持續創建 穩步發展
Sustaining Solid Growth

受惠於香港經濟復甦以及中國內地的國內生產總值持續增長，新創建集團於2006年財政年度錄得顯著增長，全年業績亦於2006年10月9日公佈。集團將繼續努力拓展商機，追求長遠的增長動力，為股東增值。

卓越的服務是集團穩步發展的重要基石之一。今期，我們將走訪鄭州會展中心，一睹會展管理公司如何把國際級的管理應用於中國內地的展覽業。再者，嘉頓護理會介紹感染控制背後一絲不苟的護理服務。『員工新語』則訪問了新創建服務管理物流部總經理黃慧敏，分享她對運動永不懈怠的學習態度，希望大家都能像她一樣取得工作與生活的平衡。

此外，《新語世說》將於2007年1月以全新形象及與各位讀者見面，請密切留意！

The Group’s excellent services are one of the cornerstones of the solid growth. In this issue, we will visit the new landmark in Zhengzhou, ZZICEC, which demonstrates our world-class management skills in Mainland China's exhibition industry. In addition, Care & Services shows us the scenes behind its meticulous infection control and caring services. What comes more, In His/Her Words interviews Rosanna Wong, Secretary - Logistics of NWSS, who shares with us her lifelong sports learning. Let’s follow her to balance our work and life.

Last but not least, New Voice will meet you in a brand new look in January 2007!
新创建集团2006年全年业绩

The performance of the two main business divisions of NWS Holdings during FY2006 was satisfactory. Our Service & Rental division doubled its Attributable Operating Profit ("AOP") over last year while the AOP of our Infrastructure division also achieved a healthy year-on-year growth of 11%.

Net debt decreased by 43% to HK$1.657 billion. This drop was solely attributable to the exceptional gain of HK$1.777 billion the Group made as a result of its disposals of Container Terminal No.3 and Container Terminal No.8 West in Hong Kong during FY2005. Excluding this gain, the Group actually recorded an increase of 49% in net profit, and AOP increased by 37% to HK$1.938 billion.

The final dividend for the year ended 30 June 2006 is HK$0.20 per share. Together with the interim dividend of HK$0.24 per share, total dividend for the year will be HK$0.44 per share. The dividend payout ratio is 51%.

### 财务摘要 Financial Highlights

<table>
<thead>
<tr>
<th>2006 百万港元 HK$'M</th>
<th>2005 百万港元 HK$'M</th>
<th>变化 Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>營業額 Turnover</td>
<td>12,543.9</td>
<td>10,286.1</td>
</tr>
<tr>
<td>本公司股東應佔溢利 Profit attributable to shareholders of the Company</td>
<td>1,656.6</td>
<td>2,886.1</td>
</tr>
<tr>
<td>總資產 Total assets</td>
<td>25,587.6</td>
<td>25,165.5</td>
</tr>
<tr>
<td>每股盈利 — 基本 Earnings per share - Basic</td>
<td>HK$0.89</td>
<td>HK$1.60</td>
</tr>
<tr>
<td>全年每股股息 Total dividend per share</td>
<td>HK$0.44</td>
<td>HK$0.80</td>
</tr>
<tr>
<td>淨債 Net debt</td>
<td>1,981</td>
<td>2,334</td>
</tr>
<tr>
<td>機動比率 Gearing ratio</td>
<td>13%</td>
<td>17%</td>
</tr>
</tbody>
</table>

### 應佔經營溢利 AOP Mix

<table>
<thead>
<tr>
<th>按業務劃分 By division</th>
<th>2005 百万港元 HK$‘M</th>
<th>2006 百万港元 HK$‘M</th>
</tr>
</thead>
<tbody>
<tr>
<td>基建 Infrastructure</td>
<td>1,412</td>
<td>1,998</td>
</tr>
<tr>
<td>服務與租務 Service &amp; Rental</td>
<td>71%</td>
<td>58%</td>
</tr>
<tr>
<td>香港 Hong Kong</td>
<td>42%</td>
<td>82%</td>
</tr>
<tr>
<td>澳門 Macau</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>中國內地 Mainland China</td>
<td>0%</td>
<td>6%</td>
</tr>
</tbody>
</table>

### 能源

集團的能源業務於2006年財政年度表現穩健。內地，珠江電廠之總銷售收入增長5%，而銷電量則上升1%，澳門電廠之陣容表現理想，售電量增加11%，但由於利潤管制的影響，它對集團溢利之貢獻維持於穩定水平。

中國內地的「煤電聯動」機制於2006年7月再次啟動，此舉降低煤價上漲對成本的影響，並有助改善利潤率。在澳門，由於燃煤價格上漲對發電成本構成壓力，以及澳門特別行政區政府於2006年2月底批准電費上調而澳門電廠將繼續從中獲利。

### 道路

集團的道路業務於2006年財政年度表現相當突出，珠江三角洲地區的道路項目均有出色的表現。廣州市北環高速公路和京珠高速公路(廣珠段)之每日交通流量，以及深圳至惠州的公路及高速公路之合併日均交通流量，均錄得雙倍數增長。此外，京珠高速公路(廣珠北段)於2005年12月投入營運。

集團預期道路業務將受惠於珠江三角洲地區的強勁經濟增長。國家交通部於2005年10月公佈，計劃於2008年內修建多條高速公路，將中港兩地的交通時間縮短至45分鐘。

### 水務

集團的水務業務於中國內地表現理想，其中重慶水廠的自來水銷售收益錄得可觀增長達12%，而來自水務工程的收入亦大幅增長，澳門水廠的自來水售價及水費上漲6%，故一頻率供應問題問題增加營運成本，已對財務結果有一定壓力。另外，集團於上海化學工業區新建之自來水及污水處理廠，於2005年初開始營運，而有害廢物焚化爐亦於2005年8月起運作。

國家於「十一五」規劃中，重申了中央政府提高水資效率和價格結構的需要。因資本補充計劃的需要，集團將繼續發展內地項目，於2006年6月7日與桃花水庫有限公司成立合資公司，於中港兩地物業水務項目的投資機會。

### 港口

集團於賭場發條地區接受其業務處理能力限制，因此現正加速其香港及澳門的貨物碼頭發展。尤其，根據國家「十一五」規劃，澳門將會致力發展賭場廢棄物處理設施，最終將使其整體處理能力目標是取代香港成為中港兩地主要運輸樞紐。
**Energy**

Performance of the Group’s Energy segment remained stable in FY 2006. Aggregate sales revenue of Zhuhai Power Plants for the year grew by 3%, while combined electricity sales increased by 1%. An 11% increase in electricity sales meant the overall performance of Macau Power was satisfactory. The company’s contribution to the Group’s profit remained stable given the terms governed by the profit control scheme.

In Mainland China, the second round of the “coal-tariff adjustment” mechanism was made effective in July 2006, which will minimize the impact of coal price increases and thus improve profit margin. In Macau, rising oil-fuel prices have put pressure on self-production and the Macau SAR Government has ceased to expand local generating capacity. As a result, Macau Power will continue to import electricity from the Southern Grid in Mainland China.

**Roads**

The Group’s Roads segment performed remarkably well in FY 2006. Projects within the Pearl River Delta region all achieved outstanding performance levels. Average daily traffic flow on Guangzhou City Northern Ring Road and Beijing-Zhuhai Expressway (Guangzhou-Zhuaihui Northern Section) and combined average daily traffic flows along Shenzhen-Huizhou Roadway and Expressway recorded double-digit growth. Moreover, Beijing-Zhuhai Expressway (Guangzhou-Zhuhai Northern Section) commenced operations in December 2005.

It is expected the Group’s road projects in the Pearl River Delta will continue to benefit from the strong economic growth in the region. In October 2005, China’s Ministry of Communications published a plan to expand Mainland China’s existing road network to 85,000 km, which will involve the construction of an additional 20,000 km of expressways by 2010. As one of the major investors in the Pearl River Delta road network, the Group is ideally placed to develop opportunities in other high-growth regions in Mainland China.

**Water**

The performance of the Group’s water projects in Mainland China was satisfactory. Chongqing Water Plant achieved a respectable growth of 12% in water sales revenue and also a substantial increase in income derived from water connection works. Average daily water sales volumes at Macau Water Plant achieved a year-on-year increase of 6% over FY 2005. This result was negatively impacted by an average increase of 15% in raw water tariffs and an increase in operating costs due to seasonal salinity problem in early 2006.

Besides, the Group’s new wastewater treatment and wastewater treatment plants at Shanghai Delta’s road network, the Group is ideally placed to continue to import electricity from the Southern Grid in Mainland China.
Facilities Rental
HKCEC continued to achieve satisfactory results in FY2006 with average occupancy rate rising 5% to achieve a record high of 58%. During the year, HKCEC showcased more than 1,300 events serving over 4.9 million guests. ATL Logistics Centre has also benefited from the ongoing recovery of the local economy and increasing number of visitors from Mainland China. The company recorded a steady profit with average occupancy rate reaching 96% in FY2006.

With the respective strengths of HKCEC and ATL Logistics Centre coupled with the continuous growth of Hong Kong economy, it is expected the Facilities Rental segment will continue to deliver stable contributions to the Group’s AOP.

Contracting
The Contracting segment improved significantly, turning a loss during FY2005 into a profit of HK$163 million in FY2006. Leveraging its proven expertise in managing large-scale projects, Hip Hing has secured more contracts in Macau. Having diversified its operations beyond Hong Kong to Mainland China and Macau, the performance of the Group’s Engineering businesses was satisfactory in FY2006. As at 31 August 2006, contract-on-hand held by the Contracting segment reached HK$29 billion, 38% of which was from Macau.

It is expected Macau will continue to be a significant source of income for this segment for the foreseeable future given that entertainment and gaming clients are willing to pay premium prices for high quality work. The Hong Kong SAR Government has pledged to build new infrastructure and to improve public facilities. These steps will also provide ample business opportunities within this segment.

Transport
The AOP of the Group’s Transport segment increased by 33% in FY2006. However, this increase was mainly due to an impairment provision made for certain vessels and investment in FY2005, which were not required to be made in FY2006. Excluding these impairment provisions, there was a 20% decrease in AOP owing to the AOP drop for the Group’s local bus businesses and the loss from the Group’s local ferry operation. Over the past year, the Transport segment has suffered from escalating fuel prices that have increased by nearly 30% on average.

The Transport segment will continue to implement all possible cost reduction measures through better resources allocation and utilization. Such steps will help minimize the adverse impact of various cost increases and intensified market competition arising from the proposed merger of the two railways in Hong Kong. At the same time, the Group will actively seek business development opportunities in Mainland China and overseas.

Others
The Group’s Others segment comprises various service businesses for which AOP decreased by 13% in FY2006. This decrease was largely due to the closure of certain subsidiary companies and keen competition within the local market.

Free Duty retailing duty free tobacco and liquor benefited from the rebound of Hong Kong’s tourism industry. With new retail outlets with a total area of approximately 28,000 sq ft to open at Lok Ma Chau KCR Station in early 2007, it is expected Free Duty will continually deliver steady revenues for the Group. Tricor Holdings Limited achieved excellent results with a year-on-year growth of 40%, while Tai Fook Securities Group Limited and New World Insurance Management Limited reported stable results in FY2006. Despite tough market conditions, property management business contributed a stable profit to the Group. The Group will continue to explore business opportunities in Mainland China.

China Rail Container Terminals
The Group has just signed a joint venture agreement with a subsidiary of the Ministry of Railways, China Railway Container Transport Corp. Ltd., and other joint venture parties to set up a 50-year joint venture enterprise which will be named as China United International Rail Containers Co., Limited. This joint venture will develop and operate large-scale pivotal rail container terminals in 18 major cities in Mainland China, providing door-to-door inter-modal transportation. This new rail container terminals network will create synergies with NWS Holdings’ existing Roads and Ports investments and mark the future development of our logistics business.

Conclusion
Sustainability of Growth
The Group always strives to look after its shareholders’ interests. To this end, NWS Holdings will maintain a stable dividend policy. The Group will also uphold its strong financial position and optimal capital structure in order to fuel its future expansion. Capitalizing on its strengths and having established a strong foothold in the region, NWS Holdings will continually seek long-term growth in its core businesses in Hong Kong, Mainland China and Macau.
Venue Management from Hong Kong to Zhengzhou

會展管理 – 從香港到鄭州

### 會展管理 – 從香港到鄭州

Venue Management from Hong Kong to Zhengzhou

### 中國內地會展業近年發展蓬勃，各大城市的展館都具有相應的規模和先進的設施配套，但在服務及管理上與國際水平仍有一段距離。新創建集團最近憑籍管理香港會議展覽中心(“香港會展中心”)的強厚基礎在中國內地，成立合資公司管理鄭州會展中心。今期「服務巡禮」從香港出發往河南省鄭州市，探討如何將世界級的會展管理經驗「輸出」到中國內地。

### 新管家的挑戰

鄭州會展中心位於中國中部的河南省鄭州，是內室和戶外展覽場面積約10萬平方米；無論在地理和規模上均具備優越條件。作為一座新興「管家」，合資公司的主要任務就是在這一流動的設施上培養本土管理團隊，將展館的服務提升至國際水平。

鄭州會展中心總經理李嘉信先生說：「當地的員工對利潤為本的運營能模樣強認識，而項目管理和客戶服務上亦要進一步提升。將香港會展中心的成功配方注入中國內地，必須逐步從多方面滲透。」因此，會展管理公司的管理層先後前往鄭州會展中心，從制訂政策、營運程序、工作實務等提供專業意見，並以會展管理公司的國際標準為藍本。

### 輸出香港經驗

除李嘉信先生外，會展管理公司管理部副經理李孝明先生亦被派往鄭州會展中心指導。李先生說：「我們會根據項目管理，並結合指導如何為不同類型的活動安排和佈置場地，客戶服務和溝通技巧也是培訓的重點。」2006年6月，鄭州會展中心特別舉行了開幕大會。向全體職工介紹新管理公司，未來幾個月，會逐個培訓各部門主管，使他們熟悉會展設施的運務方式。一般員工都會參與，使他們逐漸適應新的管理文化。

除了內部培訓外，他們亦會派遣到歐洲、北美等宣傳推廣，借助香港會展中心的品牌聲譽，吸引鄭州會展中心的國際地位和知名度，藉此吸引世界各地的展商。

鄭州會展中心管理公司董事長王禮仕先生，同時亦為會展管理公司董事總經理。他對鄭州會展中心的未來充滿信心：「我們將充分利香港會展中心的管理經驗、品牌聲譽和顧客網絡，務求把鄭州會展中心打造為中國中部地區的會展之都。」

### 資本外溢

資本外溢的確是會展業轉型的必然過程。除了將國際經驗帶入中國內地，鄭州會展中心亦需順應發展，於世博會期間，為多名國家領導人和國際組織提供會展服務。未來將承辦更多國際大型展覽和會議，為中國內地會展業的轉型發展貢獻力量。

### 挑戰於新管理

面對新的管理挑戰，鄭州會展中心亦需不斷學習和成長。除了內部培訓外，亦需吸收外部資源，包括從香港會展中心引入的管理和運作模式。作為中國內地的會展中心，鄭州會展中心需不斷提升自身的服務水平，以應對未來的挑戰。

### 輸出香港經驗

鄭州會展中心的經驗，為中國內地會展業的轉型提供了重要參考。隨著國家經濟的快速發展，會展業亦進入了新的發展時期。鄭州會展中心的成功經驗，將為中國內地會展業的轉型提供重要的指導和借鑑。

### Export of expertise

Besides Mr Garcia, the Housekeeping Deputy Manager of HML Mr Dickens Li was seconded to ZZICEC to provide guidance to individual departments. "For instance, we guide the Event Planning team in the art of setting up the venue for various types of functions. We also conduct group trainings on essential areas such as customer service and communication skills," said Mr Li. A staff meeting was held in June 2006 to introduce the management company. In the following months, they will concentrate on the training of department heads to familiarize the operation of an exhibition and convention facility. For general staff, a company orientation programme is organized.

A part from internal training, the management will also travel to Europe and North America to introduce ZZICEC to international exhibitors, riding on the international brand and network of HKCEC.

Mr Cliff Wallace, Chairman of the joint venture company as well as the Managing Director of HML, said, "The solid experience and strong brand of HKCEC make us confident in building ZZICEC as the best exhibition and convention venue in central Mainland China."
Infection Control in Care & Services

自從2003年「沙士」一疫之後，社會各界都提高了對傳染病的關注。安老院的護理人員面對年過半百的長者，控制感染時是否有一套特別方法？「幕後花絮」走访了北角嘉護護理中心，解答以上疑問。

每分每秒監控傳染病？

北角嘉護護理中心和荃灣海濱護老中心各有兩位感染控制主任，主要由護士負責統籌及監管全院的傳染病預防及控制。將預防傳染病信息發放給院舍員工和院友。嘉護護理亦參與了衛生防護中心之「定點監察計劃」，每月星期提交有關院友染病的報告；院舍亦即時獲得社區傳染病的最新資訊，時刻做好防範措施。

三星期內控制傳染病爆發？

2004年，嘉護護理的荃灣院舍曾爆發由諾沃克病毒引致的胃腸炎，約20名長者被證實和懷疑染病。院方立即采取嚴格的感染控制措施，護士負責統籌及監管全院的傳染病預防及控制。將預防傳染病信息發放給院舍員工和院友，嘉護護理亦參與了衛生防護中心之「定點監察計劃」，每月提交有關院友染病的報告；院舍也即時獲得社區傳染病的最新資訊，時刻做好防範措施。

How to control outbreaks of infectious diseases within three weeks?

In 2004, the Tuen W on Centre of Care & Services suffered from the outbreak of Noroviral Gastroenteritis with around 20 proven and suspected cases. It took strict infection control measures to curb the spread of the virus. “It is essential to handle vomits appropriately, and cleaning with a floor mop is not sufficient,” said Tse Kam Heung. “We need to first keep all elders away from the contaminated area. Then we use disposable towels, which are soaked with diluted bleach 1:49 to wipe away all vomits and clean the surface. We repeat the above steps and leave the floor to dry. We finally dispose of the towels after wrapping them in a rubbish bag. In addition, Care & Services reported the case to the Centre and got their professional advice. Finally, all illnesses recovered within three weeks.”

Creative method to prevent spitting on the floor

As some elders lack personal and environmental hygiene awareness while some are prone to be forgetful, the patience of nurses is of crucial importance. There was once an elder who suffered from Alzheimer’s disease and had a habit of spitting on the floor. The nurse prepared a delicate container with disinfectant liquid inside and asked him to spit there. It worked and the elder does not spit on the floor anymore.

Extraordinary cleaning competition and “fruit centre”

In order to encourage room tidiness, Care & Services organizes room-cleaning competition quarterly. The elders and nurses have to tidy up the rooms together and the winners will be awarded with a prize. The competition makes the centre cleaner and proves effective in encouraging those elders who like collecting sundries to keep their rooms clean. In addition, elders who keep many fruits in their rooms can cause hygiene problems. Care & Services has a “fruit centre” to process all fruits collectively — the nurses will help clean the fruits, peel the skin and cut them into small pieces for the elders.
Do sports attract you or mean anything to you? To Rosanna Wong, Secretary — Logistics of NWS, sport is not only a good habit, but also a lifelong pursuit.

**A contented volleyball star**
Rosanna has pursued various sports since secondary school. She was a core member in volleyball, swimming, running and track and field teams. Being the captain of the school volleyball team, Rosanna grabbed every minute of her free time. Football, tennis, squash — Rosanna also actively participated in different matches inside and outside school. “Before each match, I formulated tactics with my teammates. I always reminded myself to persist and strive for the best,” shared Rosanna.

**Indispensable sports sessions after work**
After finishing her education, Rosanna has kept on playing ball games, swimming, doing gym and hiking. “I am used to it. Actually, I will feel uneasy if I fail to do any sports for a week,” she smiled and told. Every week, Rosanna would join her sport-loving colleagues to play various sports including badminton, table tennis and squash. “Sports can make you feel good about yourself. When you are depressed, you will forget unhappiness after an exciting game.” Rosanna also actively participated in the Group’s ballgame competitions, which have provided her opportunities to be acquainted with colleagues from different departments.

**Never ending sports challenges**
Rosanna is keen on trying new sports that she regards as challenging. She said, “I have started to play golf in recent years and have found that it takes time to manoeuvre the basic skills, which could train my endurance. ” Rosanna further remarked that swimming requires continuous practice and challenges oneself to train one’s persistence while seamless team cooperation is the key of volleyball. After all, Rosanna treasures different challenges that she regards as valuable experiences.

**Lifelong Sports Sessions**
Rosanna Wong, Secretary-Logistics of NWS Service Management Limited
2004年度見習行政人員
Management Trainee 2004

李蕙芝 Gigi Lee

由於 HACCP 系統涉及多個部門——餐飲部、採購部、管事部、工程部及人力資源部，我透過對不同部門進行內部審核，進一步了解到他們在系統上所扮演的角色，更學習到當審核員應有的思維及技巧。還有，過程中我往往要跟各部門經理或主管溝通，並與不同專業的同事合作，如顧問、廚師、工程師等，這些溝通的機會都成為我處理人際關係的重要經驗。

隨着認證審核順利完成，我在餐飲部的培訓亦告一段落，能夠參與這類大型項目，由最初的文件處理，到後期各項系統籌備和運作的工作，更被同事笑稱我已合資格成為「HACCP專家」，各方面的認同及信任，實在令我十分鼓舞和感激！

除了管理公司的培訓外，見習行政人員計劃還給予我們各方面發揮的空间。2006年7月，我們一班見習行政人員就要準備一份業務建議書，主題為「員工關係及積極性」，過程中需要搜集、分析、研究大量資料，嘗試提出富有創意並可行的方案，說來也有點像大學時寫論文呢！最後，我們更要向一眾管理層報告，並聽取他們的意見，這次寶貴的交流機會實在令我獲益良多，這項任務的挑戰性與 HACCP 不遑多讓呢！

由于 HACCP 系統涉及各个部门——餐饮部、采购部、管事部、工程部及人力资源部，我透过对不同部门进行内部审核，进一步了解到他们在系统上所扮演的角色，更学习到当审核员应有的思维及技巧。还有，过程中我往往要跟各部门经理或主管沟通，并与不同专业的同事合作，如顾问、厨师、工程师等，这些沟通的机会都成为我处理人际关系的重要经验。

随着认证审核顺利完成，我在餐饮部的培训亦告一段落，能够参与这类大型项目，由最初的文件处理，到后期各项系统的筹备和运作的工作，更被同事笑称我已合资格成为“HACCP专家”，各方面的认同及信任，实在令我十分鼓舞和感激！

除了管理公司的培训外，见习行政人员计划还给予我们各方面的发挥空间。2006年7月，我们一班见习行政人员就要准备一份业务建议书，主题为“员工关系及积极性”，过程中需要搜集、分析、研究大量资料，尝试提出富有创意并可行的方案，说来也有点像大学时写论文呢！最后，我们更要向一众管理层报告，并听取他们的意见。这次宝贵的经验机会实在令我获益良多，这项任务的挑战性与HACCP不遑多让呢！
New World Group continues to support “Modern Apprenticeship”

The graduation ceremony of “Modern Apprenticeship 2005”, a programme that NWD co-organized with Breakthrough Organization and Delta Group of Schools was held on 17 June 2006. A total of 23 students completed their training among which the eight most outstanding students have been employed by NWD and its subsidiaries.

“Modern Apprenticeship”, that was set up in 2004, is a programme comprised of scholarship and apprentice training for unemployed youngsters. It aims at equipping them with work experience and building up their self-confidence. New World Group sponsors all the operating expenses and encourages staff members to attend mentorship training offered by Breakthrough Organization.

NWSH SCOPE

Corporate Governance & Internal Control — A Step Forward

On 2 August 2006, NWS Holdings organized a seminar on Internal Control & Corporate Governance for more than 140 management staff of the Corporate Office and member companies. The seminar was held to echo Hong Kong Exchanges and Clearing Limited’s new corporate rules about enhancing the transparency of corporate governance and internal control of the listed companies.

The colleagues of various departments, including Group Audit & Management Services, Risk Management, Company Secretarial and Finance presented in the seminar. In addition, Mr Leo Chiu and Mr Andrew Liu, partners of PricewaterhouseCoopers, were guest speakers of the event. Besides, Mr Richard Sun, partner of PricewaterhouseCoopers; Mr K L Chan, Chief Executive Officer and Mr Y P Tsang and Mr Andrew Wong, Executive Director of the Group also attended the seminar.

The audience actively raised their opinions on corporate governance and the Group’s internal control system checklist during the Q&A session. Since the impact of the new corporate rules is rather extensive, their feedback will certainly be beneficial for the Group to enhance the relevant process.

PricewaterhouseCoopers appreciated the Group’s efforts on enhancing corporate governance. The Group has devised a model to promote corporate governance and internal control, and the next challenge is how to apply it. It is certain that with determination and persistence, we can achieve the goal.

Patrick Lam
Executive Director
輕鬆午間講座

為了讓員工吸收更多工作以外的知識和資訊，新創建集團於2006年6月至9月期間舉行了六次輕鬆午間講座，主題包括：壓力管理、提升記憶力、皮膚護理、嬰兒照護急救經驗分享、梁明林先生人生經驗分享以及身心語言程式學。

Relaxing lunch talks

To let colleagues acquire various knowledge outside their jobs, the Training and Development Department of NWS Holdings has arranged a series of lunch talks on various topics including: stress management, ways to enhance memory, skin care, volunteer experience sharing by Médecins Sans Frontières (“MSF”), experience sharing by Mr Ng Ming Lam and N euro Linguistic Programming (“NLP”).

僱員再培訓局「保健通」服務

新創建集團為公民宣導，全力支持僱員再培訓局的「保健通」服務，特於2006年7月13日安排這次專業訓練的「保健通」再培訓學員親臨集團總辦事處，提供頭、頸、肩保健檢查的服務。員工只需要付出相宜費用，便能享用此服務。

ERB Massage Therapist Referral Service

Being a responsible corporate citizen, NWS Holdings supports the Massage Therapist Referral Service organized by Employees Retraining Board (“ERB”). On 13 July 2006, staff at NWS Holdings’ Corporate Office who just paid a minimal fee could enjoy the massage therapy services on their head, neck and shoulders provided by qualified massage therapy retrainees.

王禮仕先生榮任國際場地管理人員協會的「中國親善大使」

會展管理公司董事總經理王禮仕先生獲國際場地管理人員協會在2006年8月委任為國際策導委員會的「中國親善大使」，任期由2006年8月至2007年7月。王先生的主要職務是統籌中國內地的研究工作和資料搜集。國際策導委員會主要是評估企業及運動設施在中國內地的市場地位，未來發展和相關利益等問題。

HML Managing Director appointed as IAAM’s Ambassador to China

Mr Cliff Wallace, Managing Director of HML, has been appointed as an Ambassador to China on the International Steering Committee of the International Association of Assembly Managers (“IAAM”) from August 2006 to July 2007. Mr Wallace is responsible for coordinating research and data collection in Mainland China. The IAAM’s International Steering Committee assesses the global status, the future and the interests of the public assembly industry.

富城集團「40年優質房地產服務 — 共建和諧都市」慶祝酒會

富城集團於2006年9月27日假會展中心舉行了40周年慶祝酒會，並於會上宣佈與保良局成立「社會服務聯盟」，以回應共建和諧都市的主題。

“40 Years of Quality Real Estate Services Building a Harmonious City” celebration cocktail of Urban Group

Urban Group held its 40th anniversary celebration cocktail at HKCEC on 27 September 2006. It also announced the formation of a Community Service Alliance with Po Leung Kuk to echo with the theme of building a harmonious city.

NWSH Volleyball Competition

NWSH Sports & Recreation Committee organized NWSH volleyball competition. The final was held on 21 July 2006, which attracted more than 100 staff and their family members. Staff demonstrated team spirit in the exciting games, and NWSH FB / Citybus won the event. Results can now be retrieved from the Intranet iinwsh.com.hk.
### NWSH Singing Contest 2006

To enhance staff cohesion and to let them demonstrate their performing talents, NWSH Sports and Recreation Committee organized the **NWSH Singing Contest 2006** — Final at New World Centre on 23 September 2006. There were eight contestants in Solo and Group Divisions respectively. The contestants’ outstanding performance attracted an audience of nearly 400 persons. The atmosphere climaxed when Ms Joyce Lee, one of the judges, performed on stage.

Ms Mandy Mak from NWS Holdings and Ms Mo Fuk Ying and Ms Cheung Mei Yuk from HML won the Champion of Solo and Group Divisions respectively. The awards were presented by Mr William Doe Jr, Executive Director of NWS Holdings. Result details can now be retrieved from the Intranet. ii.nws.com.hk.

### NWSH Sports and Recreation Committee activities

To boost work-life balance of staff members, NWSH Sports and Recreation Committee organized an outing in Po Leung Kuk Pak Tam Chung Holiday Camp, Sai Kung on 8 October 2006. Together with colleagues and family members, the staff relaxed and enjoyed various kinds of recreational and sports facilities at the holiday resort.

Besides, the Committee organized a Tai Chi Class again in September 2006, following the first one in May 2006. The activity received an enthusiastic response. For details of new leisure classes, please pay attention to further announcements.

### New Creation Day

To enhance staff cohesion and to let them demonstrate their performing talents, NWSH Sports and Recreation Committee organized the **NWSH Singing Contest 2006** — Final at the Community Chest’s Dress Special Day held on 29 September 2006. All donations raised will be allocated to social welfare agencies providing family and child services. Apart from generous donations, different departments have showed their creativity and team spirit in the Departmental Dress Special Competition. With the theme of “Team in BLACK”, the Human Resources Department was announced as the winner.

#### Merits

**Corporate Communication Department and Training & Development Department** (*Fruity style, fruity smiles*)

**Human Resources Department** (*Team in BLACK*)

**Logistics Department** (*NWSH Love Story*)

### New Creation Clothing Competition 2006

For the 2006 New Creation Day, New Creation Department announced the results of the **New Creation Clothing Competition 2006**. The competition was organized to demonstrate the New Creation Department’s capability in designing and creating clothes. The theme of the competition was “Fruity Style, Fruity Smiles”. The competition received an enthusiastic response from the staff. The competition was divided into two categories: Solo and Group Divisions.

<table>
<thead>
<tr>
<th>Winner</th>
<th>Champion</th>
<th>First runner-up</th>
<th>Second runner-up</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Solo Division</strong></td>
<td>Mandy Mak</td>
<td>Dick Chan</td>
<td>Leo Wong</td>
</tr>
<tr>
<td><strong>Group Division</strong></td>
<td>Mo Fuk Ying, Cheung Mei Yuk</td>
<td>Lee Yuk Cheun, Ng Fung Ling, Po Tsz Leung, Ng Koon Chow, Chan Lok Man</td>
<td>UPML</td>
</tr>
</tbody>
</table>

### NWSH Holdings engaged in Dress Special Day

**NWS Holdings’ Corporate Office** participated in the Community Chest’s Dress Special Day held on 29 September 2006. All donations raised will be allocated to social welfare agencies providing family and child services. Apart from generous donations, different departments have showed their creativity and team spirit in the Departmental Dress Special Competition. With the theme of “Team in BLACK”, the Human Resources Department was announced as the winner.

#### Merits

**Corporate Communication Department and Training & Development Department** (*Fruity style, fruity smiles*)

**Logistics Department** (*NWSH Love Story*)

### NWSH Holdings engaged in Dress Special Day

**NWS Holdings’ Corporate Office** participated in the Community Chest’s Dress Special Day held on 29 September 2006. All donations raised will be allocated to social welfare agencies providing family and child services. Apart from generous donations, different departments have showed their creativity and team spirit in the Departmental Dress Special Competition. With the theme of “Team in BLACK”, the Human Resources Department was announced as the winner.

#### Merits

**Corporate Communication Department and Training & Development Department** (*Fruity style, fruity smiles*)

**Logistics Department** (*NWSH Love Story*)
New World Group companies triumph in international annual report awards

In the International ARC Awards, the 2005 annual reports of NWD and NWCL won the Silver award and Gold award respectively in “Overall Annual Report — Real Estate Development/Service” category. Besides, NWS Holdings’ annual report 2005 won the Silver award in Interior Design and an Honor in Cover Design/Photo in the Conglomerate sector.

Tate’s Cairn Tunnel achieved ISO9001 certification

Tate’s Cairn Tunnel was awarded ISO 9001 certificate by BVQI (HK) Limited on 24 August 2006 for its operations, electrical and mechanical systems.

KLPs awarded contracts in Mainland China

KLPs acquired numerous leasing and management contracts in Mainland China, including:

• Shunde Coubon International Service Apartments
• Shanghai Guoji Lido Gongguan
• Changchun Century Hongyuan Plaza
• Liaoning Kaixuan Cheng

Urban Group awarded Gold Wastewi$e Logo

Urban Group’s Head Office and four properties under its management were recently awarded the Gold Wastewi$e Logo by the Environmental Protection Department. The four properties are:

• Riviera Gardens in Tsuen Wan
• Aldrich Garden in Shau Kei Wan
• Rhythm Garden in San Po Kong
• Sereno Verde in Yuen Long

Tanggu Water Plant received recognition

Tanggu Water Plant, the water project of NWS Holdings in Tianjin, was awarded the “2005 Advanced Enterprise in Water Supply” by the Tianjin Construction Bureau in April 2006.

NWT and its staff recognized for customer relationship excellence

NWT achieved its due industry recognition by winning four awards at the Customer Relationship Excellence Awards 2005 presentation ceremony held on 12 July 2006, including:

• “High Speed Customer Service of the Year”: NWT
• Merit Certificate for “Customer Service Team Leader of the Year (Contact Center)”: Winnie Hung
• Merit Certificate for “Customer Service Manager of the Year (Contact Center)”: K.Y Chan
• Certificate for “Customer Service Professional of the Year (Contact Center)”: Nicole Au

Organized by the Asia Pacific Customer Service Consortium, the annual Awards aim to recognize companies, teams and individuals who pursue customer service excellence.

New World Group companies triumph in international annual report awards

In the International ARC Awards, the 2005 annual reports of NWD and NWCL won the Silver award and Gold award respectively in “Overall Annual Report — Real Estate Development/Service” category. Besides, NWS Holdings’ annual report 2005 won the Silver award in Interior Design and an Honor in Cover Design/Photo in the Conglomerate sector.

Tate’s Cairn Tunnel achieved ISO9001 certification

Tate’s Cairn Tunnel was awarded ISO 9001 certificate by BVQI (HK) Limited on 24 August 2006 for its operations, electrical and mechanical systems.

KLPs awarded contracts in Mainland China

KLPs acquired numerous leasing and management contracts in Mainland China, including:

• Shunde Coubon International Service Apartments
• Shanghai Guoji Lido Gongguan
• Changchun Century Hongyuan Plaza
• Liaoning Kaixuan Cheng

Urban Group awarded Gold Wastewi$e Logo

Urban Group’s Head Office and four properties under its management were recently awarded the Gold Wastewi$e Logo by the Environmental Protection Department. The four properties are:

• Riviera Gardens in Tsuen Wan
• Aldrich Garden in Shau Kei Wan
• Rhythm Garden in San Po Kong
• Sereno Verde in Yuen Long

Tanggu Water Plant received recognition

Tanggu Water Plant, the water project of NWS Holdings in Tianjin, was awarded the “2005 Advanced Enterprise in Water Supply” by the Tianjin Construction Bureau in April 2006.

NWT and its staff recognized for customer relationship excellence

NWT achieved its due industry recognition by winning four awards at the Customer Relationship Excellence Awards 2005 presentation ceremony held on 12 July 2006, including:

• “High Speed Customer Service of the Year”: NWT
• Merit Certificate for “Customer Service Team Leader of the Year (Contact Center)”: Winnie Hung
• Merit Certificate for “Customer Service Manager of the Year (Contact Center)”: K.Y Chan
• Certificate for “Customer Service Professional of the Year (Contact Center)”: Nicole Au

Organized by the Asia Pacific Customer Service Consortium, the annual Awards aim to recognize companies, teams and individuals who pursue customer service excellence.

New World Group companies triumph in international annual report awards

In the International ARC Awards, the 2005 annual reports of NWD and NWCL won the Silver award and Gold award respectively in “Overall Annual Report — Real Estate Development/Service” category. Besides, NWS Holdings’ annual report 2005 won the Silver award in Interior Design and an Honor in Cover Design/Photo in the Conglomerate sector.

Tate’s Cairn Tunnel achieved ISO9001 certification

Tate’s Cairn Tunnel was awarded ISO 9001 certificate by BVQI (HK) Limited on 24 August 2006 for its operations, electrical and mechanical systems.

KLPs awarded contracts in Mainland China

KLPs acquired numerous leasing and management contracts in Mainland China, including:

• Shunde Coubon International Service Apartments
• Shanghai Guoji Lido Gongguan
• Changchun Century Hongyuan Plaza
• Liaoning Kaixuan Cheng

Urban Group awarded Gold Wastewi$e Logo

Urban Group’s Head Office and four properties under its management were recently awarded the Gold Wastewi$e Logo by the Environmental Protection Department. The four properties are:

• Riviera Gardens in Tsuen Wan
• Aldrich Garden in Shau Kei Wan
• Rhythm Garden in San Po Kong
• Sereno Verde in Yuen Long
New World Group made Hiu Yin’s dream come true

New World Group was delighted in fulfilling the wish of Chau Hiu Yin, a 12-year-old girl, who suffers from a life-threatening congenital illness. Having received the request from Make-A-Wish Foundation of Hong Kong, New World Group offered Hiu Yin a complimentary buffet dinner for 12 people at Congress Restaurant to enjoy the delicacy and harbour view.
**New World MSF Day**

New World Group supports the life-saving efforts of Medecins Sans Frontieres (“MSF”) by designating 13 October 2006 as New World MSF Day. It called upon staff members to donate one day of their salary to MSF, which is like volunteering for MSF for one day.

MSF is an international medical humanitarian organization that provides emergency medical assistance to populations in danger.

**Volunteer service for PYNEH psychiatric ward**

NWS Volunteer Alliance has resumed its services at the psychiatric ward of Pamela Youde Nethersole Eastern Hospital (“PYNEH”) in August 2006. In the first activity, more than 10 volunteers made sandwiches and snacks with the patients, then shared them together. In another activity, they made handicraft with reused materials. The services were simple, but our care meant a lot to the patients.

**Caring elderly services**

NWS Volunteer Alliance took part in a number of elderly services organized by YWCA MingYue District Elderly Centre in September and October 2006. Volunteers visited single elders in Sai Wan Ho and Quarry Bay, cleaned up homes for elderly and provided assistance in the annual Mid-Autumn Festival celebration event.

**Girlcutting service for the elderly**

Volunteers from NWS Volunteer Alliance went to Po Leung Kuk District Elderly Community Centre (Kwun Tong East) and Care & Services (North Point) to do the haircut service for 60 elderly.

**UPML manages 18 Caring Estates**

Eighteen housing estates managed by UPML were named Caring Estates by the Social Welfare Department for their outstanding efforts in promoting volunteering among the residents. Chak Yu House of Tin Chak Estate was named Leading Caring Estate.
Reader Survey Results

To better understand our readers' needs, we conducted a survey about New Voice in the last issue. Thank you all for your valuable comments. With your support, we will do our best to enhance the readability of this publication. A brand new look of New Voice will be released in January 2007! The survey results are presented below:

Suggestions about new contents:

- Update readers on upcoming events of the Group
- Provide information about latest training programmes
- Include letters to the editor or allow readers to submit articles
- Recommend neighbouring interesting points of the Corporate Office or SBUs

Thank you once again for your valuable input. For the results of the "Most Constructive Comments" and lucky draw, please refer to p.16 "Quiz".

Problem Questions

Please match the photos with the corresponding captions and write down the columns.

<table>
<thead>
<tr>
<th>图一</th>
<th>图二</th>
<th>图三</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Image 1]</td>
<td>[Image 2]</td>
<td>[Image 3]</td>
</tr>
</tbody>
</table>

Personal Details

<table>
<thead>
<tr>
<th>中英文姓名</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>部门</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>公司</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E-mail</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please send your completed answers and personal details (photocopies and fax not accepted) to NWS Holdings' Corporate Office or drop it at the designated collection box by 23 November 2006, you will have a chance to win one of four sets of Palm Island Resort package (including 1 night complimentary). The survey results are presented below:

* Only applicable from Mondays to Fridays that are not public holidays

Address: 28/F New World Tower, 18 Queen's Road Central, Hong Kong

Top 3 Reader Survey Results

<table>
<thead>
<tr>
<th>姓名</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chan Lung Shan</td>
<td></td>
</tr>
<tr>
<td>Maggie Yan</td>
<td></td>
</tr>
<tr>
<td>Lai Siu Ying</td>
<td></td>
</tr>
</tbody>
</table>

Other winners

- Wong Lap Hing
- Lam Tak Fun