

# SWIRENEWS

CENTRE STAGE

Brewing perfection

September 2018



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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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Our regular Centre Stage feature takes an in-depth look at Finlays' leading role in the global tea industry. Story on page 16.

## Sir Adrian Swire (1932-2018)



We regret to announce the death of Sir Adrian Swire, aged 86, in London. Sir Adrian was Honorary President of the Swire Group. He was a Director of John Swire & Sons Limited from 1961 to 2004, and Chairman of the Group from 1987 to 1997 and from 2002 to 2004. In Hong Kong he was a Director of Cathay Pacific Airways from 1965 to 2005, and of Swire Pacific from 1978 to 2008. His integrity, judgement, warmth, and kindness will be missed by all at Swire and by all who knew him. A full appreciation of Sir Adrian's life will appear in the next edition of *Swire News*.



## Senior management visits



Merlin Swire (right) met with President Xi Jinping at the roundtable summit.

During a recent visit to Beijing, Merlin Swire attended the annual roundtable summit of the Global CEO Council, convened at the Diaoyutai State Guesthouse on 21st June. Marking the 40th anniversary of the commencement of China's economic reform strategy, President Xi Jinping presided over the summit this year. Together with CEOs from 19 other prestigious multinational companies from

the USA, Europe and Australia, Merlin met with President Xi for a closed-door session and exchanged views on critical issues facing China as well as global economic development, including the Belt & Road initiative, smart manufacturing, green development and global governance. Merlin has been a member of the Global CEO Council for the past four years.

Prior to attending the summit, Merlin also met with Mr Zhang Xiaoming, Director of the Hong Kong and Macau Affairs Office of the State Council. Mr Zhang congratulated Merlin on his recent appointment as Chairman of Swire Pacific in Hong Kong, and praised the Swire group's numerous successful business operations in Mainland China and the Hong Kong SAR. Merlin meanwhile affirmed Swire's ongoing commitment to the long-term prosperity of China.

In July, Merlin paid a courtesy call on Mr Wang Zhimin, Director of the Liaison Office of the Central People's Government in the Hong Kong SAR. Mr Wang expressed his appreciation for Swire's ongoing investment in Mainland China and the Hong Kong SAR. He said that he believed Swire's businesses will benefit from the rapid economic development in China – in particular, the opportunities offered under the country's "One Belt, One Road" policy and the Guangdong-Hong Kong-Macau Greater Bay Area initiative.



During the visit to Beijing, Merlin Swire and Ivan Chu (fourth from left), Chairman of John Swire & Sons (China) Limited, met with Mr Zhang Xiaoming, Director of the Hong Kong and Macau Affairs Office of the State Council (third from right).



Merlin Swire and Mr Wang Zhimin.

## Meetings with senior Mainland officials



Ivan Chu (front row, second from left) and senior Swire executives with Mr Zong Guoying (centre), Executive Vice Governor of Yunnan Province.

In April, a delegation from Yunnan Province, led by Executive Vice Governor Mr Zong Guoying, visited Swire's office at Pacific Place, during an official trip to Hong Kong. Mr Zong and his party were received by John Swire & Sons (China) Chairman, Ivan Chu, and senior executives from Swire Properties and Swire Beverages. Mr Zong took the opportunity to discuss the group's existing business interests in Yunnan – in particular, the new Swire Coca-Cola Beverages bottling plant in Kunming – and expressed the hope that Swire will continue to explore opportunities for investment in the region.



Ivan Chu and Mr Tan Tieniu

Meanwhile, in June, Mr Chu paid a courtesy call on Mr Tan Tieniu, Deputy Director of the Liaison Office of the Central People's Government in the Hong Kong SAR. Mr Tan updated Mr Chu on recent policy developments affecting the SAR, including a new initiative to provide joint funding support from the Ministry of Science and Technology and the Ministry of Finance to promote scientific research and innovation in Hong Kong.

Board appointment

Swire Properties Limited



**Adam Fenwick** has been appointed Non-Executive Director of Swire Properties with effect from 31st May 2018. He was Group Managing Director of Fenwick, Limited from 2005 to 2017, and has been Non-Executive Director of John Swire & Sons Limited since June 2002.

Senior management appointments

John Swire & Sons (H.K.) Limited



**David Cogman** has been appointed Private Office Director responsible for oversight of the Trading & Industrial Division of Swire Pacific.



**Ron Mathison** has been appointed Staff Director and Private Office Director with effect from 1st November 2018. He will also become Chairman of Swire Pacific Offshore.

Cathay Pacific Group

**Chris Kempis** has been appointed Director Flight Operations.

Swire Pacific Offshore



**Peter Langslow** has been appointed Managing Director with effect from 29th October 2018.

**Richard Sell** has been appointed Marine Services Director.

Swire Properties

**Anna Thompson** has been appointed Director Human Resources.

Steamships Trading Company Limited



**Michael Scantlebury**, currently Finance Director, will also assume the responsibilities of Managing Director for Steamships Trading Company Limited.

**Rupert Bray** has been appointed Chief Operating Officer.

Celebrating International Archives Day 2018

The Swire HK Archive Service gave the public a glimpse into the rich Swire archive collection, when it joined in the celebrations for International Archives Day on 9th June.

Swire Archivist, Matthew Edmondson, who is current President of the Hong Kong Archives Society, led the organisation of this year's event, which was held at the Hong Kong Maritime Museum under the theme of 'Governance, Memory and Heritage'. In addition to Swire,

18 organisations took part, including the Government Records Service, HSBC, the Hong Kong Heritage Project, Lee Kum Kee, the Legislative Council, M+, the Hong Kong Observatory, and the University of Hong Kong. Guests of Honour included the Hong Kong SAR Government's Chief Secretary for Administration, Mr Matthew Cheung Kin-chung, and Director of Administration, Ms Kitty Choi.



(Photo courtesy: HKSAR Government)

(Left to right) Ms Kitty Choi, Director of Administration, Matthew Edmondson, Archivist, Mr Cheung Kin-chung, Chief Secretary for Administration of the HKSAR, and Bonnie Sze, Archive Manager, Swire HK Archive Service.

Thriving together

The Swire Pacific Sustainability Report 2017 was launched as an interactive website on 4th July 2018. The report relates to Swire Pacific's sustainability performance during the year ending 31st December 2017. It sets out Swire Pacific and its operating companies' approach to sustainability, ethics and good governance and showcases ongoing efforts to make Swire Pacific more sustainable in its everyday operations, for the people with whom we work and the communities in which we operate.

We regard sustainable development as a strategic imperative for our businesses and essential to creating long-term value for our shareholders. Consistent, clear and accurate sustainability reporting is integral to the group's commitment to facilitating an open and honest dialogue with all our stakeholders, enabling us all to thrive together.

In 2017, we continued to implement SwireTHRIVE, our environmental sustainability strategy introduced in 2016. We established working groups dealing directly with environmental issues and set near- and long-term

targets for carbon and waste reduction. Some highlights include:

- 6% reduction in energy consumption by the Property Division.
- 22% reduction in waste by the Beverages Division.
- 9% reduction in electricity consumption by Swire Resources.

The Swire Pacific Sustainability Report 2017 features a number of case studies that illustrate how our businesses are working towards achieving our 2020 goals. The report quantifies the group's sustainability efforts through materiality assessments and financial and operational performance data. It describes Swire's corporate governance relevant to sustainability and how we integrate sustainability into identifying and managing risks and opportunities. See [www.swirepacific.com](http://www.swirepacific.com) for further details.



2018 Interim Results

Swire Pacific Limited

	HK\$M	Change
Revenue	42,265	+5%
Underlying profit attributable to shareholders	1,265	-67%
Adjusted underlying profit attributable to shareholders	3,026	+40%
	HK\$	Change
Earnings per share (underlying)		
'A' share	0.84	-67%
'B' share	0.17	
Earnings per share (adjusted underlying)		
'A' share	2.02	+40%
'B' share	0.40	
Dividends per share		
'A' share	1.20	+20%
'B' share	0.24	

The Swire Pacific Group's consolidated profit attributable to shareholders for the first half of 2018 was HK\$13,501 million, 11% higher than for the first half of 2017. Underlying profit attributable to shareholders, which principally adjusts for changes in the valuation of investment properties, decreased to HK\$1,265 million. The decrease in underlying profit principally reflects an impairment charge (and associated write-offs) of HK\$3,900 million at Swire Pacific Offshore ("SPO") in the Marine Services Division. Adjusted underlying profit attributable to shareholders, which excludes the effect of significant non-recurring items, increased by 40% to HK\$3,026 million. The increase in adjusted underlying profit reflects better results from the Aviation, Beverages, and Trading & Industrial Divisions, partly offset by less profits from property trading in the Property Division.

Attributable profit from the Beverages Division was HK\$880 million (including non-recurring gain of HK\$144 million arising from the disposal of its Kaohsiung plant in

Taiwan), compared with a profit of HK\$1,785 million in the first half of 2017. The 2017 figure included non-recurring gains of HK\$1,229 million arising from the realignment of the Coca-Cola bottling system in Mainland China and a non-recurring gain of HK\$194 million arising from changes to the division's franchise terms in the USA. Disregarding non-recurring gains in both periods, Swire Beverages made an attributable profit of HK\$736 million in the first half of 2018, more than double its attributable profit of HK\$362 million in the first half of 2017. The increase principally reflected higher profits in Mainland China and the USA. Overall sales volume increased by 36% to 873 million unit cases reflecting the inclusion of sales in new franchise territories in Mainland China and the USA. Volume in Hong Kong and Taiwan also increased by 4% and 7% respectively.

The attributable loss from the Marine Services Division was HK\$4,550 million, compared with a loss of HK\$676 million in the first half of 2017. SPO recorded a loss of HK\$4,563 million. This included impairment charges in respect of the carrying value of vessels (and an associated impairment of goodwill and deferred tax asset write-off) aggregating HK\$3,900 million. Disregarding the impairment charges, SPO's loss was HK\$663 million, slightly lower than that in the first half in 2017. SPO's overall average fleet utilisation increased by 10 percentage points to 68.9% and average daily charter hire rates fell by 7% to US\$17,300 per day.

The attributable profit of the Trading & Industrial Division was HK\$154 million, an increase of 137% compared with the first half of 2017. The increase reflected better results from Swire Retail, Taikoo Motors and Swire Foods, partly offset by weaker results from Akzo Nobel Swire Paints.



Swire Properties Limited

Swire Properties' underlying profit attributable to shareholders, which principally adjusts for changes in the valuation of investment properties, increased by HK\$1,591 million from HK\$4,628 million in the first half of 2017 to HK\$6,219 million in the first half of 2018. The increase in underlying profit principally reflected profit arising from the



sale of its interests in an office building in Kowloon Bay and in other investment properties in Hong Kong, partly offset by a substantial decrease in profit from property trading. Adjusted underlying profit (which excludes the profit on sale of interests in investment properties) was HK\$3,732 million in the first half of 2018, compared with HK\$4,624 million in the first half of 2017.

Recurring underlying profit from property investment increased by 9% in the first half of 2018, with the Mainland China developments doing particularly well. Gross rental income increased by 8% (to HK\$5,996 million in the first

	HK\$M	Change
Revenue	7,309	-37%
Profit attributable to shareholders (underlying)	6,219	+34%
	HK\$	Change
Earnings per share (underlying)	1.06	+34%
First interim dividend per share	0.27	+8%

half of 2018, compared with HK\$5,555 million in the first half of 2017). This reflected positive rental reversions at the office properties and higher retail sales.

Underlying profit from property trading in the first half of 2018 arose mainly from the sale of houses at the WHITESANDS development and of car parks at the AZURA development in Hong Kong.

Losses from hotels were higher in the first half of 2018 than in the first half of 2017, principally due to pre-opening costs at hotels in Shanghai in Mainland China. The results of its hotels in Hong Kong and the U.S.A. and of our other hotels in Mainland China improved.

Cathay Pacific Airways Limited

	HK\$M	Change
Revenue	53,078	+15.7%
Loss attributable to shareholders	(263)	+1,788
	HK cents	Change
Loss per share	(6.7)	+45.4
	HK\$	Change
Dividend per share	0.10	+0.10

The Cathay Pacific Group reported an attributable loss of HK\$263 million for the first six months of 2018. This compares to an attributable loss of HK\$2,051 million in the first half of 2017. Our airlines, Cathay Pacific and Cathay Dragon, reported an attributable loss of HK\$904 million for the first six months of 2018, compared to an attributable loss of HK\$2,765 million in the first half of 2017. Revenue generation was satisfactory during the first half of 2018, with passenger yield improving. The Group's cargo business was strong, with growth in both volume and yield. It benefited from a weak US dollar during the early part of the period, but were adversely affected by significantly increased fuel prices.

The Group's passenger revenue increased by 10.4% to HK\$35,452 million in the first half of 2018. Capacity increased by 3.2%. The growth reflected the introduction

of five new routes, increased frequencies on existing routes and the use of larger aircraft on popular routes. The load factor decreased by 0.5 percentage points to 84.2%. Passengers carried increased by 1.9% to 17.5 million. Yield increased by 7.6% to HK55.4 cents. This reflected improvements in revenue management, favourable foreign currency movements, increased revenue from fuel surcharges and strong premium class demand. There was satisfactory growth in ancillary revenue.

Cargo revenue improved, reflecting strong demand. Tonnage carried grew faster than capacity and yield strengthened, reflecting increasing demand for specialist cargo shipments and the movement of higher value goods to and from Asia. The Group's cargo revenue in the first half of 2018 was HK\$12,971 million, an increase of 23.4% compared to the same period in 2017. The cargo capacity of Cathay Pacific and Cathay Dragon increased by 4.1%. The load factor increased by 2.1 percentage points, to 68.3%. Tonnage carried increased by 7.5% to 1.0 million tonnes. Yield increased by 16.3% to HK\$1.93.



Hong Kong Aircraft Engineering Company Limited ("HAECO")

The HAECO Group reported an attributable profit of HK\$469 million for the first half of 2018, compared with a profit of HK\$348 million for the first half of 2017. HAECO USA Holdings, Inc. ("HAECO Americas") continued to make losses, albeit at a reduced level. This reduction in losses was the principal reason for the increase in the HAECO Group profit. Revenue decreased by 1.1% to HK\$7,325 million.

Less airframe services work was done in the first half of 2018 than in the first half of 2017. This reflected less cabin modification work, the deferral of work by some customers from the first to the second half of the year in Hong Kong, and the loss of significant work from a major customer of HAECO Americas from August 2017. However, the airframe services results of HAECO Americas improved significantly due to an increased proportion of higher margin work and gains in efficiency.



	HK\$M	Change
Revenue	7,325	-1.1%
Profit attributable to shareholders	469	+34.8%
	HK\$	Change
Earnings per share	2.82	+34.8%
First interim dividend per share	0.72	+35.8%

Line services results were similar in the first half of 2018 to those in the first half of 2017. There was a small increase in the number of aircraft movements handled.

Results from HAECO Americas' cabin and seat work improved in the first half of 2018 compared with the first half of 2017. More seats were sold at higher margins, but there was less cabin reconfiguration work and fewer Panasonic communication equipment installation kits were delivered. More engines were repaired and overhauled in the first half of 2018 than in the first half of 2017. The beneficial effect of this was partly offset by a change in the terms on which Taikoo Engine Services (Xiamen) Limited ("TEXL") contracts with its key customer. More component and avionics maintenance work was done. The first half results of the inventory technical management subsidiary (HAECO ITM Limited ("HAECO ITM")) were lower than those in the first half of 2017.

The non-statutory accounts (within the meaning of section 436 of the Companies Ordinance (Cap. 622) (the "Ordinance")) in this document are not specified financial statements (within such meaning). The relevant specified financial statements have been or will be delivered to the Registrar of Companies in Hong Kong in accordance with section 664 of the Ordinance. Auditor's reports have been prepared on those specified financial statements. Those reports were not qualified or otherwise modified, did not refer to any matters to which the auditor drew attention by way of emphasis without qualifying the reports and did not contain statements under section 406(2) or 407(2) or (3) of the Ordinance.

For full results of these companies, please visit our websites:  
www.swirepacific.com | www.swireproperties.com | www.cathaypacific.com | www.haeco.com

Swire Properties sells interest in Cityplaza Three and Four

In June, Swire Properties entered into a Sale and Purchase agreement with Henglilong Investments Limited to sell its interest in Cityplaza Three and Cityplaza Four for a total cash consideration of HK\$15,000 million, subject to adjustments. Proceeds from the disposal will be applied towards the general working capital of Swire Properties, which will put the company in a stronger position to continue its major investment programmes and pursue new ventures in its core markets.



Cityplaza Three, Quarry Bay

First A350-1000 comes home



Powered by the latest Rolls-Royce Trent XWB-97 engines, the A350-1000 has significant freight capacity – an important feature for Cathay Pacific, as one of the world's largest cargo airlines.

In June, Cathay Pacific welcomed the first of 20 new Airbus A350-1000 aircraft to Hong Kong, at the end of its inaugural flight from the aircraft manufacturer's headquarters in Toulouse, France. Eight of these aircraft will be delivered this year, with the remainder scheduled to arrive by 2021. All delivery flights will be operated using sustainable biofuel that can reduce greenhouse gas emissions by up to 80% compared with traditional jet fuel.

As the largest variant in the A350 family, Cathay Pacific's A350-1000s will carry a total of 334 passengers – 54 more than the -900 variant – and will also bring major advantages in terms of fuel and cost efficiency, as well as unrivalled passenger comfort. The A350-1000 aircraft will launch Cathay Pacific's new service to Washington DC in mid-September, and will also begin flying to Madrid, Tel Aviv, Amsterdam, Manchester and Zurich later this year.



Network expansion



(Second left to second right) Cathay Pacific's General Manager Europe, James Ginns, Henrik Hololei, European Commission Director-General for Mobility and Transport, Cathay Pacific CEO Rupert Hogg, Mrs Carrie Lam, Chief Executive of the HKSAR, Johan Van Overtveldt, Minister of Finance of the Federal Government of Belgium, and Vivian Cheung, Deputy Director, Aviation Development, Airport Authority Hong Kong, at the celebration in Belgium.

Cathay Pacific's inaugural flight from Dublin to Hong Kong took off on 2nd June, carrying a full complement of 280 passengers and 15 tonnes of Irish cargo bound for a number of Asian destinations. Departing passengers enjoyed a special gate ceremony to celebrate the launch of the new Hong Kong-Dublin service, with refreshments and a traditional Chinese lion dance. The service operates four times a week, complementing the airline's codeshare flights from Shannon, Cork and Belfast to London's Heathrow Airport.

In the same month, Cathay Pacific also celebrated the launch of its new four-times-weekly Hong Kong to Brussels service. Guest of honour, Mrs Carrie Lam, Chief Executive of the HKSAR, was joined by officials from the European Union, Belgium and Hong Kong at a ceremony to mark the event held at the Square – Brussels Convention Centre in Belgium on 14th June. In July, the new service was further enhanced by a codeshare agreement signed with Brussels Airlines. The agreement enables Cathay Pacific to codeshare on selected services operated by Brussels Airlines between Brussels and seven popular destinations across Europe, including

Berlin (Tegel), Hamburg, Lyon (Saint Exupery), Marseilles, Toulouse, Oslo and Prague.

Additionally, Cathay Pacific will commence a new non-stop service to Seattle on 31st March 2019; the four-times-weekly service will see the city become the airline's eighth passenger destination in the USA, and its tenth in North America.

Meanwhile, Cathay Dragon will launch new services to Davao City in the Philippines and Medan in Indonesia from 28th and 29th October respectively, boosting Hong Kong's connections with two of ASEAN's founding member states. The service to Davao City will operate four times a week, whilst Medan will be served three times a week. Both services will be operated by Airbus A320 aircraft.

On the right track

Cathay Pacific has undertaken a proof of technology trial on Bluetooth low-energy ("BLE") beacons at the Cathay Pacific Cargo Terminal at Hong Kong International Airport, in conjunction with Unilode Aviation Solutions and OnAsset Intelligence. BLE beacons are wireless devices that automatically capture real-time, multi-dimensional readings of cargo shipments. The trial focused on the practicality of using BLE in the multi-storey, concrete surroundings of the cargo terminal, and results have been proven successful. Next-generation track-and-trace is part of Cathay Pacific's digital strategy to help answer the industry's need for greater transparency along the airfreight supply chain.

New partnership

HAECO Xiamen has entered into an agreement with Japan Airlines Group and low-cost carrier Spring Airlines Japan ("Spring Japan") to provide line services for Spring Japan at all of its four destinations in Mainland China. Support will be provided via existing line stations at Chongqing and Tianjin, as well as two newly-established stations at Wuhan and Harbin airports. HAECO Xiamen offers line services to over 70 airlines at 12 international airports in Mainland China.

HAECO Americas opens new hanger



In April, HAECO Americas officially opened its fifth hangar at Piedmont Triad International Airport in Greensboro, North Carolina. Spanning 250,000 square feet, the US\$60 million hangar is the largest maintenance space within the HAECO Americas portfolio.

The new facility can accommodate eight next-generation narrow-body aircraft, or two next-generation wide-body aircraft and two next-generation narrow-body aircraft simultaneously. At full capacity, the hangar will generate 500 new jobs for aircraft technicians and support staff.



Expansion in Yunnan



The new Yunnan plant was officially opened on 15th June, with VIP guests, Merlin Swire and James Quincey, CEO of The Coca-Cola Company (front row, fourth and fifth from right), as well as representatives from the Yunnan local government.

Swire Coca-Cola Beverages Yunnan recently opened its new bottling facility – the largest of its kind in Mainland China south of the Yangtze River. Catering to the needs of its fast-growing market, the new plant replaces a smaller facility, dating to the mid-1990s. Awarded LEED gold certification by the US Green Building Council, the

new world-class operation is installed with photovoltaic power generators on the roof of its main building, as well as intelligent lighting systems across 75% of the facility. There is also a rainwater collection system for irrigation and wastewater will be treated within the plant for reuse.

Denton Phase One on schedule

United States Cold Storage (“USCS”) is set to open a 7.7 million-cubic-foot public refrigerated warehouse in Denton by the end of this year, complementing its three other facilities operating in the Dallas and Fort Worth market in Texas. On completion, Phase One of the new facility will house over 25,000 pallet positions within three rooms, with storage temperatures ranging from -20°F to +60°F. The new Denton site will in future support import and export business to and from Mexico and Latin America, along with USCS’ sister facilities in Laredo, Texas.



Computer rendering of Denton Phase One.

Swire Shipping expands North Pacific service

Swire Shipping upgraded its multipurpose liner services between North Asia and the Pacific in July, by adding direct calls at the Chinese ports of Nansha and Ningbo, as well as providing a 10-day service frequency between North Asia and Papua New Guinea. Other markets served by Swire Shipping’s North Asia services such as Townsville, Noumea, the Solomon Islands, Vanuatu and New Zealand have also benefited from access to more Chinese ports.

Strategic acquisition

Swire Oilfield Services has acquired US-based specialist aviation service company Gordon Engineering Services (“GES”) as it looks to expand its interests in this sector across its North Sea and global operations. The two companies will offer a combined end-to-end aviation service, with the benefit of increased capabilities through the introduction of friction testing and custom-built helicopter refuelling systems. Established in 1995, GES specialises in aviation services including design, manufacturing, inspection, maintenance, training and rental of helifuel systems for the global oil and gas industry.

SPO welcomes two G-class vessels

Swire Pacific Offshore (“SPO”) has taken delivery of *Pacific Guillemot* and *Pacific Gull*, the two latest new buildings in its “G” Class series of Platform Supply Vessels. *Pacific Guillemot* was officially named at the Loyang Offshore Supply base in Singapore on 15th June by Ms Michelle Low, Finance Director of Swire Pacific. The vessel has now commenced a three-month charter in India. Meanwhile, the naming ceremony for *Pacific Gull* was held on 25th June at Japan Marine United

Corporation’s (“JMU”) shipyard in Yokohama, Japan. The ship was officially named by Mrs Laura Swire, wife of Swire Pacific Chairman, Merlin Swire. The afternoon ceremony was followed by a dinner reception attended by representatives from Swire and JMU. The highlight of the evening was a traditional “Kagami-Biraki” ceremony, in which a barrel of Japanese sake is broken open and shared amongst the guests, to wish good luck to the new vessel.



Lady Sponsor Michelle Low and Captain Brian Rowland of *Pacific Guillemot* at the vessel’s naming ceremony



(Left to right) Kotaro Chiba-san, CEO of JMU; Merlin Swire, Lady Sponsor, Laura Swire, SPO’s Managing Director Ron Mathison; DNV-GL Area Manager Japan, Stian Erik Sollied, and Captain Phil Liew of *Pacific Gull*, perform the Kagami-Biraki ceremony.



Building homes and hope

In June, 23 Swire Properties Community Ambassadors took part in Habitat for Humanity's Global Village Building Project, helping to build safe and durable homes for families in the remote San Cun Village of Conghua in Guangzhou. The Ambassadors – from Hong Kong and Guangzhou – spent two days building homes alongside their host families, who expressed their gratitude by cooking hearty homestyle meals for their guests. The Ambassadors also had the chance to mingle with locals and get to know something about their everyday lives, aspirations and needs. The project was supported by the Swire Properties Community Caring Fund, which provides financial support to lesser-known charity projects in Hong Kong and Mainland China.



Ambassadors anchor steel reinforcement (rebar) in place, before pouring concrete for the house walls.

Ride for love



Taiwan's exclusive Harley-Davidson importer, Taikoo Motorcycle, joined the brand's annual Million Mile Monday sponsored charity ride in June. The event attracted over 680 Harley Owners Group members, who rode on a designated route that spelled out the word "L-O-V-E" across Taiwan. Participants collectively logged 200,000 miles during this year's ride, translating into a donation of more than 1,400kg of rice to a local orphanage. Million Mile Monday is a global fundraising initiative that aims to celebrate the freedom of open road motorcycling while supporting good causes. It is the ninth year that Taikoo Motorcycle has organised this event.

Award for best implementation

HAECO Hong Kong's radio-frequency identification ("RFID") tool management system was runner-up for the Best RFID Implementation (Other Industry) Award at the *RFID Journal* Awards 2018. HAECO Hong Kong introduced this tool management system in 2017, to enhance safety practices and efficiency in its airframe services operations. The system uses handheld RFID readers, tool tags and a HAECO tool management app that mechanics can access via their mobile phones to rapidly complete a toolbox inventory at the end of each working shift. Its aim is to ensure no tools are left behind inside an aircraft and to assist in locating missing tools when needed. The system will be implemented throughout HAECO Hong Kong's operations in phases.



Patrick Wong, HAECO Hong Kong's Executive General Manager Line Services (left), receives the award from Mark Roberti, Founder and Editor of *RFID Journal*, at the award presentation ceremony held in Orlando, Florida.

Recognition for fuel efficiency



Simon Bennett (centre), CNCo's General Manager, Sustainable Development, received the award from Tetsuya Hayashi (left), Regional Manager of Southeast Asia and Oceania, Class NK, and Grant Elrick, Global Sales Director – Seatrade, UBM.

The China Navigation Company ("CNCo") has won the 2018 Seatrade Maritime Fuel Efficiency Award in the 11th Seatrade Maritime Awards Asia, held in Singapore. The company was recognised for its efforts in dedicating resources and implementing new

initiatives to improve fuel efficiency. These endeavours have translated into US\$6.8 million in fuel savings and a reduction in emissions of over 60,000 tonnes of CO<sub>2</sub> during 2017.



# Brewing perfection

In this edition of *Swire News*, we talk to Guy Chambers, Group Managing Director of Finlays, about some of the changes and challenges taking place within the global tea industry. We find out how Finlays is evolving to meet changing customers' tastes, and how it is turning to technology and innovation to try to drive the industry to new heights.



Finlays has serious heritage. Its origins stretch back to 1750 and the company's history is closely entwined with the global tea trade. For example, a Finlays vessel visited Guangzhou as early as 1817 to explore business opportunities – including direct sourcing of tea! In 2000, John Swire & Sons Limited took over sole ownership of Finlays. Even more recently, Finlays has expanded its non-tea businesses, principally around coffee, which has included the purchase of two coffee extraction businesses based in the United States: Autocrat in 2014, and the Aspen Beverage Group in 2017.

Today, Finlays serves as a trusted supplier of tea, coffee and botanical extracts to beverage brand-owners around the world. Unlike other suppliers, Finlays is in a unique position because it operates a vertically-integrated global supply chain – primarily for tea. It owns and operates tea estates, sourcing offices, extraction facilities (for tea, coffee and botanicals), packing facilities and R&D labs, all spread out across four continents.

## 'One Finlays': changing boundaries, changing minds

The broad scope of Finlays' scale, geography and diversity presents many operational challenges. In order to ensure that the sheer size of Finlays is a strength and not a weakness, the company has recently embarked on a transformation journey under the banner 'One

Finlays'. This is an integrated framework which is designed to allow the organisation to leverage the strength of its diversity and reach, so it can operate as one global company to support its major customers.

Guy Chambers explains: "Historically, Finlays was made up of lots of separate parts, each operating fairly individually. A lot of our customers expect us to operate more seamlessly. They also look to us to provide differentiated products. The aim of our 'One Finlays' transformation is to ensure that we act and speak in a unified voice to address these issues for our customers."

## Bringing a full spectrum of tea to the world

Within the global beverages industry, customer preferences have changed. Understandably, consumers are now looking for trusted products with provenance, as well as healthy choices containing fewer, more recognisable ingredients. This gives Finlays a natural advantage, as Chambers asserts: "We have a fantastic position within the industry because we are already very trusted. We've been producing and supplying tea for over a hundred years. We have a footprint in tea growing, sourcing, buying and packing, which brings that trust. We actually know where our tea comes from and are not just the middleman."



Guy Chambers  
Group Managing Director of  
Finlays

Traditionally, Finlays was involved with the growing, processing and sale of black tea. But as tastes around the world change, Finlays aims to be at the forefront of bringing new offerings to customers. For Chambers, this change in tastes is a great chance for Finlays to introduce more varieties of tea globally by tapping into the huge portfolio of teas available in China. "Outside China, many consumers' definition of tea is primarily black tea. That's a bit like watching a black-and-white television. Inside China, a consumer's definition of tea is very broad because of the long history, strong culture and wide variety of tea grown and consumed. In China, the choice of tea is like watching full-colour, high-definition television." The aim is for Finlays to become the trusted supplier of this



library of teas, and work with brand-owners around the world to help introduce more consumers to a full spectrum of teas.

Harnessing innovation to drive growth

Finlays' US-based coffee extract producers, Aspen and Autocrat, both have a large and fast-growing portfolio of cold-brew coffee extracts. The rationale behind the acquisition of these companies was twofold. Firstly, cold-brew coffee is a major growth area in the global market, presenting Finlays with opportunities to increase its share and expand Finlays' growing business supplying beverage brand-owners. Secondly, and crucially, both Aspen and Autocrat possess technology to produce cold-brew coffee in a better way than many other industry players.

Chambers elaborates: "People ask, 'Is Finlays just a tea company or are we a tea and coffee company?' Our definition is that we supply tea, coffee and botanicals. We are primarily known for tea, but these acquisitions around coffee extracts are really about technology and making really good, natural products." It is precisely this approach to producing excellent natural products that will be beneficial to the tea industry. "I envisage we will see a cross-over in the technology used for tea and coffee extraction. I would not be surprised to see some of our cold-brew coffee technology used for cold-brew tea within the next few years," he says.

Over the past 12 months, Finlays has invested time and effort in searching for new ways to improve the way tea is processed. Unlike other beverage industries, such as wine, beer and dairy, the way tea is made has remained unchanged for many decades. Part of Finlays' longer term ambition is to explore how to use 21st century knowhow to upgrade the traditional tea-making process to help make better teas in a better way.

Investing in a sustainable future for all

Finlays places great emphasis on operating in a sustainable way to ensure the success of its ventures. Michael Pennant-Jones is group head of sustainability at Finlays. "In the last few decades, the scale and pace of change around us has been accelerating," he says. "The rise of the digital world, social media, climate change, population, consumer pressures and water availability are impacting on us. This led to our first sustainability strategy in 2008."

An example of Finlays' environmental sustainability efforts is how the company is helping to regenerate the 400,000-hectare Mau forest in Southwest Kenya. This forest is vital to tea operations because it plays a key role on the region's microclimate, rainfall patterns and water storage, all of which affect the quality of tea being grown. Pennant-Jones explains how challenges around conservation can be overcome: "If we are to protect and enhance the Mau Forest in Kenya – the climate regulator for the region, which we rely on for water and biodiversity – then we need a broad group of stakeholders

to work together." In 2015, Finlays joined forces with the IDH, the Kenyan government and other organisations to launch the South West Mau Sustainable Landscape Project. Within this organisational framework, Finlays has, to date, contributed to regenerating 12.5 hectares of forest, funded two new guard posts and financed a livestock intensification programme that will reduce grazing pressure on the forest, among other measures.

Empowering communities

While protecting the environment is crucial to the success of Finlays' operations, so too is investing in tea-growing communities so they can prosper. One such initiative sits under Project Maotai. This programme enables tea farmers in less developed parts of China – the world's biggest tea producer – to access new markets. Finlays has focused on Guizhou Province in the southwest of the country. Currently, local farmers pick their first crop in April and it sells for high prices domestically; but they rarely pick for the rest of the year, because there is no local market for tea picked later in the season.

"Over the last few years, we have been working with the local government in Guizhou to establish direct relationships with tea farmers. We have now started work on building a processing facility in Sinan, Guizhou. Next season, we plan to help farmers process and sell their teas to our customers both

Finlays' global network of operations



domestically and abroad. This will help the farmers generate valuable additional income at the same time as providing our customers with the clean, traceable tea that they require," notes Chambers. Crucially, by helping to increase income for Guizhou farmers, Project Maotai also has the potential to assist wider local communities in the years to come.

Partnering for growth

Finlays has formed strategic relationships with industry partners to help drive new or popular products. One such organisation is the Chinese firm Damin, in which Finlays holds a 50% interest. Damin is the world's largest producer of

tea extracts, and serves major tea brand owners in the region, including Master Kong – one of the most popular producers of iced tea in Mainland China.

Similarly, Finlays has entered into a partnership with Harada, one of the largest tea producers in Japan, to find effective ways to grow Japanese-style varieties in Argentina that can cater to increasing consumer demand for distinctive styles and flavours. Says Chambers: "We recognise we can't do everything ourselves, and that there are other players in the industry around the world which have strengths in certain areas. We work with them and cultivate good relationships so we can create new markets together by combining strengths from different companies."

Indeed, combining strengths and harnessing innovation are the two factors that will ultimately help ensure Finlays continues to thrive as it evolves as an organisation. However, that is not to say that Finlays' long heritage will be forgotten. It is a history of integrity, respect for culture and for the communities in which it has operated for generations. Like Swire, Finlays is committed to finding smarter ways to look after the environment and support the communities in which it operates. In doing so, the Finlays group is working hard to drive changes within the tea industry and to sustain its success long into the future.

# Rise and shine

Aircraft maintenance is an industry traditionally dominated by men. Yet for twin sisters Joe and Joann Yuen, working as Senior Aircraft Maintenance Mechanics at HAECO Hong Kong has enabled them to thrive in their chosen careers. *Swire News* joins them to learn about the challenges and successes they have encountered along the way to achieving their dreams.



Joe (right)  
and Joann

## What sparked your interest in engineering?

**Joe:** For both of us, our shared interest grew during childhood, when we watched and helped our father with his carpentry projects. We also had the chance to assist our uncle with some simple electrical network installations. Our two elder sisters worked in offices, but for us, such a prospect didn't appeal. We are both active and didn't want to have a career where we worked in the same spot every day. After graduating from the Vocational Training Council's Youth College in 2008, we learned that HAECO Hong Kong was recruiting aircraft maintenance mechanic trainees. It sounded like a challenge we wanted to embrace, so we signed up for their trainee scheme.

## What are the requirements for joining the scheme? Do they differ according to gender?

**Joann:** The basic requirements are the same for men and women – you qualify as long as you hold an HKDSE\* certificate. Of course, you also have an advantage if you possess relevant knowledge and experience. As for personality, aircraft maintenance mechanics must be willing to face challenges, and possess a serious and responsible attitude.

\*HKDSE = Hong Kong Diploma of Secondary Education

## How do you think being twins has helped you, both with the training and the job itself?

**Both:** As twin sisters, we share similar interests and are used to doing everything together. During the one-year programme, we worked together on classroom training at Tseung Kwan O, participating in workshops and on-the-job training with different departments. After passing our exams, the company saw how closely we supported each other and assigned us both to Airframe Services. Joe is in charge of landing gear and Joann services engines.

## What other advantages do you gain from being sisters who both work at HAECO?

**Joe:** Joann and I have responsibilities in different areas – with Joann's being engines and mine landing gear – but we like to swap advice and share knowledge about repair and maintenance when we are at home. For example, my sister will sometimes help me by giving me information about different engine types. This helps with my own assignments and fills any knowledge gaps.

**Joann:** We actually joined the company on the very same day, and we began the learning process together from that moment. It gave us the opportunity to encourage one another at every stage.

## What are the struggles and advantages women face when working in a male-dominated field?

**Joann:** Some women may not be as physically strong as some men, so we usually have to put ten times the effort into learning and working just to prove we can handle aircraft maintenance tasks. Now, I can remove and carry turbine blades from engines on my own. My mentors were all quite shocked to witness this achievement.

**Joe:** Women pay more attention to detail and can communicate better, which complements our male colleagues' physical abilities. Aircraft maintenance requires fitness and is predominantly led by men, which is why, in the past, many older mechanics didn't think women would be able to do the job. For the past decade, I have delivered parts wherever they are required – including aircraft wheels as tall as me – come rain or shine. After working together with men for a while, their views have changed and they respect our abilities.

## As twins who work in the same environment, are there any memorable stories you can share?

**Joann:** While we belong in different teams and don't necessarily work on the same aircraft at the same time, our colleagues sometimes find it hard to tell us apart. Once, we were assigned to work on the same aircraft and I was checking and maintaining the engine while my sister was working on the landing gear. My supervisor came to check my progress and – mistaking my sister for me – was surprised that I was working on the landing gear. But he was even more confused when I spoke to him from behind. It was an amusing situation.

## Which aspect of the job gives you the most satisfaction?

**Joe:** Every time our team delivers on time or ahead of schedule, and we watch the aircraft take off safely, I feel immense pride. Changing landing gear for Boeing 747 aircraft is also a challenging and rewarding task. Each Boeing 747 has five sets of landing gear, and our team once worked day and night to change all five sets in three days. The customer was delighted, which gave us a sense of achievement.

**Joann:** Hundreds of lives depend on aircraft maintenance mechanics, so we all carry significant responsibility. The team spirit and experience passed on to every task is the most valuable of all.



## Changing of the guard



Staff at Swire's Hong Kong head office hosted a party on 29th June to mark the retirement of former *Taipan*, John Slosar, who has stepped down from the role of Swire Pacific Chairman after 38 years with the group.

It was 'farewell', but not – however – 'goodbye', because Mr Slosar will be continuing on in his role as Chairman of Cathay Pacific Airways and so will be an ongoing presence at the Pacific Place headquarters. With this in mind, there were smiles all round and not a tear in sight!

To commemorate the event, John was presented with a cake that had been specially decorated with motifs

from Swire Pacific's five operating divisions. And as his last duty as *Taipan*, John also performed a small but important ceremony when he handed over the "Commodore's Flag" to Staff Director, Nick Rhodes. The flag – a small desk pennant – is an enduring Swire tradition that harks back to the group's founding fortunes in the shipping business and is successively awarded to the longest-serving member of the House Staff. With John's retirement, Nick – who also joined in 1980 – has inherited the title of group "Commodore" and will have the honour of displaying the pennant on his desk until he retires.

## Fly with pride

21st May was World Diversity Day, a day focused on helping communities understand the value of cultural diversity. Cathay Pacific celebrated by launching its new LGBT+ (Lesbian, Gay, Bi-sexual, Transgender, plus) employee network, *Fly With Pride*, which aims to ensure the company's LGBT+ staff feel supported, accepted and encouraged to be themselves at work – a strong and important message from the airline. *Fly with Pride* is the second employee network launched since the

establishment of Cathay Pacific's Diversity & Inclusion Committee earlier in the year. The D&I agenda includes raising awareness of various areas of diversity and providing better support for different employee groups – including identifying and implementing necessary changes to policies and practices. The Cathay Women's Network was launched on International Women's Day, on 8th March.

## A life on the ocean wave

*Cathay Pacific Second Officer James Dagge will represent Hong Kong in the 2020 Olympics in Tokyo. A passionate dinghy sailor, he was sailing before he could walk...*

"I was born in Hong Kong and my dad took me on his boat when I was only six weeks old. We moved to Australia and I really got into sailing there. I joined Cathay Pacific in January 2017 and I now keep my training boat in Causeway Bay, at the Royal Hong Kong Yacht Club. I'm lucky, because I can fit training round my schedule as a pilot."

In the lead-up to the 2020 Olympics, James heads to the World Championships in Denmark in August. He currently trains for about ten hours every week. "The Ninepins near Sai Kung are great, as there's good wind and big waves," he says. But Hong Kong Harbour is his favourite: "the backdrop is jaw-dropping!"

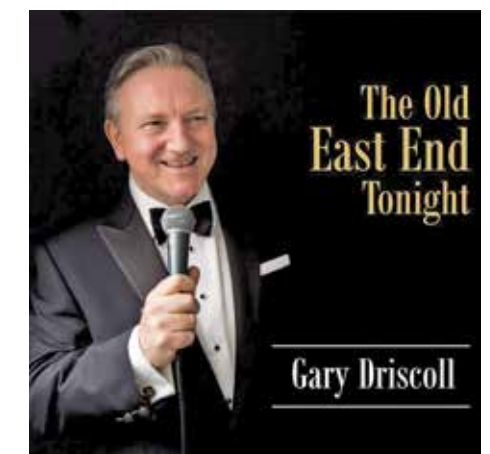
Asked what he loves about sailing, James says: "The unrelenting pursuit of perfection. Being able to be out and about on the water whenever I want feels amazing. I find it rejuvenating".



Olympic hopeful James Dagge in training.

## Doing it his way...

JS&S London's Head Messenger, Gary Driscoll, is a man of many parts. The former colour sergeant in the Royal Green Jackets has just released a new recording – *The Old East End Tonight* – a song that draws on his fond memories of growing up in the East End of London, in the days when the area was ruled by notorious gangster twins, Ronnie and Reggie Kray. A talented and sought-after jazz singer and performer, Gary names legendary crooner, Frank Sinatra, amongst his early influences. Meanwhile, his fascination with the colourful history of London's gangland has led to parts in several films on the subject. But probably the most remarkable coup of Gary's career to date, was being asked to sing Sinatra's classic anthem "My Way" at the East End wake for Reggie Kray himself, following the mobster's death in 2000. "I was made an offer I couldn't refuse!" says Gary.



Appointments

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

<b>Cathay Pacific Airways Ltd.</b> <b>Robbie Blackwood</b> <b>Ella Drake</b>	<b>Swire Pacific Ltd. – Swire Beverages</b> <b>Conor Mitchell</b>	<b>Swire Properties Ltd.</b> <b>Ben Robinson</b> <b>Miranda Robson</b>	<b>The China Navigation Co. Pte. Ltd.</b> <b>John Drury</b> <b>Tom Spearman</b>
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Five Group Staff Management Trainees joined John Swire & Sons (H.K.) Ltd. and are attached to the following companies:

<b>Cathay Pacific Airways Ltd.</b> <b>Kelvin Kwok</b> <b>Evenne Yang</b>	<b>Swire Properties Ltd.</b> <b>Gareth Leung</b> <b>Ronald Tsui</b> <b>Philip Wang</b>
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Other appointments:

<b>HAECO Group</b>	<b>John Swire &amp; Sons (H.K.) Ltd.</b>		
<b>HAECO ITM</b> <b>Johannes Rothe</b> joined as Manager (Account Management).  <b>Pierre Seon</b> joined as Manager (Value Engineering).	<b>Anfernee Choi Yiu Pong</b> joined Staff Director's Department as Technical Support Supervisor.  <b>Karen Feehan Ka Wai</b> joined Staff Director's Department as Manager, HRIS.	<b>Catherine Ellen McCracken</b> joined Staff Director's Department as Manager, Communications & Engagement.  <b>Ellen Mok Lai Yee</b> joined Group Public Affairs Department as Assistant Manager Group Public Affairs.  <b>Alison Tam Mei Ying</b> joined Staff Department as Temporary Senior Personnel Officer.	<b>Yuki Wong Yuen Pik</b> joined Staff Department as Assistant Manager – Staff Benefits Administration.  <b>Isabella Yeung Yuen Lam</b> joined Group Public Affairs Department as Senior Group Public Affairs Officer.

Swire (Beijing) Management Consultancy Ltd.

<b>Iris Hu Yishu</b> joined Group Internal Audit Department as Auditor.	<b>Jessica Ji Yang</b> joined Group Internal Audit Department as Auditor.	<b>Ransley Liu Ruipeng</b> joined Group Internal Audit Department as Auditor.	<b>Cara Wang Ying</b> joined Group Internal Audit Department as Auditor.
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Promotions, Transfers & Title Changes

Asia Miles Ltd.

<b>Jasmine Chan</b> has been appointed Strategy and Corporate Planning Manager.  <b>Edwin Chim</b> has been appointed Senior Finance Manager.	<b>Louise Luo</b> has been appointed Strategy and Business Improvement Head.  <b>Selina Miao</b> has been appointed Head of Asia Miles China.	<b>Paul Smitton</b> has been appointed Chief Executive Officer.  <b>Luna Wang</b> has been appointed Assistant Manager Market Development and Airline Partnerships.	<b>Alan Yu</b> has been appointed Risk & Finance Manager.
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Cathay Pacific Airways Ltd.

Commercial

<b>Mark Celenk</b> has been appointed Head of Global Process Transformation.  <b>Justin Chan</b> has been appointed Assistant to General Manager Revenue Management.  <b>Aldric Chau Ming Nok</b> has been appointed Head of Retail and eCommerce.	<b>Jim Chiu</b> has been appointed Assistant Manager Business Development PRD.  <b>Wayne Chong</b> has been appointed Assistant to General Manager Planning.  <b>George Edmunds</b> has been appointed Head of Revenue Management Operations.	<b>Henrietta Lane</b> has been appointed Assistant to General Manager Sales and Distribution HK and PRD.  <b>Sabrina Lau</b> has been appointed Head of Airline Partnerships.  <b>Roger Li</b> has been appointed Global Corporate Account Manager.	<b>Winnie Tong</b> has been appointed Head of Global Contact Centres – Transformation.  <b>Justin Yu</b> has been appointed Passenger Network Manager.  <b>Jennifer Zheng</b> has been appointed Corporate Sales Manager PRD.
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Customer

<b>Vinci Chan</b> has been appointed Assistant Manager Marketing.  <b>Cheryl Ching</b> has been appointed Assistant to General Manager Brand, Insights and Marketing Communications.  <b>Matthew Choi</b> has been appointed Customer Experience Manager F&B Projects.	<b>Elaine Lee</b> has been appointed Head of Customer Experience – Ground Product.  <b>Ingrid Lee</b> has been appointed Assistant Manager Digital Experience – Personalisation & Conversion.	<b>Walter Li Chun Ting</b> has been retitled Head of Insights.  <b>Cheuk Lo</b> has been appointed Head of Customer Loyalty.  <b>Claudia Wong</b> has been appointed Assistant to General Manager Customer Experience and Design.	<b>Emerald Yip</b> has been appointed Assistant to General Manager Corporate Affairs.  <b>Isla Yu</b> has been appointed Commercial Insights Manager.
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Digital

<b>Clarence Chung</b> has been appointed Head of Digital – Projects and Analytics Flight Operations.  <b>Edward Coles-Gale</b> has been appointed Head of Digital – Engineering & Flight Operations.	<b>Nicholas Fei</b> has been appointed Assistant Manager Global Process Transformation.  <b>Raymond Fung</b> has been appointed General Manager Global Process Transformation.	<b>Jason Li</b> has been appointed Assistant to General Manager Digital.  <b>Sally Wong</b> has been appointed Head of Digital – People, Cargo & GCC.	
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Engineering

<b>Paul Barwell</b> has been appointed General Manager Engineering Programmes and Airworthiness.	<b>Penny Tse</b> has been appointed Assistant to General Manager Engineering Operations.
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Flight Operations

<b>Best Bai</b> has been appointed Assistant to General Manager Aircrew.	<b>Tim Burns</b> has been appointed Head of Flying Training.	<b>Peter Clemmow</b> has been appointed General Manager Flying.	<b>Alex McGowan</b> has been appointed General Manager Aircrew.
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IT

<b>Jessica Leung</b> has been appointed Assistant to General Manager IT Solutions.  <b>Ruize Zhao</b> has been appointed Digital Transformation Programme Manager Engineering.	<b>People</b> <b>Jasmine Li</b> has been appointed Head of Talent Acquisition.  <b>Greg Shearer</b> has been appointed Head of Global Business Services.	<b>Meredith Tong</b> has been appointed Assistant to General Manager Employee Experience.  <b>Brian Tsoi</b> has been appointed Head of Service Culture.	<b>Private Office</b> <b>Guillermo Medina Moralejo</b> has been appointed Assistant to Chief Executive Officer.
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Service Delivery

Stanley Lee

has been appointed Strategic Planning and Projects Manager FOP.

Dominic Perret

has been appointed General Manager Global Contact Centres.

Alfred Weston

has been appointed Airports Customer Service Improvement Manager.

Joshua Williams

has been appointed Outport Organisational Design Project Manager.

Mickey Yip

has been appointed Global Contact Centres Transformation Manager.

Outports

AMERICAS

Kelly Lui

has been appointed Assistant to Senior Vice President Americas.

CHINA

Charles Chan

has been appointed Area Manager Chongqing and Sichuan.

Jennifer Chan

has been appointed Area Manager Henan and Shanxi.

Gary Chui

has been appointed Area Manager Fujian.

SOUTH ASIA, MIDDLE EAST & AFRICA

Kim Fong

has been appointed Assistant to Regional General Manager South Asia, Middle East and Africa.

NORTH EAST ASIA

Jamie Pepper

has been appointed Assistant to Regional General Manager North East Asia.

SOUTH EAST ASIA

Chris Bowden

has been appointed Country Manager Indonesia.

Jamie Coates

has been appointed Area Manager East Indonesia.

Rupert Grace

has been appointed Assistant to Regional General Manager South East Asia.

Kendrick Ko

has been appointed Country Manager Thailand and Myanmar.

Lance Kwong Cho Yeung

has been retitled Country Manager Vietnam and Cambodia.

SOUTH WEST PACIFIC

Kelly Tsang

has been appointed Assistant to Regional General Manager South West Pacific.

UK & EUROPE

Justin Chang

has been appointed Country Manager Italy and Spain.

Ernest Chu

has been appointed Assistant to Regional General Manager Europe.

Chris Vanden Hooven

has been appointed Country Manager Germany, Switzerland & Scandinavia.

William Kerr-Muir

has been appointed Country Manager France and Benelux.

Jansen Stafford

has been appointed Regional Manager Cargo Europe.

Cathay Pacific Services Ltd.

Aaron Lam

has been appointed Chief Financial Officer, Subsidiaries.

Ethos International Ltd.

Max Mak Chun Yin

has been appointed Senior Programme Administrator.

HAECO Group			
HAECO Hong Kong			
<b>Carol Chan</b> has been appointed Marketing and Sales Manager.	<b>Charles Goh</b> has been appointed Assistant General Manager, Group Risk and Insurance.	<b>Louis Lai</b> has been appointed Executive General Manager Airframe Services.	<b>Roger Mak</b> has been appointed Manager, Group Material Management & Supply Chain.
<b>WK Chan</b> has been appointed Airframe Services Manager, Production Control.	<b>Derek Hui</b> has been appointed Planning & Production Control Manager.	<b>Winson Li</b> has been appointed Material Management Manager, Stores & Logistics.	<b>Peter Murton</b> has been appointed Head of Cabin, Line Services.
<b>Phillip Chi</b> has been appointed Line Services Manager, Ramp Equipment.	<b>Kevin Kruger</b> has been appointed Director & General Manager, HK Operations.	<b>Michelle Lim</b> has been appointed Executive Assistant to Chief Executive Officer.	<b>Dudson Yip</b> has been appointed Executive Assistant to Director & General Manager, HK Operations.
HAECO Xiamen			
<b>Rory Cahill</b> has been appointed Assistant Manager, Commercial.	<b>Kevin Guan</b> has been appointed Director of Operations.	<b>Andy Leung Ting Kwan</b> has been appointed Finance Supervisor.	<b>Francis Tin</b> has been appointed Financial Controller, Jointly Controlled Entities.
<b>Matilda Chan</b> has been appointed General Manager Engineering.	<b>Victor Ho</b> has been retitled General Manager Commercial.	<b>Steven Lin</b> has been appointed General Manager Airframe Services.	<b>Zhao Zeng Zhen</b> has been appointed General Manager Airport Project.
HAESL			
<b>William Cheung</b> has been appointed Business Improvement Officer.			
John Swire & Sons (H.K.) Ltd.		Steamships Trading Co. Ltd.	
<b>Loretta Fong Chi Man</b> of Group Public Affairs Department has been promoted to Grade C as Manager Group Public Affairs.	<b>Meris Mok Pui Man</b> of Group Retirement Benefits Department has been promoted to Assistant Manager.	<b>Jeffrey Wang</b> has been appointed Manager, Leadership Development.	<b>Arthur Burnand</b> has been appointed Property Development and Projects Manager.
<b>Andrea Ma</b> has been appointed Senior Manager Corporate Finance, Swire Pacific Ltd.	<b>Mandy Ng</b> has been appointed General Manager Business Development, Swire Pacific Ltd.	<b>Olivia Wong</b> has been appointed Head of Diversity and Inclusion Development.	
	<b>Anthony Stewart</b> has been appointed Corporate Finance Manager, Swire Pacific Ltd.	<b>Henry Zhao Yulong</b> has been appointed Auditor.	
Swire Altus Shipping		Swire Pacific Offshore	
JAKARTA	Swire Coca-Cola, USA	DUBAI	SINGAPORE
<b>James O'Driscoll</b> has been appointed Country Manager Indonesia.	<b>Sam Sloman</b> has been appointed Sales Manager, Large Store.	<b>Ryan Smith</b> has been appointed General Manager Europe, Middle East & Africa.	<b>Marc Hempstead</b> has been appointed Corporate Finance Manager.

Swire Properties Ltd.			
BEIJING		CHENGDU	
<b>Audrey Li</b> has been appointed Public Affairs Manager.	<i>Indigo</i> <b>Jenny Siu</b> has been appointed Assistant Portfolio Manager.	<i>Taikoo Li Sanlitun</i> <b>Lily French</b> has been appointed Senior Portfolio Officer.	<i>Sino-Ocean Taikoo Li Chengdu</i> <b>Francis Lo</b> has been appointed Senior Property Officer.
<b>Lucas Xu</b> has been appointed Senior Business Development Officer.		<b>Penny Peng</b> has been appointed Finance Manager.	
GUANGZHOU			
<i>TaiKoo Hui</i>			
<b>Vincent Fung</b> has been appointed Assistant Director-Portfolio Management (Retail Team).	<b>Jojo Qiao</b> has been promoted to Assistant CRM Manager.	<b>Rosanne Xia</b> has been promoted to Assistant Promotions Manager.	<b>Lyn Zhong</b> has been promoted to Assistant Marketing Manager.
<b>Hubert Jian</b> has been promoted to Assistant Technical Manager.	<b>Amanda Wang</b> has been appointed Portfolio Officer.	<b>Alex Zhang</b> has been appointed Assistant Director-Portfolio Management.	
HONG KONG			
<i>Development &amp; Valuations</i>		<i>New Ventures</i>	<i>Office Marketing</i>
<b>Moon Lau</b> has been appointed Assistant Development Manager.	<b>Peter Wu</b> has been appointed Development Officer.	<b>Fay Fang</b> has been appointed New Ventures Analyst.	<b>Fion Tse</b> has been appointed Digital Marketing Manager.
<b>Melody Liu</b> has been appointed Development Manager.		<b>Irisa Lam</b> has been appointed New Ventures-Business Development.	
<i>Portfolio Management</i>			
<b>Frederick Carter</b> has been appointed Property Officer (Office Team).	<b>Thomas Edward Rhodes</b> has been appointed Assistant Portfolio Manager (CPMO).	<b>Harry Tabor</b> has been appointed Property Officer (Office Team).	<b>Eleanor Walter</b> has been appointed Property Officer (PPMO).
<i>Projects</i>			
<b>Eliza Wong</b> has been retitled General Manager, Projects (HK & SE Asia).			
SHANGHAI			
<b>Tiffany Deng</b> has been appointed Portfolio Officer.	<i>HKRI Taikoo Hui</i> <b>Lincoln Feng</b> has been appointed Portfolio Manager.	<i>Qiantan Project</i> <b>Celia Chen</b> has been appointed Assistant Director-Portfolio Management.	<b>CT Ma</b> has been appointed Assistant Director-Portfolio Management.
<b>Martin Ma</b> has been appointed Senior Business Development Officer.	<b>Lynn Zou</b> has been appointed Assistant Director-Finance.	<b>Winnie Leung</b> has been appointed Assistant Director-Marketing.	<b>Craig Yan</b> has been appointed General Manager, Business Development.

Taikoo Sugar Ltd.			
<b>Chan Siu Lok</b> of Plant Operation and Technical Service Department has been promoted Senior Manager, Supply Chain Operation.	<b>Cilia Lee Man Sze</b> of Commercial Department has been promoted Manager, Sugar Trading.	<b>Pun Hiu Kwan</b> of Commercial Department has been promoted Senior Manager, Sugar Trading.	
The China Navigation Co. Pte. Ltd.			
<b>AUCKLAND</b>	<b>HONG KONG</b>	<b>MELBOURNE</b>	<b>SINGAPORE</b>
<b>James Gordon</b> has been appointed Assistant Trade Manager.	<b>Wartic Cheung Chung Wo</b> has been appointed Sales Manager.	<b>Sam Blackwood</b> has been appointed Chartering Manager, Swire Bulk Division.	<b>Nicholas Bury</b> has been appointed Performance Manager – Global Liner Operations.

Long Service

30 years			
John Swire & Sons Ltd.		John Swire & Sons (H.K.) Ltd.	
Philippe de Gentile-Williams – Staff Director	Adrian Harley – Executive Director, Human Resources, Swire Beverages	Pat Healy – Managing Director, Swire Beverages	To Wai Lim – Coxswain, Staff Director's Department
Swire Oilfield Services		Taikoo Sugar Ltd.	United States Cold Storage
Mick Parkinson – Heysham Base Manager	Wu Wai Sing – Company Driver, Finance & Administration Department	Barry Ominsky – Vice President, Treasurer & Company Secretary	
25 Years			
John Swire & Sons (H.K.) Ltd.		Barry Chu Wing Lun – Manager – Design/Production, Group Public Affairs Department	
Guy Chambers – Managing Director, James Finlay Ltd.			
20 Years			
John Swire & Sons (H.K.) Ltd.		Ed Higgs – General Manager Inflight Service Delivery, Cathay Pacific Airways Ltd.	Elaine Ho Yee Ling – Deputy Company Secretary, Company Secretary's Department
Kieran Bowers – President, Swire Properties Inc.			
Swire Oilfield Services		Cody Pinell – Operations Coordinator	John Whatman – Tester
Grant Ourso – Strategic Account Manager			
15 Years			
Swire Oilfield Services		Liam O'Connor – Yard Chargehand	



10 Years

Ethos International Ltd.

**Kenness Chan Kwan Yee**  
– Programme Administration Manager, Learning & Development

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

**Christopher Bowden**  
– General Manager South East Asia, Swire Pacific Offshore

**Chan Hing Man**  
– Caretaker, Staff Director's Department

**Jamie Conlin**  
– Country Manager Korea, Cathay Pacific Airways Ltd.

**Ben Ellinger**  
– Director of Programs, Cabin Solutions, HAECO Americas

**Cyril Fan Kin Kiu**  
– Group Treasurer, Hong Kong Aircraft Engineering Co. Ltd.

**Abby Ho Sheung Chi**  
– Assistant Company Secretary, Company Secretary's Department

**Angel Lau Shuk Fan**  
– Deputy Company Secretary, Company Secretary's Department

Swire Oilfield Services

**Lee Forbes**  
– Peterhead Base Manager

**Steven Mills**  
– Great Yarmouth Base Manager

**Leslie Shaw**  
– Welder

Taikoo Sugar Ltd.

**Chan Wai Kit**  
– IT Officer, Finance & Administration Department

Retirements

HAECO Group

**Clement Lam**  
Director & General Manager, HK Operations, Hong Kong Aircraft Engineering Co. Ltd., retired in July 2018 after 34 years of services with the company.

International Automobiles Ltd.

**Chung Siu Leung**  
Driver, Commercial Vehicle Department, retired in May 2018 after three years of service with the company.

**Tung Wing Yat**  
Senior Sales Supervisor, Commercial Vehicle Department, retired in June 2018 after six years of service with the company.

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

**Leung Kong Cheong**  
Coxswain, Staff Director's Department, retired in June 2018 after eight years of service with the company.

**Mak Tat Ming**  
Senior Shroff, Finance & Accounts Department, retired in February 2018 after 37 years of service with the company.

Marriages

**Jonathan Bailey**  
of Cathay Pacific Airways Ltd. – Tel Aviv married **Thi Nguyet Mai** in May 2018.

**Tom Bellamy**  
of The China Navigation Co. Pte. Ltd. – Singapore married **Catriona Alexandra Ramsay** in April 2018.

Births

To **Alexander Kinloch** of Cathay Pacific Airways Ltd., and **Antonella**, a daughter, **Freda Mencia**, in April 2018.

To **Ernest To Chiu Yin** of Swire Beverages, and **Cheng Wai Shan**, a daughter, **Tin Yuet**, in March 2018.

James Robert Adams  
1949-2018



It is with great sadness that we announce the death of James Adams, following a lengthy illness. James held a number of senior financial and staff roles with Swire during a career with the group that spanned more than 30 years. He was a part of the Swire "family" all his life; his father, Bob Adams, had joined the group in 1936, working in Mainland China and Hong Kong (where James was born) before retiring as Company Secretary of John Swire & Sons Limited in 1975.

James joined JS&S London two years later, in 1977, after qualifying as a Chartered Accountant and working for KPMG forerunner, Thomson McLintock. He was transferred to the Group Accounts Department in Hong Kong in 1979, and appointed to the role of Company Secretary in 1986, when he also became a Director of JS&S (HK) Limited. In 1991, James was posted to Tokyo, where he spent three years as Finance Director for JS&S Japan. However, it is for his subsequent role, overseeing Swire group personnel, that James will probably be most widely remembered. This era commenced in 1993, with his appointment as Staff Coordinator in Hong Kong, and continued in a similar role in the London office – a position he took up in 1999. Like his father before him, James additionally took on the role of Company Secretary in London from 2004-2008 and also became a trustee of the pension fund; he retired from the Swire group in August 2010. A gentle, unfailingly courteous man, with a great eye for detail and accuracy and a good sense of humour, James' interests included a passion for cricket and he was a loyal England supporter.

Our sincere sympathy goes to his wife Jane and their family, to whom James was devoted.

Geoffrey Arthur Havilland MC  
1930-2018



We regret to announce the death of Geoff Havilland who spent over 30 years with Swire in both Hong Kong and London. Following a distinguished military career in which Geoff won, aged only 21, an MC in Korea, he joined the company in 1967.

Geoff was a firm believer in the adage there are no bad troops, only bad officers and this served him well in his appointment as floating staff manager for the China Navigation Company. His appointment was an instance of a square peg finding an exactly-fitting square hole. There is no doubt he found the complicated logistics of administering a large corps of professional seafarers totally absorbing and he pursued this career with vocational zeal. Many of the officers became lifelong friends.

Geoff oversaw side-port loading to CNC's PNG services and the introduction of PNG crewmen. In the mid-1970s the creation of Swire Pacific Offshore had him immersed in the planning and effort involved establishing this new business.

In 1983, Geoff transferred to London taking charge of the UK end of recruitment and movement of ships' officers. He also became involved in interviewing graduates for the Swire management trainee programme. He served on the Board of the Missions to Seafarers and in 1993 became a Liveryman of the Worshipful Company of Shipwrights. Geoff retired from Swire in 1994.

Geoff was a fabulous host and had a keen sense of fun. He had countless interests and shared many of them with his wife, Mary. They loved classical music, opera, theatre, long walks, gardening and they were both huge readers. It was therefore the ultimate in cruelty that his devastating stroke in November 2012 took all this away from him. He bore it all with his customary cheerfulness and good humour and with his spirit undimmed to the last.

Geoff is survived by his son William, daughters Cathy and Charlotte and two grandchildren, to whom we extend our deepest sympathy.

## HONG KONG SESQUICENTENARY

*In 2020, Swire will celebrate its 150th anniversary of doing business in Hong Kong. Over the next few issues of Swire News, in the run up to the sesquicentenary, we will be looking at a range of historic artefacts preserved in the group's archives that provide a tangible reminder of just how closely Swire's development has been linked to that of its home city through the years.*

# Diving Helmet



Taikoo Dockyard diver, Silas George Goard, prepares to dive, using a similar helmet in the 1910s.



The copper and brass diving helmet pictured was once owned by the Taikoo Dockyard. It was part of a suit used by divers when inspecting below the waterline damage to ships alongside the dockyard's seawalls or during remote salvage operations, in the days long before remotely-operated submarine equipment or even scuba gear was in widespread use.

Taikoo Dockyard, which operated between the mid-1900s and early 1970s, played a prominent role in Hong Kong's industrial heritage. It was the most sophisticated shipbuilding yard in Asia in its heyday, and was also

one of Hong Kong's leading employers. When it opened in 1907, the yard was capable of accommodating the largest ships afloat and Taikoo went on to build around 500 vessels of different sizes over the next 65 years. It was also one of Hong Kong's most enlightened employers, providing staff housing, a hospital and school. The advent of large container shipping, requiring a much greater depth of water than was available in Hong Kong's eastern harbour, triggered the development of a new container port at Kwai Chung in the early 1970s and spelled an end to the viability of Taikoo Dockyard's Quarry Bay facilities. But soon after the yard's closure, a newly-formed

company, Swire Properties, began to redevelop the original site into the thriving business and residential neighbourhood that is today known as Taikoo Place and Cityplaza.

Taikoo Dockyard is not just one of Hong Kong's most important historic companies, it is also one of its best-documented. In addition to fascinating artefacts such as this helmet, photographs exist tracing every stage of its development from the very first breaking of ground to its closure, with all of the stages of its development in between.