

2008年企業簡訊 | 2008 Corporate News Update

集團近年積極多元化發展，成功把業務拓展至房地產發展、地產投資及專業服務等。今年集團踏入成立第40個年頭，我們請來集團董事總經理郭煜釗先生及董事彭一邦先生，與大家分享他們對集團的期望及未來的發展方向。

郭 - 郭煜釗董事總經理
彭 - 彭一邦董事

問：集團去年正式易名為「俊和發展集團」，是否意味著什麼？

郭：集團在去年11月正式易名為「俊和發展集團」標誌著集團新的業務方向：多元化的業務發展和集中於地產發展業務。未來，集團在市場上的定位更清晰，除繼續專注於發展建築業務外，亦將積極在新興的市場如中國內地、越南、阿聯酋等地物色地產發展項目。

彭：這是俊和業務作多元化發展的重要里程碑，尤其是在「清水灣道8號」項目的成功之後，反映集團致力拓展物業發展市場。此舉亦顯示員工需保持靈活的思維，更勇於面對轉變、視困難為挑戰。

人才一向是集團重要的資產，我們致力培養出積極的學習文化，鼓勵年輕一輩的同事積極參與集團未來的發展。在未來，培養人才和建立同心協力的團隊是俊和首要的目標。

問：今年集團踏入40週年，管理層有什麼寄語？

郭：俊和40年前由彭錦俊主席一手創辦，回顧當初由一間小型的建築公司到現在有千多人及擁有多元化業務的上市公司，當中除了靠彭主席的精明領導外，員工們的努力和付出是無可置疑的。我很高興看見集團這兩三年間都加入了很多年輕有衝勁的新血，由管理層到前線的員工，都添加了新的動力。

彭：俊和能夠踏入40週年的確得來不易。這是全體同事勤奮努力的成果，沒有他們，俊和便沒有今天的成就。以配合集團的業務擴充，我們需要維持靈活變通，才能夠邁進另一個40年。日後回望今天，我相信這只是集團其中一個里程碑。集團由一間小型的土木工程分判商發展成一間擁有多個專業資格的主要承判商；由一間建築公司發展成一間綜合業務公司；由一間本地公司發展成國際企業。

問：試述集團未來的發展方向。

郭：建築方面 - 施政報告之2,500億港元工程，為整個建築行業注入新活力，集團將集中進行高盈利及需要先進技術和專業經驗之優質項目。
- 集團會透過分散式架構(Decentralization)，令各子公司(Subsidiary)和分部(Division)能有效地分享資源及各展所長。
- 憑藉我們全面項目管理的技術開拓新興市場：如中東、印度、越南、泰國等。
物業發展 - 中國內地經濟繼續蓬勃，市民生活水平及住屋需求上升，集團在中國石家莊和楊州推出的住宅物業項目深受市場歡迎，平均售價更屢創地區性的新高。集團將積極尋求在物業價格上有顯著發展空間的二、三線城市如瀋陽、成都的發展機會，和其他具發展潛力的地區包括越南、中東及印度等。

彭：建築業務方面，我們新的發展方向是以承接更多適合集團的著名項目為目標。透過各分部之間的信任，它們的職權和有關的職責會加強項目的靈活性，亦能鼓勵營運中注入企業精神。此體制的成功將有賴集團上下，由管理層至員工的「互信和承諾」。

問：你是否滿意集團推行分部管理體制的進度？

彭：改變是永不容易，雖然我們尚在發展階段，但一切運作均符合預期。事實上，推行分部管理後，員工需要肩付更多責任，工作量亦有所增加。現在決策過程會得以加快和更有效率。今年，各子公司和分部會宣布新的「盈利分享」和「權限分級制度」計劃，以界定新體制下的權責及利益。

問：開始新的一年，對同事們的勉勵說話。

郭：首先，感謝同事們在過往一年的努力，特別是身在國內或外地為集團尋找機會的同事。另外，剛完成的香港國際機場「航天廣場」項目實在有賴同事們的努力，發揮團隊精神。

集團將按新方向更新或制定業務計劃，我們要抱著開放、進取的思維與集團一起前進，開創更多的機遇。

彭：俊和將致力培育能夠與集團同步發展的同事。在未來的3至5年，俊和將採用新的企業化管理積極進行員工發展，以提高同事們的歸屬感。



Chun Wo's effort to diversify its business in recent years has paid off. Today, it has extended the scope of its business to cover property development, property investment and professional services, etc. This year the Group is celebrating its 40th Anniversary, a time for Mr. Clement Kwok, Managing Director and Mr. Derrick Pang, Director, to share their plans and aspirations in its advance into the future.

C - Mr. Clement Kwok, Managing Director

D - Mr. Derrick Pang, Director

Q: The Group changed its name to "Chun Wo Development Holdings Limited" last year. What is the reason behind the change?

C: CW Group was renamed "Chun Wo Development Holdings Limited" in November last year to signify our new business direction: diversification and a focus in property developments. With a more vivid market position, we will continue to focus on our construction business and, at the same time, actively identify and embark on property development projects in the emerging markets, such as Mainland China, Vietnam and UAE, etc.

D: That was a major milestone on the Group's path of diversification. The success of "No. 8 Clear Water Bay Road" in particular reflects the Group's determination to expand our property development business. The name change is also a call on staff members to maintain their adaptable mindset and be ready to embrace changes and take difficulties as challenges.

Human resources have always been important assets for the Group. It is thus our intention to develop a learning culture. We need to encourage younger colleagues to more actively take part in the Group's development. Developing our people and building a cohesive team with spirit and energy will be our number one focus in the future.

Q: With the Group celebrating its 40th Anniversary this year, what words of encouragement does the management have for staff members?

C: Chun Wo was founded by Mr. K.C. Pang 40 years ago and has developed from a small construction company into a listed company with more than a thousand staff members and diverse operations today. Apart from the shrewd leadership of the Chairman, Mr. Pang, it was the hard work and contributions of staff members that has undeniably braced the Group's success. I am very glad to see that the Group has been injected with a lot of young and energetic staff members in recent years. All of them, ranging from management to frontline levels, have provided us an impetus for our continued advancement.

D: Chun Wo has come a long way over the past four decades, which is an achievement by any measure. Our achievements to date would not have been possible without the efforts of our people. As the Group expands, we need to maintain flexibility and agility in order to advance into the next 40 years. Down the road, when we look back to today's success, I am certain that this would be just one of the many milestones. The company has evolved from a small civil sub-contractor to a main contractor with various specialties; a construction company to a multi-disciplinary company; a local business to a globalized corporation.

Q: Please explain the direction the Group is going to take when moving forward.

C: For our construction business

- It is going to benefit from the vigor injected into the industry by the HK\$250 billion investment earmarked in the Policy Address of the Chief Executive. The Group will focus on pursuing quality projects with high margins and employing advanced technology and expertise.
- To adopt a decentralized operational structure of Subsidiaries and Divisions with their own specialty expertise and effective division of resources.
- We will strive to expand into new markets such as the Middle East, India, Vietnam and Thailand by capitalizing on our comprehensive project management capabilities.

On the property development front

- Demand for housing and better living standard in China are rising. Our residential property projects in Shijiazhuang and Yangzhou have been well received by the market with average selling prices breaking all regional records. We will actively look for development opportunities in second and third tier cities where property prices have significant room to grow such as Shenyang and Chengdu and other regions with great growth potential like Vietnam, the Middle East and India.

D: For our construction business, the Group's new direction is to target prestigious projects. Entrusting divisions with authorities and the associated responsibilities are going to better our agility and encourage entrepreneurialism in business operations. The success of decentralized management hinges on the "Trust and Commitment" of all management and operational staff.

Q: Are you happy with the progress you have made with decentralizing management?

D: The initiative is still in progress. Changes are never easy but achievements are meeting my expectation. The fact is decentralization means staff members have to shoulder greater responsibilities as well as workloads. Now, decisions can be made more quickly and tasks be tackled more efficiently. In this year, the Divisions and Subsidiaries will announce new plans on "Profit Sharing" and "Limits of Authority", that should define the responsibility, authorities, and benefits of the on-going re-organization.

Q: Words of encouragement to staff at the beginning of the New Year.

C: First of all, I would like to thank all staff members for their hard work in the past year. I am particular grateful to the colleagues helping to explore opportunities for the Group in China and overseas markets. Commendation is also due for the efforts and team spirit demonstrated by colleagues at the SkyPlaza project.

The Group will map out development plans according to its new business directions. Therefore, we all must have an open mind and be ready to embrace new ideas to advance with the Group.

D: Chun Wo is committed to grooming staff members who can grow with us. In the next 3 to 5 years, the Group will seek to implement new corporate management practices, and foster a stronger sense of belonging among staff members by providing them with structured development programmes.





國內房地產項目銷售熱烈 | Hot Sales of Mainland Real Estate Properties

集團位於江蘇省揚州市的「名門都匯」於2007年10月17日公開發售，首天推出69套單位，於開售當天首一小時，已售出達九成，樓價更刷新了揚州豪宅市場最高價格記錄。累積至今，整個項目212套單位，已售出八成，優越的地段與品質，贏得揚州市民的高度認同。

An overwhelming response was made in "The Metropolis" in Yangzhou, with more than 90% of the units sold within an hour on the first sales day on 17 October 2007 and a remarkable selling price achieved in the luxurious property market in Yangzhou. Possessing high construction quality and a prime location, nearly 80% of the total units has been sold out with high recognition from the local citizens.



董事司徒偉(左二)、項目經理葉燦文(右二)、物業發展經理梁志輝(右一)宣佈正式開盤。Director Mr. Szeto Wai (second left), Project Manager Mr. John Yip (second right) and Property Development Manager Mr. Jeff Leung (first right) officiated the open sales ceremony.



大批意向客戶排隊守候。A long queue of potential buyers.

另外位於河北省石家莊市的大型綜合性房地產發展項目「名門華都」，第1B期單位於2007年11月24日正式開售。延續1A期火爆場面，推出4號及6號樓，合共231套單位，於開售當天早上三個小時內幾乎全部售罄，更刷新市場最高房價，完全體現「名門華都」豪宅的懾人魅力。

Apart from the property development project in Yangzhou, another intensive investment was located in Shijizhuang, Hebei. The "Arc De Royal", an integrated residential and commercial complex, had an enthusiastic sales response for its second batch. Nearly 100% of the total 231 units were sold out within less than three hours of the open sales on 24 November 2007 at a new price record in Shijizhuang.



醒獅助慶。Open sales ceremony.



開售日人頭湧湧。Great crowds on the sales day.



復修及更換水管工程 | Replacement and Rehabilitation of Water Mains

水務署推行全港復修及更換水管工程，工程長達15年，計劃將復修及更換3000公里已老化的水管。早於2003年12月，俊和已投得第一期工程(19/WSD/02)，負責新界區水管工程。其後俊和繼續獲第二期工程(11/WSD/06及28/WSD/06)，負責總長200公里水管之復修工程。

11/WSD/06工程覆蓋新界西如元朗、南生圍、錦田、八鄉、石崗等，共復修及更換逾140公里長之水管。在約42個月份的工期內，預算工程的高峰期將達到每月鋪設6000米水管的進度，逾120個分佈各區的工作站同時分散進行，需要嚴謹有效的籌劃和管理，對施工隊伍亦是一項極具意義的挑戰。

28/WSD/06工程包括香港島如薄扶林、華富、堅尼地城、中環、山頂、銅鑼灣、北角、灣仔、鰂魚涌、香港仔、鴨脷洲等全長逾80公里水管。為減低對交通的影響，部份工程需獲政府部門批准於晚間及特定時段進行。

在技術施工方面，兩項工程部份將採用非挖掘式技術進行水管復修及更換，以減低對環境及週遭交通的影響。28/WSD/06及11/WSD/06預計分別於2010及2011竣工。

The Water Supplies Department has implemented a replacement and rehabilitation programme of 3000km aged water mains in 15 years throughout Hong Kong. Chun Wo was awarded the Phase 1 Programme (19/WSD/02) as early in December 2003, involving the water mains in New Territories. Succeeding from 19/WSD/02, Chun Wo was awarded two of the contract in the Phase 2 (11/WSD/06 and 28/WSD/06) with a total pipe length exceeding 200km.



沙田區的喉坑開挖。
Trench excavation at Shatin.

The 11/WSD/06 covers New Territories West including Yuen Long, Nam Shan Wai, Kam Tin, Pat Heung, Shek Kong with a total pipe length of more than 140km. In around 42 months, productivity reaches the peak by laying 6000m of water pipes each month. High quality project management is necessary to manage more than 120 work fronts in dispersed locations.

The 28/WSD/06 covers Hong Kong island including Pokfulam, Wah Fu, Kennedy Town, Central, the Peak, Causeway Bay, North Point, Wai Chai, Quarry Bay, Aberdeen and Ap Lei Chau with a total pipe length of about 80km. To minimize any disruptions to nearby traffic, some works are carried out at night time or at a specific time and approved by government departments.

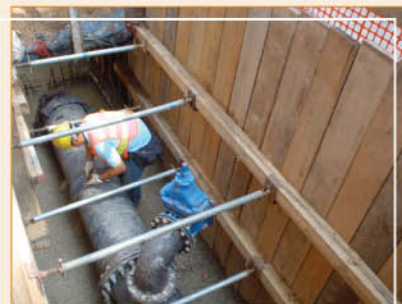
Trenchless technology is designed and adopted in some areas to minimize the impacts to the environment and traffic arrangements. 28/WSD/06 and 11/WSD/06 are expected to be completed in 2010 and 2011 respectively.



明坑開挖及臨時支撐。
Open trench excavation and shoring installation.



水管推頂法的頂管井。
Jacking pit for pipe jacking.



新界北區的水管鋪設。
Pipe laying at North District of the New Territories.

建築業務創造價值旅程 | Construction Business Value Creation Journey

俊和建築業務一眾董事、總經理和部門主管於2007年11月17日舉行「管理層創造價值工作坊」，籌劃俊和建築未來的新路向。

彭一邦董事指出建築市場形勢正在改變，隨著特首推出2500億新工程的計劃，我們必須貫徹可持續的營業策略。從公司到中東、印度、越南、泰國等地考察所得，我們的全面項目管理技術是世界上短缺的技能之一。我們要主動攻佔市場，為建築業的升浪和業務的擴張做好準備。

- **人才是我們最重要的資產** - 我們要了解員工需要，投資在員工身上並與員工分享成果。
- **建立信譽** - 同事以正確的價值觀「合理、清晰、有效、平衡」去處理事情，並主動接觸業務夥伴，宣揚公司的新發展。
- **建立「講得出，做得到」的文化** - 管理層必須盡責和有承擔，以建立公司和員工的信任。
- **提升競爭力** - 不但要在價錢上具競爭力，而且要讓客戶感到「物有所值」。
- **擴大市場版圖** - 藉着分散式架構、各子公司和分部向多元化多方面發展，而所有員工亦能分工合作，各展所長。

每個子公司和分部亦訂下了來年的目標和發展大綱。各部門主管亦承諾全力配合，為全公司上下通力合作定下基礎，乘着建築的升浪，再創新高。

The Construction Business Unit, including Directors, General Managers and Department Heads, met to set directions and review plans on 17 November 2007.

Director, Mr. Derrick Pang remarked the outlook of the construction market. We must seize the opportunity arisen from the HK\$250 billion new projects in pipeline and be proactively to reach out to other Asian markets. We are going to adopt a business strategy and be prepared to ride the rising tide.

- **Human Capital as the Most Important Asset** – understand the needs of staff members, invest on them and share the reward of our success
- **Enhance Reputation and Image** – be fair, clear, effective and balanced to manage all issues and proactive to reach our business partners to promulgate the developments of the company
- **Walk the talk** – trust and commitment are complementary and be accountable to build up trust between the company and the staff members
- **Enhance Competitiveness** – not only be cost competitive, but also be customer-focus
- **Increase Market Share** – through decentralization and diversification, Subsidiaries and Divisions are empowered to develop thier business and venture to new markets

Each Subsidiary and Division has laid down development strategies and executions, all supporting Departments have committed to supporting the Subsidiaries and Divisions to develop thier businesses.



建築業務落實目標和發展大綱。
Directions and plans formulated for the Construction Business Unit.



Corporate Awards

香港建造商會 — 「積極推動安全獎」、「建造安全創意獎」 Hong Kong Construction Association – “HKCA Proactive Safety Contractor Award” and “Construction Safety Innovation Award”

俊和於8月22日之香港建造商會週年安全研討會中獲頒發「積極推動安全獎」及「安全創意獎 - 優異」。研討會更讓業界人士分享安全施工心得。

Chun Wo was awarded the “HKCA Proactive Safety Contractor Award” and a Certificate of Appreciation of “Construction Safety Innovation Award” at the Annual Safety Conference on 22 August 2007.



香港建造商會健康及安全小組主席陳耀東先生(左)頒發獎項予吳志文安全經理。Mr. Anthony Chan (left), Chairman of Health and Safety Committee of the Hong Kong Construction Association presented the prize to Mr. Jimmy Ng, Safety Manager.

香港職業安全健康大獎2007 | Hong Kong Occupational Safety and Health Award 2007

俊和於9月11日之香港職業安全健康局分享會暨頒獎禮中共囊括10個獎項，成績卓越。是次獎項再證明集團致力提供安全及健康的工作環境予員工及確保職業安全政策之有效推行。

Chun Wo attained 10 awards in the Hong Kong Occupational Safety and Health Award Campaign held on 11 September 2007. The awards showed our commitment to providing a safe and healthy working environment for all members of staff as well as executing effective health and safety policies.

安全表現大獎

- 俊和建築工程有限公司
- 俊和建築有限公司
- 俊和營造有限公司
- 俊和地基工程有限公司
- 俊和機電工程有限公司
- 俊和高雅裝飾工程有限公司 (中小企組別)

安全管理制度大獎

- 俊和建築工程有限公司

職安健年報大獎

- 俊和集團

安全科技成就大獎

- 黃大仙上邨三期 — 優異獎

安全改善項目大獎

- 紀律部隊部門宿舍清拆 — 優異獎

Safety Performance Award

- Chun Wo Construction & Engineering Co., Ltd.
- Chun Wo Building Construction Ltd.
- Chun Wo Contractors Ltd.
- Chun Wo Foundations Ltd.
- Chun Wo E & M Engineering Ltd.
- Chun Wo Elegant Decoration Engineering Co., Ltd. (SME Category)

Safety Management System Award

- Chun Wo Construction & Engineering Co., Ltd.

Occupational Safety & Health Annual Report Award

- Chun Wo Holdings Limited

Safety Technological Achievement Award

- Upper Wong Tai Sin Phase 3 – Meritorious Award

Safety Enhancement Programme Award

- Demolition of Disciplined Services Departmental Quarters Phase 1 – Meritorious Award



公司管理層及安全組共享成果。
Management and Safety personnel share the joy.

俊和總寫字樓獲「卓越明智減廢」金徽 | Chun Wo Head Office Awards “Gold Wastewi\$e Logo”

公司總寫字樓喜獲環境保護署頒發「卓越明智減廢」金徽，明確顯示公司對環境保護和減少廢物的承諾及履行企業公民責任。

Our Head Office was awarded a Gold Wastewi\$e Logo by the Environmental Protection Department for our commitment to environmental protection and waste reduction as well as our fulfillment of corporate social responsibility.



明愛賣物會 | Caritas Bazaar

俊和義工隊於2007年11月第三年參與一年一度的「明愛賣物會」。今年更打破以往兩年的籌款紀錄，共籌得逾15萬元善款。

Chun Wo Voluntary Team participated in the Annual Caritas Bazaar for the third year in November 2007. We broke the past two years' records by raising over \$150,000.



東華三院愛心傳情 |

Elderly Caring for Tung Wah Group of Hospitals



俊和義工隊於2007年12月參與東華三院粉嶺區及大埔區安老院舍舉辦之活動，除陪同長者參加家居安全講座及健康檢查，更前往尖沙咀欣賞燈飾。

Chun Wo Voluntary Team assisted TWGH to organize home safety talks and medical check ups for Elderly Homes at Fanling and Tai Po districts in December 2007.

公益金百萬行 |

Walk for Millions

俊和於2008年1月6日參加港島、九龍區百萬行，資助復康及善導服務。

Chun Wo participated in the Hong Kong and Kowloon Walk for Millions of the Community Chest on 6 January 2008 to support rehabilitation and aftercare services.



香港建造商會教育資助基金2007 |

Hong Kong Construction Association Education Assistance Fund 2007



總經理關泉堅先生頒贈捐款予聖保祿中學李家瑩同學。General Manager, Mr. Peter Kwan presented the donation to Li Ka-ying of St Paul's Secondary School.

俊和透過旗下的俊和慈善基金，第2年捐款予香港建造商會教育資助基金。今年，慈善基金捐贈港幣40,000元，以資助兩名中五畢業生(聖保祿中學李家瑩同學、趙聿修紀念中學唐宇廉同學)完成預科課程。

Chun Wo Charitable Foundation donated HK\$40,000 to the Hong Kong Construction Association Education Assistance Fund for the second year to assist secondary school students to complete their matriculation years. This year, Li Ka-ying (St. Paul's Secondary School) and Tong Yu-Lim (Chin Lut San Memorial Secondary School) received the donation to complete their schooling.



衝勁樂 | Corporate Challenge

俊和於12月2日首年參加香港外展訓練學校之衝勁樂，與49間公司參與多個團隊競技遊戲。

Chun Wo participated in the Corporate Challenge of Outward Bound Hong Kong on 2 December 2007. Participating for the first year, we competed with 49 companies through teambuilding challenges.



雄糾糾的健兒。
Our team of strong figures.



整裝待發去巡遊。
Ready for the parade.



袁致豪同事 (GTW 404) 勇奪「最具活力隊長」。
Mr. John Yuen (GTW 404) got "The Most Dynamic Team Captain" with cheers and recognition.



體力及智力的表現。
Games require body and mental strengths.

俊和第2屆羽毛球比賽 | Chun Wo 2nd Badminton Competition

第2屆羽毛球比賽戰賽激烈，混雙及男雙冠軍實至名歸。

Mixed and men's teams got cheers from the crowd.



難捨的一刻。
The shot with memories.



董事黎錦雄先生頒發混雙冠軍予莫綺玲(工料測量)及蕭鴻亮(地基)。Director Mr. Joe Lai presented the Mixed Team champion to Elaine Mok (QS) and Damen Siu (Foundations).



男雙冠軍翁德和(投標及工程)及蕭鴻亮(地基)。Freeman Yung (Tender and Engineering) and Damen Siu (Foundations) won the Men's Team.