" that attracted domestic and overseas travellers and doubled the footfall during weekends.



王敏德連同 MW Blues Band 在赤柱露天廣場演出，現場氣氛澎湃，觀眾悠然自得。
Michael Wong and his MW Blues Band performed at the Amphitheatre of Stanley Plaza.

Dear Readers,

As The Link embarks on its sixth year, we are launching this corporate newsletter (printed and online) to deliver the latest news of The Link and to improve interaction with our stakeholders. This marks a new milestone in our communication efforts.

On 22 December 2011, we announced our acquisition of Maritime Bay in Hang Hau, Tseung Kwan O for HK\$588.4 million. This is our second acquisition since we bought Nan Fung Plaza in the same area last June. Acquisition is one of the three major drivers of our Business Growth Model (see illustration).

After our acquisition of Nan Fung Plaza, we responded promptly to the daily needs of local residents by setting up the much-needed ATM machine and a bakery in the shopping centre. Short-term stalls selling products such as children's clothing and kitchenware are set up on weekends, to complement existing tenants and to expand product variety at the venue. This has successfully increased visitor flow and business for our tenants. Under our management, we believe that the shopping centres at Maritime Bay, Nan Fung Plaza and Hau Tak Shopping Centre can create greater synergy and form a more extensive tenant mix.

Asset acquisition enhances our portfolio's revenue and it utilises our six years' experience in asset management. In addition, we hope to instill greater synergy

into our portfolio of properties through the acquisition of quality assets with stable returns, which further benefits all stakeholders.

Our Business Growth Model has two other contributors – Asset Management and Asset Enhancement. Asset Management continually enhances the value of our properties with effective leasing and property management strategies while Asset Enhancement achieves similar goals through the rejuvenation or repositioning of shopping centres.

We have achieved significant success in both asset management and enhancement over the past six years, thanks to the efforts of our staff as well as the recognition and support from local residents and the community. Since The Link is now an independent and publicly listed entity, the government no longer owns any of our properties or shares. This has allowed us greater room for development as we achieve continuous growth arising from the three aforementioned areas. With such a solid foundation, we look forward to further progress and achievements in the days to come, for the benefit of our staff, our tenants, the community and the environment.

I wish you all a happy and prosperous new year.

George Hongchoy
Executive Director and CEO
January 2012



歡迎狗隻到訪 吸引一家大小 Dog-friendly Plaza for Families

今時今日，市民到商場已不只為購物，而是追求一種體驗。赤柱廣場的海景和悠閒氣氛，正好為遊人帶來嶄新的時尚消閒體驗；假日來到這裏，可以好好享受海風，吸一口新鮮空氣。

翻新後，赤柱廣場成為領匯旗下首個歡迎狗隻光臨的物業，場內設有專供狗隻及其主人使用的升降機，亦安裝收集箱，方便遊人為狗隻清理，並有暫留狗隻設施。

After the renovation, Stanley Plaza is the first dog-friendly property under The Link. There are specially dedicated elevators for dogs and dog owners, and collection boxes around the venue for the visitors' convenience in cleaning after their dogs. Dog sitting services are also available.



赤柱廣場是領匯旗下首個歡迎狗隻光臨的商場。
Stanley Plaza is The Link's first dog-friendly shopping centre.

增設露天雅座 加添度假氣氛 New Outdoor Seating Boosts Holiday Mood

據領匯項目發展總經理范世牧 (Emmanuel Farcis) 形容，赤柱廣場於1999年落成，但受原有物業設計及佈局所限，未能有效利用商場各樓面及天然環境。「今次的翻新工程實在是一個難能可貴的機會，讓領匯可以重點提升遊人整個體驗，包括購物、飲食和娛樂，目的是為居民及公眾提供一個綠色休閒的環境、一個地標式的旅遊熱點。」

樓高六層的赤柱廣場，翻新後提供逾45個優質零售及餐飲選擇，每層均設有零售主題，方便遊人購物。「地下增設的露天雅座，希望營造寫意的度假氣氛讓遊人可以自由休憩、閱讀、繪畫、各適其式，充分享受悠閒環境。」范世牧說。

The Link has not only enhanced the all-round visitor experience at Stanley Plaza from shopping, dining to entertainment, but also set out to create a green relaxing environment and a landmark tourism spot for residents and the public.



領匯項目發展總經理范世牧 (右) 說，赤柱廣場將為遊人提供全新的體驗。左為市場策劃及推廣主管黃端華。

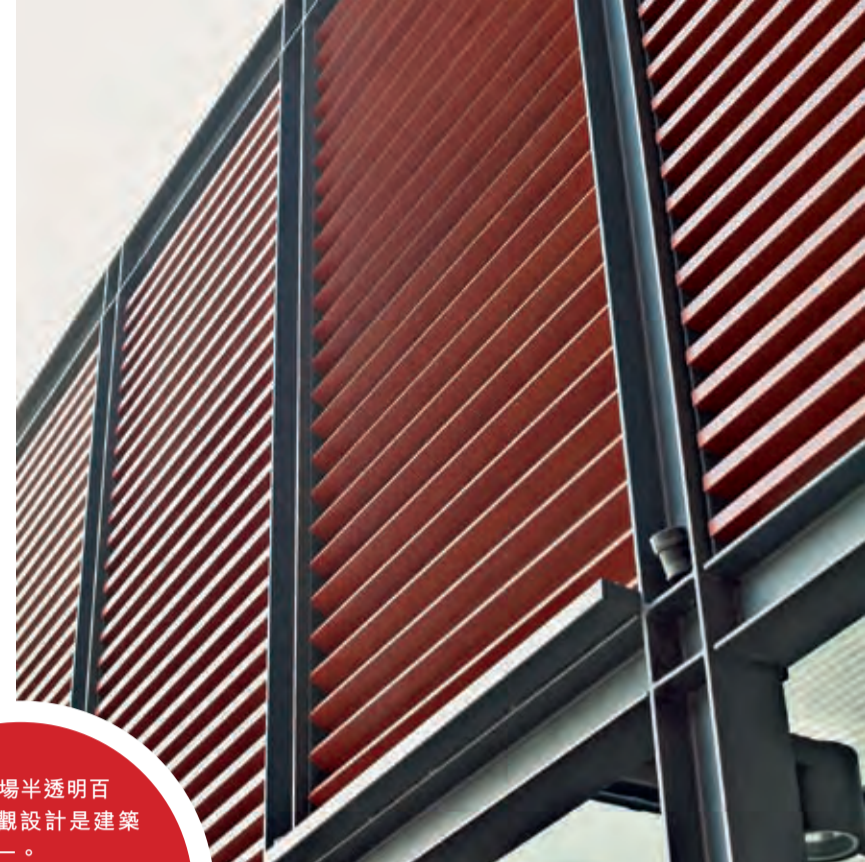
Mr Emmanuel Farcis, General Manager – Development (right) said that Stanley Plaza will bring visitors a brand new shopping experience. On the left is Miss Hilda Wong, Head of Marketing.



仿木「百葉簾」外觀 矚目新地標 建築新時尚 Wood Tone Blinds-Shaped Exterior A Dazzling Landmark in Stanley

已成為赤柱新地標的赤柱廣場，其半透明、不同弧度「百葉簾」式的外觀設計是建築設計特色之一，旨在美化建築物的外觀，並透過遮光效果達至節能，而所選用的暖木色調更與周遭自然環境互相呼應。此項目更是首個領匯物業將獲香港環保建築協會頒發最高白金評級（另文見第9頁）。

項目發展總經理范世牧表示：「半透明的設計可以引入自然光，場內商舖也改用落地玻璃，甚至新增的露天雅座、四樓的觀景台等，都讓遊人身處不同角落，仍可欣賞四周景觀。」至於設有300座位的露天劇場也由以往的不透光帳幕，改為玻璃天幕，令四周視野了無阻隔；露天劇場又把商場大樓與赤柱海濱長廊及赤柱大街相連接，收廣納客源之效。



赤柱廣場半透明百葉簾式外觀設計是建築設計特色之一。
Stanley Plaza dazzles with its exterior that takes the shape of wood-tone blinds of varying angles.

A new landmark in Southern District, Stanley Plaza dazzles with an exterior that takes the shape of wood-tone blinds of varying angles. Beyond its striking appearance, the architectural feature saves energy through shading, and its warm wood tone echoes the surrounding natural scenery. It is the first property under The Link to receive the Platinum Standard Certificate from the Hong Kong Building Environmental Assessment Method Society.



樓高六層的赤柱廣場翻新後提供逾45個優質零售選擇，特色店舖推介有：

The 6-floor Stanley Plaza now offers more than 45 high quality shops including the following:

白宮聖誕裝飾設計師首店進駐

White House Christmas Designer Opened His First Shop at Stanley Plaza

每年都為美國白宮設計聖誕佈置的設計師Jim Marvin，首間在港開設聖誕特色商品店Jim Marvin Designer Christmas亦落戶赤柱廣場。他表示：「赤柱是個獨一無二的地點，既遠離繁忙的市中心，交通亦十分方便，而且環境充滿大自然氣息，位置靠近海邊，景色優美，令人心曠神怡。這裡感覺很開揚，你可以在此度過愜意悠閒的時光。」

World-renowned designer, Jim Marvin, well known for his fabulous Christmas decorations for the White House each year, opened his first pop-up Christmas outlet in Hong Kong at Stanley Plaza.



本地原創家品店 G.O.D.

Original Local Brand

住好啲第八間分店選址赤柱廣場一樓，間隔闊落，樓底亦高，又面向赤柱海邊，營造一種海邊度假的閒適氣氛。該店以小家品為主，並把旗下品牌的服飾與家品類分為兩個區域。店外更設有裝飾牆，雕畫懷舊唐樓外貌，成為該店的特色。

G.O.D.'s eighth store is located on the first floor of Stanley Plaza. A spacious shop with high ceilings, it overlooks the Stanley Waterfront, adding a touch of seaside holiday cheer to your shopping experience.

There is a wall sculpture of the old tenement buildings in Hong Kong that forms a unique feature of the shop front.





舊赤柱廣場已全面翻新。
The old Stanley Plaza has now been completely transformed.



遊人心聲

From Our Visitors

遊客葉小姐及葉先生
Tourists Ms Ip & Mr Ip

「現在的赤柱廣場比之前更美觀，商品及食肆種類明顯增加，為我們提供多一個假日好去處。希望商場會繼續舉辦不同類型的活動，日後我們會與朋友多點來這裡遊玩。」

"The new Stanley Plaza is more attractive than before. With more shopping and dining options, it's an excellent destination for holidays."



商戶心聲

From Our Tenants

天恩眼鏡老闆馮錦明
Mr Danny Fung, Owner of Grace Optical Centre

「11年前初次創業，選擇赤柱廣場是租金較平，競爭又沒有消費旺區大，而且四周環境很舒服。這麼多年，已累積一定熟客，其中4成是遊客，不少都是每年回來配副新眼鏡。這次翻新後，整個商場檔次提高了，商舖店面改用落地玻璃，景觀更開揚，而且高消費遊客也多了。為配合商場的新形象，我們新春前也會重新裝修，日後還會引入更多國際名牌和提升服務水平。」

"When I opened my business 11 years ago, I chose Stanley Plaza because the rent was lower, competition is less than other shopping areas in town, and the surroundings were very relaxing. Over the years, my business has attracted a regular client base. The renovated Plaza is even classier than before. To fit the Plaza's new image, we'll finish renovating our shop by springtime, raise our service standards and feature more renowned international brands in our collection."

BIVA 梁小姐
Ms Leung, Representative of BIVA

「選擇在赤柱廣場擴展業務是因為我們以外籍人士為目標客群，赤柱廣場無論平日及周末都有許多外籍人士到訪，而且商場人流多，氣氛好，開業以來生意亦比預期理想，希望會愈做愈好。」

"We chose to expand our business at Stanley Plaza because it's popular among expatriates and travellers, who are our main target customers. The Plaza has a great visitor flow and atmosphere."



領匯5.8億港元收購海悅豪園

The Link REIT Acquires Maritime Bay for HK\$588.4 Million at 4.8% Yield

繼去年6月收購將軍澳南豐廣場商業樓面後，領匯去年12月22日公布，以5.884億港元收購將軍澳海悅豪園地下及地下高層零售平台的業權，估算初始回報率約4.8%，預計本年1月中完成交易。海悅豪園於1998年落成，總樓面面積約6.35萬平方呎，目前全部租出，約有32份租約及多個使用協議，每月租金收入（不包括管理費）約230萬港元，主要租戶為服務、餐飲及超級市場。此為領匯上市以來第二項對外收購。

領匯將先制定整體策略，考慮當區居民的生活需要而物色商戶及重組商戶組合，發展商場的潛力，並與其他領匯商場發揮協同效應，為居民帶來更多更優質的選擇。

The Link announced its acquisition of the retail podium on the ground floor and upper ground floor of Maritime Bay in Tseung Kwan O for HK\$588.4 million on 22 December 2011, marking its second acquisition after Nan Fung Plaza. The deal is expected to be completed in mid January 2012, with an estimated yield of approximately 4.8%.



海悅豪園毗鄰領匯旗下之南豐廣場及厚德商場，將產生協同效應，從而提升領匯的增長潛力。

The combination of Maritime Bay with the nearby Nan Fung Plaza and Hau Tak Shopping Centre will create synergy and enhance the growth potential of The Link REIT's properties.

領匯持續增長 基金分派升逾2成

Distribution to Unitholders Up 20%

受惠於租金上升、提升租用率、已完成資產提升項目物業的貢獻增加及優化商戶組合，領匯截至2011年9月30日止六個月，可分派收入總額為14.2億港元，按年升21.2%。每基金單位之分派為63.11港仙，按年升19.4%，而每基金單位資產淨值較六個月前上升6.1%，至26.14港元。

領匯管理有限公司執行董事及行政總裁王國龍指出，領匯去年進行約7.5億元的資產提升項目，而未來兩年仍有7個正等待政府審批的項目，投資約6億元。他強調，收購項目只是增加一個增長的渠道。雖然環球經濟波動，但王國龍提到，領匯旗下物業組合以日常用品、食肆、超市為主，具一定的穩定性。

收購海悅豪園將不會對領匯的財務狀況構成任何重大影響，亦不會影響中期業績公布的分派金額。

Driven by higher rental rates, improving occupancy rates, increasing contributions from properties with completed asset enhancement initiatives and better trade mix, The Link REIT reported a 21.2% year-on-year growth to HK\$1.42 billion on Distribution to Unitholders for the six months ended 30 September 2011. Distribution Per Unit of HK 63.11 cents showed a year-on-year increase of 19.4%, while Net Asset Value rose 6.1% half-on-half to HK\$26.14 per unit.



領匯於2011年6月收購將軍澳南豐廣場。
The Link acquired Nan Fung Plaza in Tseung Kwan O in June 2011.

六年里程碑 Milestones



Nov 2005

領匯房地產投資信託基金作為香港首家及最大型的同類基金於2005年11月25日，在香港聯交所上市

The Link Real Estate Investment Trust was listed on the Hong Kong Stock Exchange as the first REIT in Hong Kong

Nov 2007

推出「領匯非常學堂」，為青少年、兒童及其家人提供各類文化藝術活動及學習工作坊

'The Link Fun Academy' was launched to provide multiple arts and cultural activities and learning workshops for young people

Jun 2008

「領匯商戶學堂」啟動，為小商戶增值迎合社會趨勢

'The Link Tenant Academy' was launched to keep tenants abreast of the latest market trends

Nov 2009

領匯接管旗下商場批出9億元前線服務合約，實施駐場直接管理，提升服務質素

The Link awarded a sum of HK\$900 million of frontline service contracts and completely took over the on-site management of its shopping centers

2005

2006

2007

2008

2009

July 2006

慈雲山中心 — 首個資產提升項目獲公眾一致好評

The first asset enhancement project at Tsz Wan Shan Shopping Centre was well received by the public

Dec 2008

推出「隨意泊」服務，顧客只須繳付固定月費，便可於領匯旗下161個停車場，免費日間任泊

'One-Link Pass' was launched and car park users can enjoy free day parking at The Link's 161 car parks by paying an extra monthly fee

Nov 2009

領匯停車場推出電動車充電站及全港首張電動車免費泊車卡「EV Pass」

Introduction of electric vehicle (EV) charging stations at The Link's car parks and launch of 'EV Pass' for EV drivers to park for free while charging their cars

主席及行政總裁奪傑出董事獎 Chairman & CEO Awarded Directors of the Year



擁有傑出的管理團隊，才能推動企業不斷進步。領匯主席及獨立非執行董事蘇兆明和執行董事及行政總裁王國龍，剛於香港董事學會舉辦的 2011 年度傑出董事獎中，分別在上市公司非執行董事及執行董事的獎項類別中，獲得年度傑出董事獎的殊榮。

Mr Nicholas Sallnow-Smith, Chairman & Independent Non-Executive Director, and Mr George Hongchoy, Executive Director & Chief Executive Officer of The Link Management Limited, won Directors of the Year Awards 2011 in the Non-Executive Directors and Executive Directors Categories respectively by the Hong Kong Institute of Directors.

第二屆香港傑出企業公民獎 The 2nd Hong Kong Outstanding Corporate Citizenship Award

領匯於香港生產力促進局及公民教育委員會合辦的第二屆「香港傑出企業公民獎」中，獲頒服務業「香港傑出企業公民獎」銀獎。

The Link won the Silver Award in the "Services Enterprise Category" of the 2nd "Hong Kong Outstanding Corporate Citizenship Awards" co-organised by the Hong Kong Productivity Council and Committee on the Promotion of Civil Education.



執行董事及首席財務總監張利民(左)領取獎項。
Andy Cheung, Executive Director & Chief Financial Officer (left), received the Award.

樂富廣場都市梯田連奪多項大獎 Award-winning Lok Fu Plaza's Eco Terrace

樂富廣場以「都市梯田綠色社區計劃」，獲國際購物中心協會頒發 2011 年度亞太購物中心大獎 — 公益性市場推廣活動組別金獎。亞太購物中心大獎旨在表揚世界各地購物中心的行業中最嶄新獨到的項目及最具創意的市場推廣活動。

樂富廣場以 8,000 多盆、近 28,000 套的有機蔬菜，排列在商場的戶外露台和梯級上，建成全港首幅都市梯田，不但吸引逾 10 萬參觀人次，還獲得媒體的廣泛報道。此項目把可持續有機綠色生活和文化遺產的意識注入當地社區，還擅用樂富廣場的空間，為市民創造嶄新的購物體驗。此外，領匯亦憑「都市梯田」，於 2011 年 4 月在香港公共關係專業人員協會主辦的首屆「香港公共關係獎 2010」，贏得「企業社會責任卓越獎」；以及於 2010 年 10 月獲由亞洲管理學會主辦「亞洲企業社會責任大獎」的「卓越環保大獎」殊榮。



都市梯田巧妙利用樂富廣場的空間，為社區帶來可持續綠色有機生活的新體驗。

The Eco Terrace has inspired sustainable organic green living in the nearby Lok Fu community while demonstrating creative use of the open space of Lok Fu Plaza.

Lok Fu's green community engagement programme, Eco Terrace, won the Gold Award in the "Cause Related Marketing" category in the 2011 Asia Pacific Shopping Centre Awards competition officiated by the International Council of Shopping Centres. The Link also won the "Award of Excellence" of the "Corporate Social Responsibility" Category under the "Hong Kong Public Relations Awards 2010" and the "Award of Excellence" for "Environmental Excellence of the Asian CSR Awards" organised by Asian Institute of Management with the same programme.



Galaxy Award 2011

領匯房地產投資信託基金 2011 年度之年報，以砌圖為設計主題，寓意生活所需一應俱全，封面展示旗艦物業樂富廣場，在 Galaxy Award 2011 獲得優異獎。該獎項由美國 MerComm, Inc. 舉辦，表揚業界於市場推廣的優越成績。

Featuring the "puzzle" design theme symbolising the bringing together of the essentials of daily life, and the flagship property, Lok Fu Plaza, on the cover; The Link Real Estate Investment Trust 2011 Annual Report won the Honors Award at the "Galaxy Awards 2011".

香港驕傲企業品牌選舉 2011

Hong Kong Esteemed Brands Award 2011
領匯於「香港驕傲企業品牌選舉 2011」中，獲得「潛質香港企業品牌獎」。該獎項由香港中文大學及明報主辦，旨在表揚企業發展品牌的成就，推動企業社會責任。

The Link won the "Potential Hong Kong Corporate Brand Award" in the "Hong Kong Esteemed Brands Awards 2011" co-organised by The Chinese University of Hong Kong and Ming Pao.

香港傑出企業 2011

Hong Kong Outstanding Enterprise Award 2011
領匯於《經濟一週》主辦的「香港傑出企業獎 2011」中，獲選為「香港傑出企業」。該獎項旨在表揚於近期歐美市場不穩定的經濟環境中，仍能表現穩健並獲得成就的公司。

The Link REIT was named an "Outstanding Enterprise" in the "Hong Kong Outstanding Enterprise Awards 2011" organised by Economic Digest.

May 2010

領匯在樂富廣場設立全港首個位於市區的「都市梯田」
The first - ever urban 'Eco Terrace' in Hong Kong was launched at Lok Fu Plaza

Jan 2011

領匯斥資 2 億港元提升物業「暢通無阻通道」設施，全面達至最新標準
HK\$200 million earmarked to bring facilities in line with new standards of barrier free access

June 2011

首辦「神秘顧客評核計劃」，進一步提升服務質素
First 'Mystery Shopper Programme' was launched to further improve frontline service quality

July 2011

支持最低工資及補足外判合約工的有薪休假日及飯鐘，提升為領匯服務的員工的生活質素，及與持份者共建關係的使命及抱負

With the mission to serve and improve the lives of the people around us and build relationships with our stakeholders, The Link supported the minimum wage law and offered all outsourced contract workers **paid lunch break and paid rest day** by reimbursing the additional expenditures incurred by contractors

Dec 2011

大元街市八達通付款設施全面投入服務，帶領街市電子消費新趨勢

Octopus payment facility implemented at use in Tai Yuen Market

2010

2011

April 2011

旗艦物業樂富廣場的資產提升工程竣工，除匯聚 200 間食肆及零售商戶外，亦引入東九龍區最大型日資百貨公司 UNY 生活創庫，連同傳統乾貨市場「匯樂里」及鮮活街市，創造一站式餐飲購物消閒體驗

Asset enhancement works at our flagship property, Lok Fu Plaza, completed. In addition to 200 retail merchants and eateries, Lok Fu Plaza also includes the Japanese department store UNY, the 'Living+' dry goods market and a fresh market.

June 2011

收購將軍澳南豐廣場商場部分，標誌領匯首次涉足私人住宅商場，亦是領匯第一項收購項目
Acquired the Commercial Podium of Nan Fung Plaza, marking The Link REIT's first acquisition and the first venture into private-sector retail facility

Nov 2011

赤柱廣場的資產提升工程竣工，打造國際級的旅遊點，吸引海外及本土遊客
Asset enhancement works at Stanley Plaza completed, which will unveil a new tourist attraction for overseas travellers and local residents

Dec 2011

以 5.884 億港元收購海悅豪園，是繼南豐廣場後進行的第二項收購
Announced acquisition of Maritime Bay for HK\$588.4 million, marking The Link REIT's second acquisition after Nan Fung Plaza

領匯與您持續發展的大範疇

Seven Areas of The Link Sustainability Framework

可持續發展的企業不但為投資者帶來經濟回報，還有助推動所有持份者及社區的可持續增長。領匯在檢討過往的可持續發展策略後，制定涵蓋七大範疇的企業可持續發展框架，包括租戶、資產及品牌、企業管治、員工、社區、經濟及環境等方面的可持續發展。各範疇一脈相連，互相緊扣牽引，讓社區及居民得到最大得益。

A sustainable enterprise provides not only financial returns to investors, but also sustainable growth to all stakeholders and the community we serve. Having reviewed our sustainability strategy, we have developed a sustainability framework encompassing seven areas of corporate sustainability, namely tenant, asset & brand, corporate governance, staff, community, economic and environmental sustainability.



領匯企業傳訊總監潘啟迪強調，領匯企業可持續發展框架所涵蓋的七大範疇中，每個範疇都同樣重要。
Poon Kai Tik, Director (Corporate Communications), stressed that all the seven areas of The Link Sustainability Framework are equally important.

企業持續發展共享成果 Sharing the Success of Sustainable Development

領匯企業傳訊總監潘啟迪早前出席第11屆「香港品質保證局專題研討會」時提到，領匯注重與租戶、員工及持份者在可持續發展的概念下共享利益及成果。企業可持續發展框架所涵蓋的七大範疇中，每個範疇都同樣重要。

潘先生指，領匯擁有超過一萬個租戶，可說是全港最多租戶的業主。領匯重視的不單個別租戶的成功，而是整個租戶組合的成功；所以租戶每遇到問題，都希望與他們找到共識，造就大家持續發展。

就租金方面，領匯不會向租戶徵收最高的租金水平，而租戶亦不可能在波動的市場環境生存；我們就是要在可收取租金的水平及減少空置率上取得平衡，這才是為租戶帶來持續發展的策略。

潘又認為，員工必須認同企業社會責任的重要性，成為他們日常行事的準則，才會與領匯有共同利益，日後享用共同成果。

他續指，社區方面，領匯經常以贊助場地的方式，協助社福團體免費在商場內舉辦活動，令商場成為社區的交匯點，造福社群。環保方面，除在日常營運減排節能外，現亦正與大學合作在旗下大元街進行試驗計劃，收集場內租戶的廚餘轉化為肥料，用於街市天台有機蔬菜耕種，成果亦可於街市出售。此外，街市內亦設有煮食教室，還為顧客舉行烹飪班，突破環境可持續發展帶來的固有模式。

Mr Poon Kai Tik, Director (Corporate Communications), shared at the 11th HKQAA Symposium that The Link, tenants, staff and stakeholders should work together to achieve sustainable development and share success and rewards. He stressed that all seven areas of The Link Sustainability Framework are equally important.



領匯連續三年 獲頒企業社會責任先導者標誌 The Link Receives HKQAA-HSBC CSR Advocate Mark for the Third Consecutive Year

領匯自上市以來，在可持續發展方面投入大量資源，並連續三年參與HKQAA-HSBC企業社會責任指數，並獲香港品質保證局頒發企業社會責任先導者標誌，表揚領匯對推行企業社會責任的決心及領導力。

The Link received HKQAA-HSBC CSR Advocate Mark in recognising its committed CSR performances towards the community of Hong Kong for the third consecutive year.



企業財務總經理丘兆祺(左)從香港品質保證局總裁林寶興博士手中接過獎狀。

Eric Yau, General Manager - Corporate Finance (left) received the award from Dr Michael P.H. Lam, CEO of HKQAA.



赤柱廣場環保概念 穩奪白金環保評級

確保環境的可持續發展是所有企業的責任。領匯一直都為旗下物業注入環保元素，以達至提升其環保表現及效能的目標。剛完成2.27億元資產提升的赤柱廣場，更是首個領匯的物業將被香港環保建築協會頒發最高白金評級，反映物業的環保水平獲高度肯定。

協會評審準則非常嚴謹，主要按照有關物業的地盤情況、建築物料、能源節省、水源節省、室內空氣質量，以及環保設施之創新及運作等六大範疇進行嚴格評核，評核準則更超過100項，以評定建築物的整體環保水平。

翻新以達節能環保效益

位於港島南區赤柱的赤柱廣場，於1999年落成，當年的建築設計於今日未合時宜，未能充份融入周遭天然環境及各層樓面。在整個資產提升及翻新計劃中，重點是注入六大環保元素（見表）。

首批BEAM綠色建築專業人士

領匯更為員工提供環境管理方面的培訓，而在2010年便有六位同事參加香港綠色建築議會組織的BEAM培訓計劃，並成為首批BEAM綠色建築專業人士（BEAM Pro），而他們將負責向所有業務部門推廣及實踐環保概念，包括資產提升工程項目及物業管理等。

Stanley Plaza Achieving BEAM Platinum Standard

The Link has always been incorporating green elements in its properties to enhance their environmental performance and eco-efficiency. Stanley Plaza, a recently completed HK\$227million AEI project, is a symbol of its high level of environmental performance and is The Link's first property to achieve the Platinum Standard by the Hong Kong BEAM Society, in recognition of its high level of environmental performance.

Stanley Plaza, located in Southern District of Hong Kong Island, was built in 1999. While the architectural design of the 90s did not fully blend into its natural surroundings, the recent AEI project placed its primary focus on the six eco-friendly elements.

In 2010, six of our colleagues joined the BEAM training programme organised by the Hong Kong Green Building Council (HKGBC) and became the first batch of BEAM professionals. They are responsible for promoting and advising all our business departments on eco-efficiency and sustainable development.

六大環保元素

設置綠化天台	既可減少建築物受太陽光直接照射從而降低熱度，又可美化環境
玻璃天幕設計	增加採光度並減少電力照明
節能環保	使用LED燈泡、風力發電街燈及環保建築物料
融入自然環境	引入暖色木材元素，融入周遭環境，兼具美觀及環保的效益
減廢	在舊建築上翻新，免先拆卸、後建設，可減少製造大量建築廢料
保育	特別聘請樹木專家照料廣場正門入口的兩棵古老的大榕樹，又在商場增添一條連接商場地下至一樓的新樓梯，樓梯兩旁則為兩棵老榕樹，以此吸引赤柱大街訪客

醫管局健康展巡迴領匯7商場 HA Roving Health Exhibition at The Link's Seven Malls

領匯一向重視社區關係，並與不同機構合作，於旗下商場舉辦不同類型的活動，豐富區內居民的生活。由去年12月起至2月24日期間，我們免費提供旗下七個商場予醫院管理局舉辦為期兩個月的「與民攜手 保健安康20載」巡迴展覽（見表），以加深大家對醫管局的認識和了解，並同時介紹七項聯網的新服務。歡迎市民參觀。

The Link provides its malls as venues for the Hospital Authority's (HA) 20th Anniversary Roving Exhibition for a period of two months. The Exhibition aims to showcase HA's development and achievements, and to introduce the seven new services provided by its Clusters.

歡迎市民參觀餘下的展覽：

日期	巡迴展覽路線
1月14至20日	九龍中何文田廣場
2月4至10日	九龍西慈雲山中心
2月11至17日	港島東柴灣興華廣場
2月18至24日	新界西天水圍天瑞商場



醫管局於領匯商場辦巡迴展覽，邀得醫院管理局主席胡定旭（右四）及行政總裁梁栢賢醫生（左三）、領匯管理有限公司行政總裁王國龍（左四）及首席財務總監張利民（右三）擔任啟動禮主禮嘉賓。
Hospital Authority (HA) Roving Health Exhibition was officiated by Mr Anthony Wu, Chairman of HA (fourth from the right) and Dr Leung Pak-yin, CEO of HA (third from the left), Mr George Hongchoy, CEO of The Link (fourth from the left) and Mr Andy Cheung, CFO of The Link (third from the right).

大元街市 歐洲鮮活市場概念活現 Tai Yuen Market Embodies the Style of European Fresh Markets

傳統的街市一向予人濕滑、骯髒的印象，但領匯引入歐洲鮮活市場的概念，活化擁有30年歷史的大埔大元街市，以創新及流線的設計，提升街市的流通性及令環境更開放透明。街市更聘請區內居民擔任服務大使，提供本區就業，振興本區經濟。

大元街市因此榮獲亞洲管理學會主辦的2011年亞洲企業社會責任獎之「卓越環保大獎」。評審更讚揚有關項目「獨特，不僅改變了一個殘舊公共空間的硬件、外觀，而且提升了環境質素，在惠及市民健康及安全方面尤其顯著，更振興了本地經濟。」此外，大元街市在照明及廢物處理的環保考慮亦獲評審表揚。未來，大元街市亦將引入自給自足的廚餘堆肥系統，以嶄新的生態循環概念帶動環保。

商戶亦盛讚大元街市通道擴闊，整體環境乾淨，令人流大增，又起用居民任服務大使，手法嶄新。

The Link introduced the concept of European fresh markets and revitalised 30-year-old Tai Yuen Market in Tai Po. The innovative and non-linear design enhances the accessibility, penetration and transparency of the market. In addition, the market hired residents of the neighbourhood as Service Ambassadors, providing job opportunities and boosting the neighbourhood economy. As a result, The Link's revitalisation of the market won the Environment Excellence Award at the Asian CSR Awards 2011, organised by the Asian Institute of Management.



項目及發展總監謝少祥（右），從菲律賓總統阿基諾三世手中接過「卓越環保大獎」獎座。
Edward Tse, Director (Project & Development)(right), received the award from President Benigno Aquino III of the Philippines.

全面提升暢通無阻通道設施 首三年完成九成工程

Upgrading of the BFA Facilities

90% Works to be Completed in the First 3 Years

領匯旗下的物業與本港近四成居民為鄰，也是市民購買日常所需的地方。領匯去年1月宣布斥資逾2億元，於五年內在旗下182項物業提升暢通無阻通道設施，為殘障人士、長者、體弱有病者、孕婦及攜有幼兒的家庭等提供適切的設施，預計首三年內完成九成工程。

領匯會以「最合理可行原則」提升物業內其中主要的「暢通無阻通道」設施，包括備有聲響、屏幕及點字功能的升降機、商場點字地圖指示牌、低枱面顧客服務台、斜道、暢通易達洗手間、視像火警警報系統、殘疾人士停車位及觸覺引路帶等，全面提升達至屋宇署發布的《設計手冊：暢通無阻的通道2008》及相關的要求。

對於個別物業因落成超過20年而在規劃上未能有效增添「暢通無阻通道」設施，或存有無法解決的困難和限制的情況時，領匯則從管理措施著手，包括加強內部培訓，提升員工服務水平，為有需要人士提供全面協助。

邀請復康團體加入諮詢小組

Rehabilitation Organisations Invited to Join Advisory Group

領匯特別成立「暢通無阻通道設施」諮詢小組，邀請本港11間主要的復康機構（見表），定期舉行會議及實地考察。領匯在此多謝各復康團體的參與及貢獻，積極提供實際可行的專業意見，令改善工程更全面具體及提高效益。

「暢通無阻通道設施」諮詢小組11間復康機構代表

Members of BFA Advisory Group

1.	路向四肢傷殘人士協會 Direction Association for the Handicapped
2.	香港聾人協進會 Hong Kong Association of the Deaf
3.	香港失明人協進會 Hong Kong Blind Union
4.	香港傷殘青年協會 Hong Kong Federation of Handicapped Youth
5.	香港盲人輔導會 Hong Kong Society for the Blind
6.	香港聾人福利促進會 Hong Kong Society for the Deaf
7.	香港復康聯盟 Rehabilitation Alliance Hong Kong
8.	香港視網膜病變協會 Retina Hong Kong
9.	香港長者協會 Hong Kong Association of Senior Citizens
10.	香港失明人互聯會 Hong Kong Federation of the Blind
11.	路德會石硤尾失明者中心 Hong Kong Lutheran Social Service Lutheran Centre for the Blind

The barrier free access (BFA) facilities of all 182 properties owned and managed by The Link are undergoing an upgrade in the coming years. This was followed by an announcement in early 2011 to invest no less than HK\$200 million to comply with the standards set out in the Buildings Department: "Design Manual: Barrier Free Access 2008" and other associated requirements. More than 90% of the works will be completed in the first three years. The total upgrading of BFA facilities will include tactile paths, ramps, accessible lifts and toilets as well as visible fire alarm systems etc., and will benefit persons with disabilities, the elderly, people with other physical limitations, pregnant women and families with young children.

In addition to the hardware, The Link also focuses on management measures such as enhancing staff training and service standards to cater better towards accessibility needs. Various web care features for improved accessibility to people with different disabilities are incorporated into our corporate website. In addition to establishing the Access Advisory Group with 11 rehabilitation organisations, The Link also appoints BFA expert Mr Joseph Kwan as its Access Advisor to ensure the improvement works are done in a comprehensive and efficient manner.

計劃推動首年 進展倍感驕傲 Remarkable Progress in the First Year

- 聘請「暢通無阻通道」國際專家關國樂先生出任項目顧問
- 成立「暢通無阻通道設施」諮詢小組，邀請本港11間主要的復康機構定期舉行會議及實地考察
- 透過電子資源學習平台及內部培訓課程，提升員工服務水平
- 為傷健團體提供場地進行推廣宣傳活動
- 與香港品質保證局及傷健人士進行為期一年的神秘顧客服務測試計劃
- 積極引用新科技，令旗下物業達至暢通無阻通道
- 網站所提供的無障礙瀏覽功能，可滿足視障/弱視、聽障/弱聽、肢體殘障等人士的特別需要。



國際專家任顧問

BFA Expert Appointed as Advisor

為令提升工程更全面及具體，領匯還特別聘請「暢通無阻通道」國際專家關國樂先生出任項目顧問，檢討所有物業的情況，為提升工程提供實際可行意見。工程進行前及進行期間，領匯亦會與平等機會委員會、房署等部門保持聯繫，以及與不同傷健團體會晤，以便了解他們的實際需要。

「暢通無阻通道」專家關國樂先生認為，領匯作為本港首個私營機構，投放龐大資源提升旗下物業的暢通無阻通道設施，並列出完成時間表，實在值得讚賞，亦希望此舉能發揮牽頭的作用，推動其他私營機構仿效。

他又提到，領匯除提升有關硬件設施外，還加強員工培訓，並研發新科技，包括引用QR code（二維條碼）幫助視障人士。關國樂說：「暢通無阻通道設施不但只方便殘障人士，亦對長者、體弱有病者等帶來方便。香港要保持世界級大都會的地位，必須全面提升暢通無阻通道設施。」

Mr Joseph Kwan (left), an international BFA expert, praises The Link, as an organisation in the private sector for investing plenty of resources to upgrade the BFA facilities of its properties and the practice of posting the schedule of work completion. He hopes The Link will become a leading example of BFA initiatives for other private organisations.



「暢通無阻通道」專家關國樂先生
Mr Joseph Kwan, an international BFA expert



台灣伊甸「喜樂合唱團」成員均為失明人士，去年五月遠道來港於樂富廣場及龍翔廣場分享勵志歌聲。

The members of The Eden Trio are blind people who were invited to perform at Lok Fu Plaza and Lung Cheung Plaza last May.

培訓員工—「龍耳社」為前線員工開班授手語 Sign Language Courses for Staff by Silence Association

去年9月初，聽障人士服務機構「龍耳社」就為領匯的顧客服務員提供基礎手語課程，讓他們學習簡單的日常生活手語，特別是商場常用對話，方便與聽障人士作簡單溝通。



「龍耳社」教授顧客服務員簡單手語課程。
Silence Association offered frontline staff sign language training.

葵芳廣場 Kwai Fong Plaza



舊

新



葵芳廣場是其中一個於首年內完成「暢通無阻通道」設施提升工程的領匯商場。
Kwai Fong Plaza is one of The Link's properties which completed the upgrading of BFA facilities in the first year.

台灣盲人喜樂合唱團 領匯商場表演 Taiwanese Blind Trio Performed at The Link

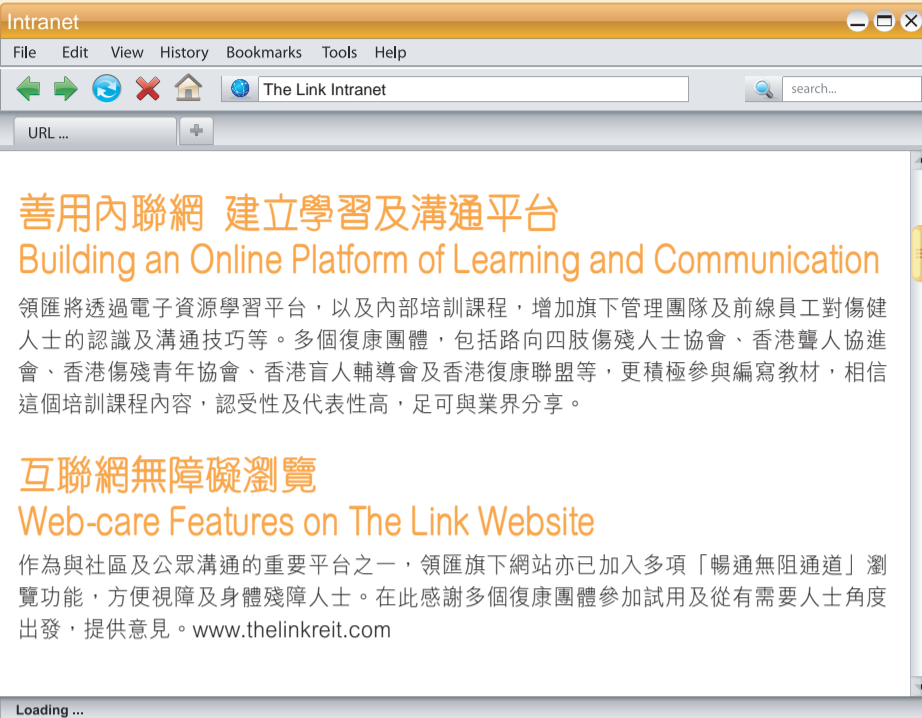
除提升旗下物業的無障礙通道設施外，領匯還為傷健團體提供場地進行推廣宣傳活動，為社區及傷健團體提供接觸及交流的機會，增進雙方的了解共融。

去年5月，台灣伊甸盲人「喜樂合唱團」就曾在樂富廣場和龍翔廣場舉行三場小型音樂會，讓市民大眾更了解視障人士的感受和需要。此外，領匯更首度利用「二維條碼」(QR Code) 技術，配合智能手機中的照相及發聲功能，提供文字及聲音兩項不同形式的資訊，為盲人及弱視人士提供隨手的聲音資訊。

The Link invited The Eden Trio – a blind people choir from Taiwan – to hold mini concerts at Lok Fu Plaza and Lung Cheung Plaza, sharing their love and joy with Hong Kong people.

音樂會還透過收音機推廣，邀請失明人士到場欣賞。

Blind audience who listened to our radio promotion came up to enjoy the mini concert.



善用內聯網 建立學習及溝通平台 Building an Online Platform of Learning and Communication

領匯將透過電子資源學習平台，以及內部培訓課程，增加旗下管理團隊及前線員工對傷健人士的認識及溝通技巧等。多個復康團體，包括路向四肢傷殘人士協會、香港聾人協進會、香港傷殘青年協會、香港盲人輔導會及香港復康聯盟等，更積極參與編寫教材，相信這個培訓課程內容，認受性及代表性高，足可與業界分享。

互聯網無障礙瀏覽 Web-care Features on The Link Website

作為與社區及公眾溝通的重要平台之一，領匯旗下網站亦已加入多項「暢通無阻通道」瀏覽功能，方便視障及身體殘障人士。在此感謝多個復康團體參加試用及從有需要人士角度出發，提供意見。www.thelinkreit.com

Loading ...



參與教材編寫的香港復康聯盟李子瑜：「領匯自從2011年初開始主動推動『暢通無阻通道』設施後，不論處理硬件或軟件的設施配套，態度認真積極，有很明顯的進步。」

Mr Leo Lee Tsz-yu of Rehabilitation Alliance Hong Kong, "The Link has started to upgrade its barrier free access facilities since early 2011. It takes the initiative earnestly and has made significant progress in terms of both hardware and software."

神秘顧客測試 提升前線員工服務水平 Raising Customer Service Quality by Mystery Customers

為提升前線員工對傷健人士的服務質素，領匯與香港品質保證局及傷健人士即將進行為期一年的神秘顧客服務測試計劃，選定48個商場，每年到訪商場三次，就前線員工的態度、警覺性及認知，進行服務水平測試。

In concerted efforts with the Hong Kong Quality Assurance Agency (HKQAA) and persons with disabilities, The Link launched a one-year Mystery Customers survey to assess the service standard of front line staff with disabled.



先進科技達至暢通無阻 Barrier Free Access using Advanced Technologies

領匯積極引用新科技，包括展開環迴天線系統及電子引路徑試行計劃，及探討研發利用智能電話的功能，提供更方便的設備及即時資訊等，以令旗下物業達至暢通無阻。視障人士可用智能手機拍下右下角的QR條碼，配合手機的發聲功能就可收聽及瀏覽領匯「暢通無阻通道專頁」的資訊。

In addition to adopting the induction loop system, The Link has also launched the pilot scheme of electronic guide path for accessibility of premises and is developing smart phone applications for BFA purposes. By scanning the following QR barcode at right bottom with their smart phone apps, visually impaired persons can listen to information on The Link's BFA page. Rehabilitation groups are welcome to share their comments on how we can facilitate to better suit their needs.



瀏覽「暢通無阻專頁」
Browse our "BFA page"

小商戶一顆敬老心 健康早餐回饋長者

A Tenant's Loving Heart for the Elderly - Healthy Breakfast for Senior Residents

小心意，暖在心頭。每月農曆十五的早上，廣發茶餐廳老闆馬健亮，都會為長者送上麥皮一碗和麥包一個，持續至今已近三年。這顆敬老之心，全因自幼得到祖母悉心的照顧，還有對父親的敬愛。

「長者年輕時，也曾對社會作出貢獻；現在沒有收入，不能消費太多。自己有能力，也希望可以回饋他們。」馬健亮說，他的父親在荃灣石圍角邨經營茶餐廳超過30年，「以前一放下書包，便到茶餐廳幫手，許多老街坊看著我長大。父親當年從內地來港，一家人生活艱苦，以前與嫻嫻一起

住，感情很好，所以見到老人家，也特別有親切感。」

領匯於2009年舉辦「逢十五，齊敬老」活動，得到近30間酒樓食肆參與，每間酒樓免費送出100碟點心供長者享用。當年，馬健亮也有響應，分別在石圍角邨、葵盛東商場及葵芳廣場所經營的餐廳，每逢十五向長者送贈午餐。

得到商戶食肆的支持，領匯這項敬老活動舉辦了接近半年，但馬健亮不因活動完結便收起敬老孝老的心，一直風雨不改的自行「逢十五，齊敬老」，繼續免費派送午餐。後來，他改為早上9時派早餐，更多長者慕名到取，每月每間餐廳都派近120份。

In 2009, The Link organised the 'Dim Sum Treat for the Elderly' programme, with the support and participation of nearly 40 restaurants, which each offered 100 free dim sum dishes to senior residents on the 15th of every lunar month.

That year, Mr Ma Kin-leung, the owner of Kwong Fat Restaurant, and one of the participating tenants, offered free lunches to senior residents at his restaurants in Shek Wai Kok Estate, Kwai Shing East Shopping Centre and Kwai Fong Plaza. Later, after the end of the programme, he continued to offer free breakfast. More and more senior residents came to receive this free offer, and every month, each of his restaurants gave away 120 breakfast sets. It has been three years now since the beginning of the ongoing initiative.

Concerned about the health of the elderly, Mr Ma picks nutritious oats and wheat buns for the breakfast menu. His loving heart for the elderly is a result of his grandmother's tender care to him since childhood as well as his love and respect for his father. Some customers expressed their admiration for his kind act by giving him presents. In addition, for three consecutive years, Mr Ma has received certificates of appreciation awarded by the Social Welfare Department.



廣發茶餐廳每月農曆十五向長者送贈早餐。
Free Breakfast by Kwong Fat Restaurant on the 15th of every lunar month.

商戶學堂提升小商戶競爭優勢 Tenant Academy for Sharpening Competitive Edge



「領匯商戶學堂」自2008年成立至今已舉辦46場講座及工作坊，吸引超過7,000名商戶或其員工出席。

The Link Tenant Academy has organised nearly 46 talks and workshops while attended by more than 7,000 tenants and their staff since its set up in 2008.

張堅庭先生為商戶講授如何建立團隊精神。
Mr Alfred Cheung Kin-ting gave a talk on team building techniques to the tenants

營商環境競爭激烈，不進則退。大小商戶都必須與時並進，提升商舖軟硬件配套質素，才能為顧客帶來愉快窩心的購物消閒體驗。為此，領匯自2007年3月開始，已定期為商戶舉辦講座，邀得行內專業人士親自主講，商戶無不踴躍參與，出席人數每年有增無減。

有見一系列的營商講座廣受歡迎，領匯遂於2008年6月26日正式成立「領匯商戶學堂」，結集最新市場焦點，為商戶安排緊貼潮流的講座及工作坊，希望造就雙方的互動交流，並攜手優化營商環境，提高競爭力。

「領匯商戶學堂」至今已舉辦46場講座及工作坊，並吸引超過7,000名商戶或其員工出席。當中，由名人蔡瀾先生、名導演張堅庭先生主講的講座，固然受商戶歡迎；其他實務性講題，包括中小企人才培養、如何提升前線人員的工作狀態和士氣、高效管理等，以及企業管理層分享經驗，包括中原地產集團創辦人施永青先生分享如何把孫子兵發應用到企業管治經驗等等，亦見捧場者眾。

On 26 June 2008, The Link Tenant Academy was launched to provide talks and workshops, in tune with latest market trends, for its tenants. It aims at facilitating the interaction and exchange of ideas so as to create opportunities for tenants' growth and sharpen their competitive edge.



馬健亮說，自己有能力，希望可以回饋長者。
Ma Kin-leung said his loving act to the elderly would not stop.

廣發餐廳

細心關懷 長者受落 A Heartwarming Act to the Elderly

他還細心考慮長者的健康，特別選擇營養豐富又健康的麥皮和麥包。「最初公公婆婆要在門外排隊，很早便到來等候；後來改為派籌，不用他們站著等；而且只要有老伴的長者卡，也不介意他們多取一份。」

每月農曆十五都到葵盛東商場排隊的陳婆婆，對馬健亮的一顆善心讚不絕口：「我沒有收入，每月都會來，7時多便到了，老闆真的很好人。」旁邊的朱婆婆只來過四次，「起初不知道，後來聽街坊說起才來排隊。老闆心地很好。」另一位陳婆婆說，平時早餐只是煮個麵，「今天不用煮，還可吃碗暖麥皮，又健康，很開心。」

馬老闆說，有客人為此送他禮物，而他也連續三年獲社會福利署派發獎狀。「只要有能力，都會繼續做下去，也是對父親和嫻嫻的一份懷念。」



朱婆婆：「起初不知道有免費早餐，後來聽街坊說起才來排隊，感覺很開心。」
Ms Chu: "The feeling of having free breakfast is very good."



排頭位的陳婆婆：「我沒有收入，每月都會來，7時多便到了，老闆真的很好人。」
Ms Chan: "I have no income now. I come every month, arriving as early as 7 am. The boss is so kind."

小檔案

領匯於2009年4月曾聯同近40家酒樓，向消費額最高的顧客送出3,000席全包宴，並為表敬老，每酒樓在逢農曆十五日向長者送上100碟免費美點；領匯同時會按顧客消費額，以1元兌1元配對方式，捐助食物銀行，繼續透過鼓勵消費，幫助社會上急需援手的人。馬健亮亦自此推動敬老行動至今。

紀曉華： 橄欖油煮花甲 妙喻：與時並進 Walter Kei: Chinese Shellfish Cooked with Olive Oil Witty Metaphor: Keep Abreast of Time

為迎合時代不斷的轉變，「領匯商戶學堂」所辦的講座亦形式多變。去年12月15日就邀得美食專欄作家紀曉華為大元街市商戶主講「街市潮流飲食新動向」。

講座開始，紀曉華先為商戶烹調一道煮花甲，卻一改傳統以豉汁炒花甲的慣常做法，轉用清淡健康的橄欖油及香芹，簡簡單單，不消十分鐘，便煮出一道美味菜式。當在場的商戶都吃得津津有味時，他亦順道帶出健康飲食新潮流，讓大家明白「小轉變、大改善」的經營理念。他建議街市商戶要多留意營商環境的變化，譬如客戶組合的轉變及客人的需要；另外，除售賣的食材要新鮮外，商戶亦要將食材排列得整齊齊齊，鋪面舒適乾淨，自然吸引顧客光顧。

要提高競爭力，紀曉華相信創意是必須的。他建議商戶之間應可攜手提供特別優惠或互相推介，以刺激顧客在街市消費；而貨品擺設亦應多花心思，甚至可從店員衣著打扮入手，務求為顧客帶來新鮮的購物體驗，吸引更多顧客留意，增加更多商機。

To meet the needs of the ever-changing society, The Link Tenant Academy offers talks of variety and novelty. On 15 Dec 2011, the TV food critic, Walter Kei, delivered a talk on foodie trends to the tenants of Tai Yuen Market. Walter shared his ideas on healthy diet trends through the demonstration of cooking Chinese shellfish with olive oil and parsley. He also encouraged tenants of Tai Yuen Market to stay tuned to market changes and enhance their competitiveness with creative ideas.



美食專欄作家紀曉華為大元街市商戶煮一道橄欖油香芹煮花甲，採用非傳統烹調，迎合健康飲食潮流。
TV food critic Walter Kei shared his ideas on healthy diet trends with the tenants of Tai Yuen Market through the demonstration of cooking Chinese shellfish with olive oil and parsley.

一邊試食，一邊聽創意營商貼士，商戶反應熱烈。
Tasting while listening to creative business ideas, tenants were enthusiastic about the talk.



針對獨特客群重點推廣 吸引單車發燒友消費 Special Promotions for Target Customer Groups

單車活動近年成為潮流新玩意，無論是年青人或一家大小，都喜歡在假日踏著單車，遊覽本港各區旅遊景點。不少領匯商場均位處熱門單車途經的地方，看準這群單車發燒友客源，領匯將於今年作重點推廣。

領匯與藝團合作 推動單車運動 The Link Supports HKYAF's Bicycle Parade

去年12月11日，天瑞商場歡樂廣場舉行了一場藝術單車巡遊慶典，該項由香港青年藝術協會舉辦、領匯贊助場地的「單車遊園記」藝術計劃，得到逾百位青少年參與並帶同精心設計、展現澎湃創意的藝術單車，由商場出發環繞天水圍巡遊一周，向公眾展示其獨一無二的創作成果。



天瑞商場歡樂廣場去年12月舉行了一場藝術單車巡遊慶典。
The Big Ride Finale at Joy Square, Tin Shui Shopping Centre last December.

大會還邀得五位著名的本地藝術家，包括Graphic Airlines、Gareth Dunster、林風、黃天仁及陳詩歷，製作創意出眾的藝術單車，包括「熊貓」單車、動若脫「兔」單車、「花園」單車、流動「風景」單車及「小跳蛛」單車。

The Link wishes to make the best use of the space in and around its malls to promote various kinds of activities and to engage with the community. On 11 Dec 2011, the Big Ride, organised by the Hong Kong Youth Arts Foundation (HKYAF), was held at Tin Shui Shopping Centre.

法式浪漫情人節 Celebrating a Romantic Valentine's Day

春節過後還有浪漫滿瀉的情人節。領匯將以「法式浪漫情人節」為主題，把巴黎蒙馬特的著名景點——情人牆 (Love Wall) 搬到香港，讓市民寫上愛的宣言，留下浪漫印記。以白朱古力色的巴黎鐵塔和各式時尚法式甜點為布置，讓領匯商場綻放法式魅力，為愛侶增添甜蜜感覺。樂富廣場及赤柱廣場將分別於2月12日及14日舉行浪漫情人音樂會，而在1月20日至2月5日期間，於領匯6個指定商場的10名最高消費者，將可免費與愛侶參加法式浪漫晚宴，於赤柱廣場享用2人浪漫燭光晚餐。



【喜迎新春】 Happy Lunar New Year

農曆新年加強推廣刺激人流 Promotions to Boost Visitor Flow During Chinese New Year

緊接聖誕的農曆新年，領匯將舉辦全城獨有的「領火龍 匯新禧」主題推廣活動，除了迎接喜氣洋洋的龍年外，亦希望繼續為商戶帶來更多的人流和生意。

單車行大運 新春舞火龍 CNY Lucky Bike Ride and Fire Dragon Dance

天水圍天瑞商場將於年初三（1月25日）下午2時至6時30分，舉辦全港首個單車迎春活動，超過500人組成的單車龍將由天瑞商場出發，於天水圍踏單車，行運開眼界。黃昏時份更在天瑞商場舉辦新春單車舞火龍，與市民共慶新春。

樂富廣場開市迎龍年 Lok Fu Plaza in Celebration of the Year of the Dragon

為迎接壬辰龍年，領匯將於年初八（1月30日）正午12時，在樂富廣場舉辦「領匯新春開市吉日」，藉以加強商戶及社區的聯繫。當日，除醒獅表演外，著名電視紅人陳豪更會送上精彩表演，與眾領匯商戶及顧客共賀新歲！



電視紅人陳豪將於年初八（1月30日）到樂富廣場表演。
TV pop star Moses Chan will perform at Lok Fu Plaza on 30 January.



During the Lunar New Year, The Link will present unique dragon-themed events to celebrate the Year of the Dragon with the public, aiming to boost shopper traffic and to bring more businesses to the tenants in our malls.

免費換領利是封福袋谷消費 Free Lai See Packets and Shopping Bags for Shoppers

領匯特別邀請本地著名畫家歐陽乃霽及跨媒體創作人歐陽應霽兩父子親自設計一套四款的「花鳥龍魚」利是封，於領匯旗下35個商場供顧客消費換領。利是封由歐陽乃霽先生以中國水墨技法加入歐陽應霽以現代圖案設計而成，新舊共融，反映兩代包容，傳承開拓。



此外，市民在領匯旗下指定12個商場消費滿港幣800元，可免費換領「新春行運福袋」乙個。福袋禮品豐富，總值逾300萬元，更有機會獲贈價值1,200元的周大福瑰麗足金吊飾、孖人牌廚具、Levis時款手錶及超級市場現金券等。數量有限，送完即止。

「花鳥龍魚」利是封由本地著名畫家 歐陽乃霽及跨媒體創作人歐陽應霽兩 父子親自設計

The festive "Flower, Bird, Dragon and Fish" red packets for the Year of the Dragon were designed by the famous Hong Kong painter Au Yeung Nai-chim and his son Craig Au Yeung.

領匯聖誕 SUPER MARIO 膺 U Magazine 「聖誕Mall王選」亞軍

人流及營業額錄一成半增長 成績斐然

The Link Gets the 1st Runner-up at "The Best Christmas Malls" by U Magazine

為慶祝聖誕佳節，領匯特別斥資約1,000萬元，舉辦以瑪利歐SUPER MARIO為主題的「領匯 We wish you a Merry Christmas」大型聖誕推廣活動，金額比去年增加25%，帶動整體人流及營業額按年升15%，並作鋪天蓋地的宣傳推廣。當中除選用報紙雜誌等傳統媒體外，還在紅隧出口的大型戶外宣傳板、地鐵車廂及六條行走港九新界的巴士等，大賣廣告。領匯更特別開設Facebook

fanpage及刊登網上互動廣告，前者更錄得超過3,000個Like及近4萬瀏覽人次。

領匯還出版「樂富廣場與你仔住過聖誕」優惠小冊子，以「瑪利歐仔住上」作主題，提供一系列聖誕商戶優惠，吸引市民前來選購聖誕禮物。

To celebrate Christmas with the public, The Link spent HK\$10 million on the SUPER MARIO-themed "The Link We wish you a Merry Christmas" event. The budget was increased by 25% compared with the

previous year, and a ubiquitous publicity campaign was launched. In addition to the traditional printed media, large outdoor billboards at the Cross-Harbour Tunnel, as well as adverts on MTR trains and buses were employed. The Link also rolled out interactive ads on the internet, and set up a Facebook fanpage for the event which attracted 3,000 Likes and 40,000 visits. The whole event brought a 15% surge in overall footfall and turnover.

領匯舉辦以瑪利歐SUPER MARIO為主題的大型聖誕推廣活動，並作鋪天蓋地的宣傳推廣。The Link launched a ubiquitous publicity campaign for its "We wish you a Merry Christmas" event with the theme of Super Mario.



台灣超人氣組合 LOLLIPOP F 棒棒堂領匯獻唱

LOLLIPOP F from Taiwan Singing at The Link's Mall

為隆重其事，領匯於樂富廣場舉行的啟動禮，邀請到台灣超人氣組合LOLLIPOP F棒棒堂及入選健力士世界紀錄的瑪利歐精品日籍收藏家Mitsugu Kikai擔任主禮嘉賓。



領匯市場策劃及推廣主管黃端華（中）表示，瑪利歐是最受歡迎的電玩角色之一，加上色彩豐富，甚有聖誕歡樂氣氛。

Hilda Wong, Head of Marketing (middle), said SUPER MARIO was one of the most popular and colourful game characters, which matches the theme of Christmas.

亞洲最大最齊全

SUPER MARIO 珍藏館

The Largest SUPER MARIO Museum in Asia

全亞洲首個最大型、最齊全的SUPER MARIO FANS健力士世界紀錄珍藏館，當中逾2,000件展品更是來自入選健力士世界紀錄的日籍收藏家Mitsugu Kikai。



SUPER MARIO珍藏館入選香港經濟日報集團旗下媒體U Magazine「聖誕MALL王選」，並勇奪第二名。

SUPER MARIO Museum was named the 1st runner up at the Best Christmas Malls by U Magazine.

遊戲界盛事

「全港金幣爭奪戰」令 全城哄動

New Super Mario Bros. Wii Coin Battle at Lok Fu Plaza

另一個活動亮點則是全港首個「New Super Mario Bros. Wii 全港金幣爭奪戰」，賽事分為公開組及兒童組，於領匯旗下港九新界15個商場舉行，參加者需經歷多場賽事，爭奪終極冠軍寶座。公開組冠軍可獲大新領匯Happy Visa卡免找數簽賬額港幣10,000元。

The city's first-ever "New Super Mario Bros. Wii Hong Kong Gold Coins Battle" was held at The Link's 15 shopping centres.



Rubberband及鄧文正與金幣爭奪戰終極皇者大合照。Photoshoot of Rubberband, Terry Zou and Winners of the Gold Coins Battle.

第3代限量版

扭蛋 全城熱搶

Most Sought-After SUPER MARIO Capsule Toys



Mario Kart Wii Racing Collection 第3代獨家限量版扭蛋掀起全城熱搶

The third-generation capsule toys of Mario Kart Wii Racing Collection were the most sought-after game pieces during last Christmas.

愛心人人LIKE

送出逾3,000條圍巾

Giving Out 3,000 Scarfs to Kids

領匯與香港青年協會合作，招募了過百人成為「領匯聖誕青年軍」擔任活動大使，安排溝通技巧及知識訓練，讓他們從中吸收工作經驗。領匯亦不忘鼓勵市民行善，並於網上舉辦「LINK出愛心人人LIKE」，只要在活動期間登入領匯聖誕Facebook fanpage按LIKE，每得一個LIKE，領匯就送出一條聖誕愛心圍巾，並由領匯聖誕青年軍連同領匯義工隊把圍巾送至各區有需要的兒童。結果，活動共送出逾3,000條圍巾。

The Link gave out 3,000 scarfs via its CSR marketing programme to children in need in various districts.



聖誕經典回味雪糕車，令聖誕歡樂氣氛升溫。Classic Ice-cream truck created a nostalgically sweet Christmas



聖誕玩轉嘉年華，讓市民大玩夾公仔機及擲彩虹攤位遊戲等。

A Christmas carnival has held with popular doll catchers and stall games.

樂富廣場

2012年著數月曆 Lok Fu Plaza 2012 Calendar

樂富廣場與商戶攜手送出2012年優惠月曆，每月推出不同著數優惠。參與合作商戶包括日式百貨UNY生活創庫、正村壽司、牛瀾鍋和味千拉麵；潮流服飾馬拉松和Jeanswest、音樂人之選通利琴行、美容化妝品牌英格蜜兒、法國葉露芝和Skin Food，以及消閒娛樂冒險樂園和大眾書局等，優惠總值高達300元。

樂富廣場更與傳媒合作，向讀者免費送出月曆，大收宣傳之效。Lok Fu Plaza joined hands with tenants who gave special offers as part of the 2012 Calendar.



赤柱廣場

夥拍旅發局 打造全新旅遊地標

Creating Stanley Plaza a Brand New Tourist Destination
Jointly with HKTB

為標誌赤柱廣場完成資產提升工程，並成為城中最新消閒熱點及旅遊地標，領匯斥資約500萬元作全面推廣及宣傳，並夥拍旅遊發展局及其他團體，於商場開幕前後連續三個周末，在露天廣場舉行了多場免費大型推廣活動，包括「赤柱南區節拍」、「國際美食音樂節」及「海濱寵物嘉年華」，供本地遊人及海外旅客免費欣賞。

提升工程後，全新的露天廣場把商場大樓與赤柱海濱長廊及赤柱大街相連接起來，廣場內更設有座位，讓遊人可以迎著海風，悠然閒坐，欣賞於周末及假日舉行各項的精彩表演及消閒活動。

國際音樂嘉年華 魅力節拍在赤柱 International Musical Carnival "Sounds by the Sea"

頭炮節目「赤柱南區節拍」於去年11月19及20日舉行，邀請到超過10個來自世界各地的音樂單位，包括David Bowie Knives、Noughts and Exes、9 Maps、Corey Tam、以及一眾本地樂隊，一連兩天全天候展現爵士樂、拉丁美洲音樂、Pop、R&B、Hip Hop等音樂魅力，感染身在赤柱的每個遊人前來一同參與。



於多個開幕活動中，300個座位的露天劇場均全場爆滿，觀眾盡情陶醉於精彩演出。
The brand new 300-seat Amphitheatre was packed with scores of audience enjoying the fabulous shows.



享譽國際的七人馬來西亞樂隊組合Akasha在全新的露天劇場，演繹馬來、印度和中國多元文化交融的音樂。
World famous seven people Malaysian Band Akasha performed at the Amphitheatre.

In celebration of the completion of the asset enhancement project of Stanley Plaza, The Link spent about HK\$ 5 million to promote the Plaza which has become a new leisure and tourist hotspot. After the re-opening of the Plaza, a series of major promotion events, such as "Sounds by the Sea", "The World of Food and Music" and "Paws by the Sea", were held over three consecutive weekends, at the newly renovated Amphitheatre, providing free entertainment to local visitors and overseas tourists.

夥旅發局辦美食音樂節吸引人流

"World of Food and Music" Jointly Presented by HKTB and The Link

推廣第二擊的「赤柱國際美食音樂節」，則於11月26及27日舉行。此項免費活動是支持香港旅遊發展局的新嘗試，亦是2011年香港美酒佳餚月的認可項目，當中包括揉合別具異國風情的「世界音樂」演出、廚藝大師的烹飪示範、佳餚美酒品嚐活動，以及現場娛樂表演等。活動期間吸引不少本地及海外遊客到臨，帶動商場人流上升近兩倍。除了有來自世界各樂手參與演出的「世界音樂」外，活動還包括由國際及本地名廚與葡萄酒專家主持的大師班，品酒大師還在「釀酒專區」主持品酒及免費試飲環節，與大眾作近距離交流。



「赤柱國際美食音樂節」邀得美食專家兼著名電視台烹飪節目《Top Chef》冠軍Richard Blais親臨作烹飪示範。
World of Food & Music invited gourmet and Champion of the famous TV programme "Top Chef" Richard Blais to host cooking demonstration.

354隻狗狗訓練場面壯觀 破健力士紀錄

Largest Dog Obedience Class in Guinness World Record

赤柱廣場乃一個歡迎訪客帶同狗隻光臨的好去處，剛於去年12月3日及4日舉辦了「赤柱海濱寵物嘉年華」。一連兩日的活動包括：狗隻模特兒選舉 SEASON Next Top Dog Model 2011、慶祝香港愛護動物協會90週年紀念活動「海濱慈善茶聚」、以及「寵物奧斯卡頒獎禮2011」，所有收益全數撥捐香港愛護動物協會。活動重頭戲「全球最大規模犬隻服從班」更於12月4日舉行，當日成功邀請到354隻狗狗及其主人齊齊參與創舉。經過即場訓練後，所有狗狗一起完成兩組特別指令，打破健力士世界紀錄，成為全球最多狗隻參與的犬隻服從班，亦是香港首項有狗隻參加的世界紀錄。



354隻狗狗一起完成兩組特別指令，並打破健力士世界紀錄。

354 dogs joined a dog obedience class to learn two new commands and broke the Guinness World Record.

樂富廣場年青化 增拓大學生客源

Lok Fu Plaza Marketing Strategies
Targeting University Students

領匯旗艦樂富廣場完成4.26億港元資產提升工程後，除了提供更多元化的飲食購物消費選擇外，還藉著連串的宣傳推廣活動，開拓年青人客群。

After the completion of its HK\$426 million AEI project, Lok Fu Plaza, a flagship mall of The Link, organised a series of marketing events targeting young customer groups and promoting the shopping centre, which now houses a greater variety of shops and restaurants.

催谷萬聖節主題活動

成為年青人聚腳點

Halloween Featured Events for the Youth

領匯於廣受年輕人歡迎的萬聖節期間，特別舉辦以19世紀神秘鬼船為主題的「樂富廣場搞乜鬼船P」，向年青人提供兩個以低消費歡度萬聖節的絕佳機會。所有中學或大專生只須在樂富廣場消費滿50元並出示學生證，即可換領兩張入場券。樂富廣場更與商戶合作，向學生提供Frozen Yogurt買一送一優惠，成功推廣商戶品牌。

「樂富廣場搞乜鬼船P」——萬聖節活動廣受年輕人歡迎。Halloween Haunted Vessel was well received among teenagers.



領匯更透過香港城市大學學生會及香港浸會大學學生會，向鄰近大學提供特別優惠。如於去年10月及12月「樂富廣場萬聖節獨家優惠」及「聖誕獨家優惠之吃喝玩樂連環賞」，學生反應熱烈，主題活動「樂富廣場搞乜鬼船P」的門票於半小時內換罄，成效顯著，令樂富廣場瞬間即成為青年人的聚腳點。

另外，本港八大院校學生憑有效學生證於樂富廣場購物，即可享有由參與商戶包括時裝及配飾、科技產品、書籍玩具及美容保健等提供低至半價的折扣優惠。



A Cappella

無伴奏音樂節迎學生口味

A Cappella Festival Resonates with Students



本地人氣組合C AllStar擔任揭幕嘉賓。C AllStar performed at A Cappella Festival.

不少年輕人喜歡「拉闊」音樂，樂富廣場去年11月10日至13日舉辦「亞洲無伴奏音樂節2011」，並邀得12隊海外及本地組合，以無伴奏風格唱出多首名曲。為吸引更多年輕客群到場欣賞，領匯更透過多間大學及中學的學生會及音樂學會，包括中文大學Shaw Band、浸會大學A Cappella Society (Senza)、喇沙書院及九龍真光中學等11個團體，廣邀學生組團參與。音樂會由本地人氣組合C AllStar擔任揭幕嘉賓，其他海外及本地組合還包括台灣「Voco Novo」、中國「Muse S」，以及新加坡「Urban Harmony Singers」等，吸引大批學生組團欣賞。



星級人氣嘉賓 帶動年輕客流 Famous Young Artists Draws Teenagers

樂富廣場經常舉辦大型推廣活動，並邀得年輕人氣偶像，包括台灣組合LOLLIPOP F棒棒堂、本地組合Rubberband及C AllStar、新人王鄧文正等出席擔任活動表演嘉賓，成功吸引年輕追星一族。

本地組合Rubberband及新人王鄧文正現身樂富廣場，吸引大批年輕FANS捧場。Lots of fans gathered at Lok Fu Plaza to see Rubberband and young pop singer Terry Zou.



重新定位
Repositioning

翻新提升
Refurbishment



資產提升幕後功臣—— 項目及發展部

The Expert of Asset Enhancement - Project & Development Department

今天的商場，對於香港人來說已不只是提供日常生活所需，而是帶來舒適的購物體驗及多元化的優質服務及產品選擇。擁有182項零售及設施的領匯，其項目及發展部團隊透過「重新定位」及「翻新提升」兩大方針策略，選擇合適及有潛質的商場進行優化，在提升商戶的競爭力之餘，亦為顧客帶來源源不絕的多元化選擇。

剛於去年秋季重新開幕的赤柱廣場，正是由一個屋邨商場，重新定位為香港的休閒旅遊地標；經過重新定位及優化，樂富廣場去年已搖身一變成為區內的主要時尚購物中心；大元街市在保留傳統鮮活街市的人情趣味，亦同時注入了新活力，為顧客帶來全新購物體驗。目前，領匯已完成22個資產提升項目，並有7個項目正在進行中。

項目及發展總監謝少祥於2010年5月加入領匯，負責制定資產提升項目的發展策略、政策及監督翻新工程。他提到項目及發展部由不同領域的專業人士組成，包括建築、測量、結構工程及設計等。「部門講求團隊精神，要靠不同專業背景及個性的同事，譬如收到圖則，先由結構工程師跟進項目的結構部分，工料測量師控制工程成本，建築師跟進設計圖，大家互相交流和合作，才能擦出火花。」



項目及發展總監謝少祥（左二）及其團隊同事。
(Second left) Edward Tse, Director (Project & Development)

百花齊放 創新思維

他舉例說，重新定位的商場項目，需要同事具有敏銳的市場觸覺，「他們要喜歡說話，愛到本地及海外不同的新商場了解最新的市場潮流。」

至於翻新提升的項目，涉及嚴謹的成本控制及內部協調，「同事特別需要與租務部溝通，訂出優化商舖的方案，目標是要吸引本邨的居民留邨消費。翻新工程當然還包括提升商場的消防設備、機電系統、暢通無阻通道設施、重新間隔及更好地利用場內空間等。」他補充，在翻新工程進行時，物業管理的駐場同事更是功不可沒。「他們向我們說出實際的工程難度、商戶及顧客的憂慮及疑難，有他們的協調幫助，工程才可按期進行及完成。」

謝少祥強調，領匯優化項目眾多，同事發揮空間極大。「相比其他發展商，領匯比較『年輕』，管理層架構簡單，亦重視培養及提拔人才，所以表現優秀的同事不乏晉升機會。」他更形容，參與優化項目如赤柱廣場，所得的滿足感亦非一般商場項目可比。

「翻新前，赤柱廣場只是個屋邨商場，但經優化後，大家都說那處像極了歐洲，因為在香港甚少找到類同的建築；最令公眾意想不到是，領匯可以擁有如此具特色及優質的商場。雖然項目非常複雜，但聽到這些評價，同事及團隊滿足感很大。」謝少祥笑著說。

為培育人才，領匯不但提供內部培訓，亦會資助同事參加業內的研討會，甚或持續進修。他更認為，領匯目前已朝向外擴展，發展潛力確實很大，未來將有很多具挑戰性的機會。

Nowadays, shoppers in Hong Kong expect malls to provide not only daily necessities but also an enjoyable shopping experience as well as a good selection of quality products and services. The Link has a portfolio comprising of 182 retail facilities. With "repositioning" or "refurbishment" to continuously improve and optimise the shopping malls, The Link enhances the competitive edge of its tenants and offers increasingly diversified choices to shoppers.

Mr Edward Tse, Director (Project & Development), says that the department has professionals in various domains, including architecture, surveying, structural engineering, design and so on. "We put great emphasis on team spirit and put together an assorted team of talents with different expertise and temperament, hoping to obtain the synergy from idea exchange and collaborative efforts."

He further explains that repositioning malls requires colleagues to have strong market sense. For refurbishment projects, they involve stringent cost control and internal co-ordination. As The Link has a large number of asset enhancement projects, colleagues are given ample room to deploy their skill sets. Besides, more challenges and opportunities are anticipated as the company is expanding and has huge potential.

To nurture talent, the company not only provides in-house training to its staff, but also sponsors them to attend seminars organized by the professional and take continuing education courses.

資產提升工程

Asset Enhancement Initiative (AEI) Projects

項目及發展部和租務部進行可行性研究
Feasibility studies by Project & Development and Leasing Departments

為項目重新定位/進行翻新提升工程
Repositioning vs Refurbishment

聘請顧問公司參與設計圖則
Layout studies conducted by design consultants

提交董事會審批
Submit to the Board of Directors for approval

提交政府有關部門審批
Submit to Government Departments for approval

物業管理部與持份者溝通，盡量把工程進行時對商戶及居民的影響減至最低
Close communication with stakeholders to minimise impact on tenants and residents

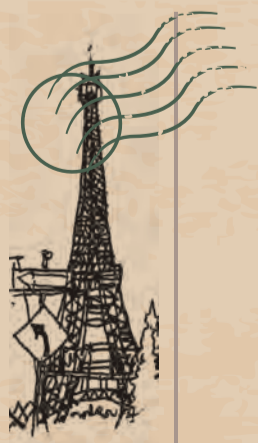
市場推廣部為項目策劃宣傳推廣策略
Marketing Department plans and launches promotion events for completed project

展開工程，優化商場軟、硬件，為商戶營造優良營商環境及為顧客帶來購物新體驗
Project starts with an aim to improve tenant operating environment and shopping experience

海外取經 活化商場街市 Overseas Trips for Revitalising Malls and Markets

為了盡量發揮物業潛力，項目及發展團隊需走訪海外出色的商場及街市項目，將優勝之處引入旗下的項目中。除了商場，領匯轄下近100個街市未來亦將陸續進行翻新提升工程，領匯行政總裁王國龍及五位同事早前特地到歐洲考察六天，參考當地街市設計及營運經驗，為未來活化、翻新本港街市作借鑑。

In order to study the design and operations of fresh markets in other parts of the world, George Hongchoy, CEO of The Link, flew to Europe with five colleagues to visit the markets there.



領匯 聖誕派對@迪士尼樂園 The Link's Christmas Party@Disneyland

領匯2011年聖誕派對在迪士尼樂園舉行，有逾千位職員及其親友出席。領匯主席蘇兆明在「原野劇場」向大家致辭時表示，領匯剛度過了六歲生日，在同樣六周年的香港迪士尼樂園舉辦2011年聖誕派對，別具意義。領匯行政總裁王國龍亦感謝員工過去一年的努力，尤其是三個旗艦項目：樂富廣場、赤柱廣場及大元街市先後完成提升工程，以及成功收購商場物業，標誌領匯業務正邁向新的一頁！

The Link's Christmas Party 2011 was held at Hong Kong Disneyland, and well over a thousand staff members as well as their friends and families attended.

聖誕大抽獎以手機短訊抽出幸運兒，同事們都期待自己的手機響起！
The lucky draw was announced via SMS. Everybody was hoping for a ring on his / her mobile phone!



領匯主席蘇兆明(左)、行政總裁王國龍(右)及首席財務總監張利民出席聖誕派對。

Nicholas Sallnow-Smith, Chairman (left), George Hongchoy, CEO (right) and Andy Cheung, CFO joined The Link's Christmas Party at Disneyland.

領匯聖誕頌歌隊助「兒童發展配對基金」籌款 The Link Carol Singing Team Raised Fund for CDMF

「領匯聖誕頌歌隊」一行20多人，為「兒童發展配對基金」主辦的「聖誕頌歌節2011之扶輪支持新世代大匯演」中獻唱聖誕歌及籌款。領匯還免費提供數個商場作表演場地，供參與活動的機構作巡迴獻唱，將聖誕祝福傳遍港、九、新界。

More than 20 staff members took part in the Christmas Carol Singing and performed at the "Carol Singing Festival 2011 cum Rotary Youth Supports Youth" event organised by The Children Development Matching Fund (CDMF) for fund raising. The Link also offered venues for free in a number of shopping centres for their fund raising activities.



開心笑臉到處見！
Happy faces are all around!



星級會所為員工加油 Five-star "Staff Work Life Balance Centre"

平日工作忙碌，公餘自然需要減壓鬆一鬆。領匯把葵涌葵芳邨2號停車場地下的一間辦公室，改建為設備一應俱全的「員工加油站」，好讓員工在公餘時有多一個聚腳和紓壓的好去處。距離葵芳港鐵站僅五分鐘路程的「員工加油站」籌備工作已進入最後階段，現開始試業，該處設有遊戲機室、健身室、瑜伽房及足球機等設施，員工可透過內聯網預訂，還可帶同家人一起使用。稍後「加油站」更會舉辦各項親子活動和興趣班，好讓員工在工作及生活中取得平衡。

Aiming at providing a place for colleagues to mingle, gather and refresh after office hours, The Link has turned a regional management office into a Staff Work Life Balance Centre. Situated in Kwai Fong, the Centre is easily accessible with just a five-minute walk from MTR Kwai Fong Station. The Centre is now in trial run and will soon be officially launched.



仿木地板襯托酒紅色的主色調，配合柔和燈光及流線設計，令員工有如安坐家中般閒逸。
To create "home sweet home" feeling, the Centre is decorated with wood-like plastic floor and soft lighting in burgundy tone.

持續溝通 共同提升顧客購物環境 Communication Makes Shopping Experience Perfect

太和街市租戶趙太來函讚揚商場物業管理團隊改善了街市的出入口通道。她表示太和邨人口開始老化，街市經常有不少長者和輪椅使用者出入，實在有必要改善街市出入口原來的木板斜台。她說：「我向物業管理團隊反映意見後大約兩個月，新的石屎斜台便完工，出入口較以前寬闊，加快人流出入，亦有效改善衛生情況。」

We received a letter of appreciation from Mrs Chiu, a tenant at Tai Wo Market, to thank our property management team for improving the accessibility of the market's entrance.



領匯高級物業組合經理趙坤宣(左二)帶領其團隊，積極與太和街市商戶溝通，達致共同提升購物環境的目標。

The Link's Senior Portfolio Manager, Chiu Kwan-suen (second left) and his team are keen to communicate with the tenants of Tai Wo Market with the aim to improve the overall shopping experience.



領匯活家禽檔清潔又衛生 Our Live Poultry Stalls are Clean and Hygienic

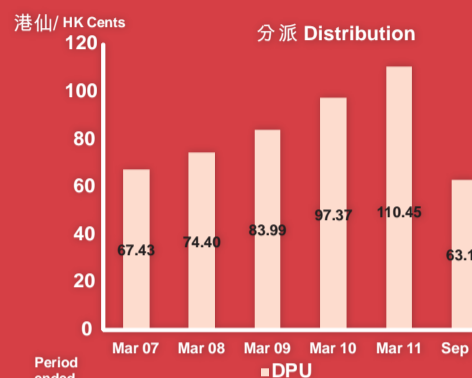
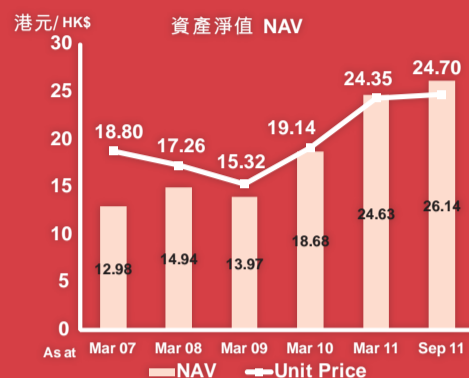
臨近農曆年，我們希望市民可以到街市購買活雞賀節。領匯旗下直接管理的60多個街市中，其中9個街市合共有12檔活家禽檔。這些家禽檔戶需依足食環署的發牌條件營運，檔位並包括安裝抽風系統並保持其運作良好，以及濾塵網保持清潔；此外，所有家禽檔戶都不會在檔位內儲存活雞過夜，以確保環境衛生。領匯的街市管理員工，一向定期巡查所有活家禽檔，確保檔戶營運整潔衛生，市民可以安心購買。

All the stalls selling live poultry under The Link's management are operated in accordance to the regulations of Food and Environmental Hygiene Department. They are kept well ventilated at all times. Their air extraction systems are maintained in good working condition with dust filters being cleaned frequently. No live poultry will be kept overnight in order to maintain the hygiene condition of the stalls at a high standard. Our market management staff conducts regular inspection to ensure the hygiene condition of the stalls.

領匯六年股值不止翻一番 Link REIT Unit Price More than Doubled in 6 Years

領匯截至2011年9月30日止的六個月，每基金單位資產淨值26.14港元，按年增長6.1% (圖1)；期內每基金單位分派63.11港仙，按年增長19.4% (圖2)。相比2006年3月31日的六個月，每基金單位資產淨值的11.09港元及每基金單位分派的21.81港仙，已分別上升135.7%及189.36%。領匯每股亦由2005年11月25日首日掛牌的11.80港元，上升至2011年11月25日的27.60港元，升幅134%。

For the six months ended 30 September 2011, The Link REIT's Net Asset Value Per Unit and Distribution Per Unit rose 6.1% and 19.4% half-on-half to HK\$26.14 and HK 63.11 cents respectively. Compared to it listing on 25 Nov 2005, The Link REIT's share price has surged by 134% to HK\$27.60 in 6 years.



公司刊物標誌—簡潔線條 連繫社區 Newsletter Logo with a Minimalist Design

本刊物標誌以簡潔的線條，勾出Channel 823的中英文名字，簡單易明。屋邨和獅子山的剪影則有領匯連繫社區及與市民為鄰之意。

The title of this publication, Channel 823, in both English and Chinese, is outlined in the self-explanatory logo with simple lines. The silhouettes of housing estates and Lion Rock are the symbol of the neighbourly connections among The Link, the community and its residents.



命名比賽近200參賽提名 Naming Competition Drew Nearly 200 Entries

為配合本刊物的推出，公司早前舉辦命名比賽。結果，比賽得到88位同事，提出近200個中、英文提名。編輯委員會經過仔細審閱每一個提名，最後選出《823頻道》作為刊物的名字。據編委會成員解釋，冠軍名字中的「823」為領匯上市編號，「頻道」則表明刊物作為對內及對外的溝通平台，詞簡意精，一語中的。

Nearly 200 entries were received from 88 staff for the naming competition of this publication and "Channel 823" was picked as the winning title. "Channel" represents the function of the publication as a platform for both internal and external communication and "823" is The Link's stock code.



編輯委員會成員埋頭苦幹，審閱每一個提名。Editorial board members were working seriously to pick the best name for the newsletter.

租務部趙靜兒的參賽作品—「823頻道」獲得冠軍，從CEO手中領取獎品。Miss Kitty Chiu from Leasing Department won the naming competition and received the award from our CEO.



領匯知多少?

如果你知道答案，請於1月27日早上9:00開始，把答案連同姓名及聯絡電話，發電郵至channel823@thelinkreit.com。最快答中的10位讀者，每人可獲贈新年福袋一份。

If you know the answer, send us an email to channel823@thelinkreit.com with your name and contact number from 9am on 27 Jan 2012. The first 10 readers with the right answer will be rewarded a CNY fortune bag.



領匯房地產投資信託基金是在哪年哪月哪一天在香港主板掛牌上市?

When was The Link REIT listed on the Hong Kong Stock Exchange?

員工晉升 Staff Promotion

下列同事剛獲晉升到新的工作崗位，在此恭喜他們，並祝他們在新崗位工作愉快!

- 洪美美 — 物業經理
- 陳智恒 — 物業經理
- 何兆輝 — 署理物業經理

人才招聘 Job Openings

如果你關心社區、對香港充滿熱誠，我們誠意邀請你加入領匯的團隊。

- 助理停車場營運經理
- 助理工程及保養經理
- 助理物業組合經理
- 助理項目經理 (規管及租務工程)
- 助理風險管理及保險經理
- 管業服務長
- 工程監督 (3年合約)
- 繪圖員 (12個月合約)
- 平面設計師
- 租務經理 / 助理租務經理
- 市場策劃及推廣經理
- 項目經理 (M&E)
- 項目經理 (項目策劃)
- 項目主任 (規管及租務工程)
- 高級會計文員 / 會計文員
- 高級程式分析員 / 程式分析員 (合約)
- 高級管業服務員 / 管業服務員
- 高級租務主任 / 租務主任
- 高級項目主任 / 項目主任 (M&E)
- 高級物業主任 / 物業主任
- 高級工程及保養主任 / 工程及保養主任
- 技術文員 (3年合約)

詳情請瀏覽

<http://www.thelinkreit.com/TC/aboutus/Career>



請以手機拍下瀏覽職位空缺詳情。
Browse for Job Openings

Suggestion & Comment 提出意見

如對領匯有任何讚賞、建議或意見，包括改進現有運作或提供新服務等方面，歡迎電郵至channel823@thelinkreit.com或致電熱線31680080。

Should you have any suggestion and comment regarding our operations and services, please email to channel823@thelinkreit.com or call our hotline at 31680080.



為愛護地球環境，本通訊以再造紙印刷，亦請與朋友分享閱讀。
This newsletter is printed on recycled paper in supporting our environment. Please share it with your friends.

製作：香港經濟日報

領匯 The Link

www.thelinkreit.com