



眾志成城 United as One

我們緊貼社會步伐，為明天付出每分力量。

We are a community working towards a better future.



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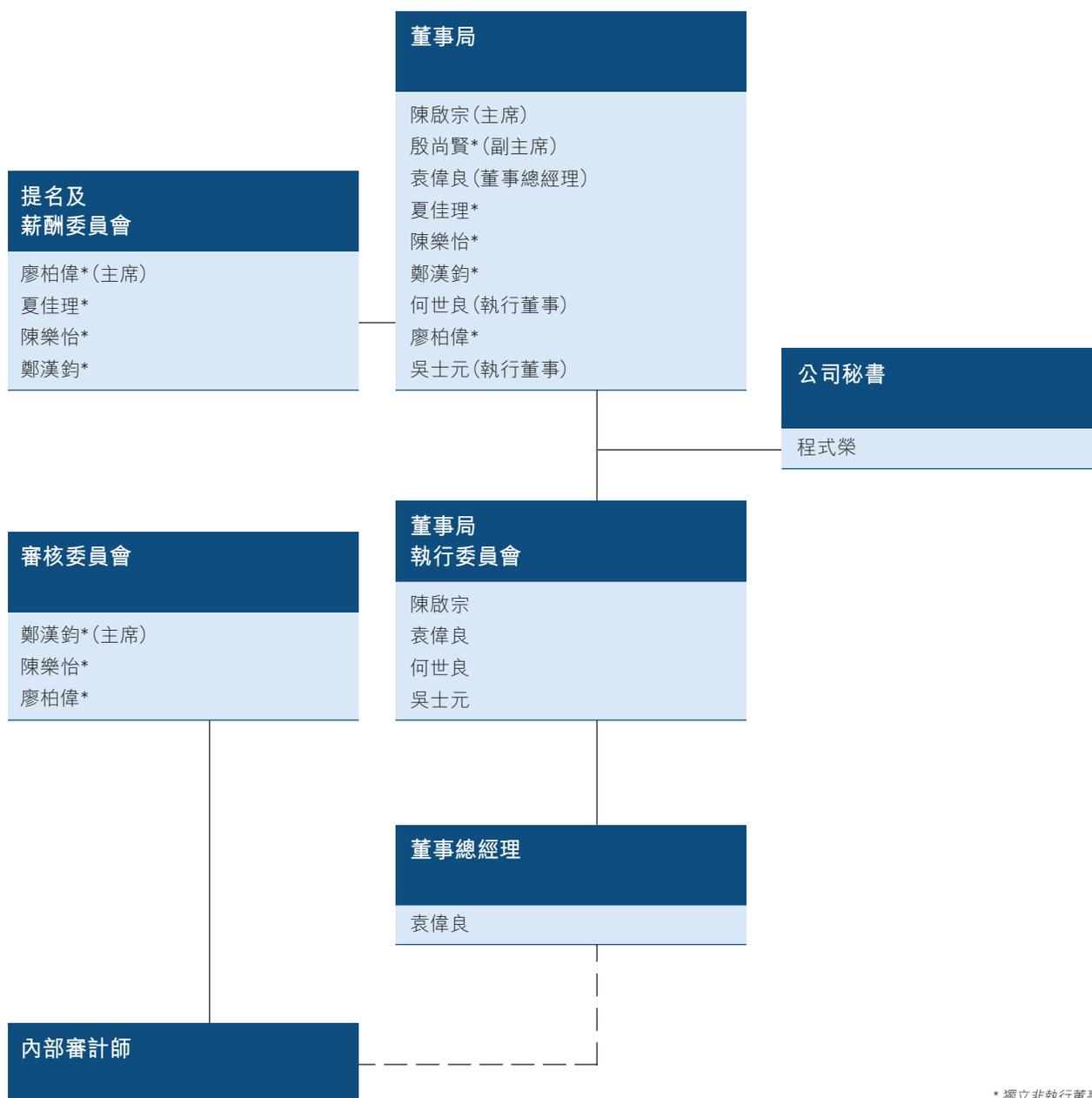
企業公民政策

Corporate Citizenship

公司管治

本公司矢志維持高質素之公司管治，整年內均遵守香港聯合交易所有限公司證券上市規則（「上市規則」）附錄十四所載之最佳應用守則。

下表列出本公司之公司管治架構：

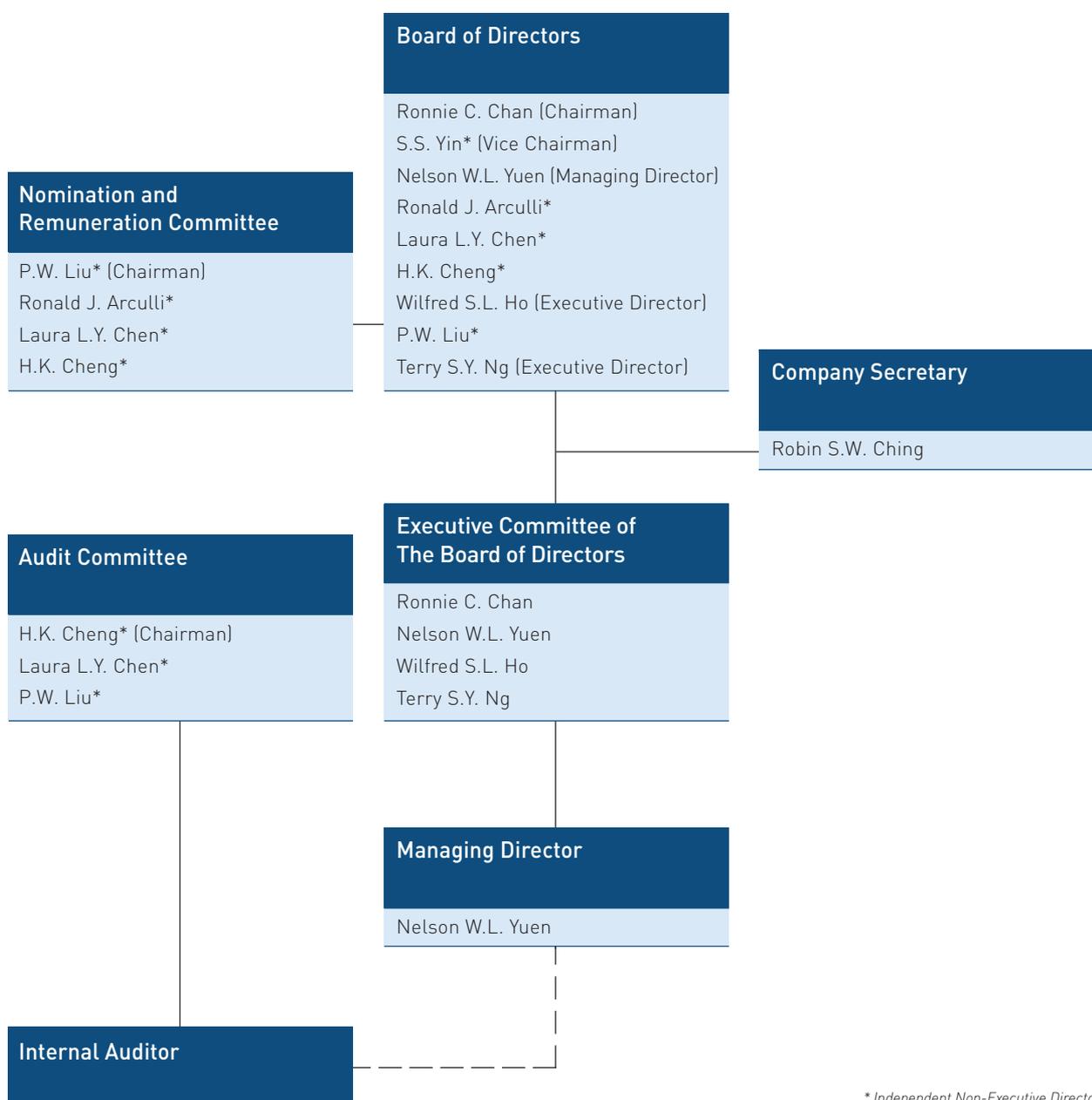


* 獨立非執行董事

CORPORATE GOVERNANCE

The Company is committed to maintain high corporate governance practices and has complied throughout the year with the Code of Best Practice as set out in Appendix 14 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("the Listing Rules").

The following chart illustrates the Company's corporate governance structure:



* Independent Non-Executive Director

董事局

董事局現有九名成員，當中大部份成員(共五名)為獨立非執行董事。獨立非執行董事具備適當之專業資格或相關之財務管理專長，並將豐富之業務及財務經驗對董事局作出貢獻。董事局每年舉行最少兩次全體會議，以批准中期業績和末期業績以及擬派中期股息和末期股息，並於有需要時開會商議各類重大交易，包括發行債券、重大收購及出售，以及關連交易(如有)。董事局於二零零三／零四年度內舉行了五次會議，其平均出席率為百分之八十四。

所有董事均可取得以任何形式記錄之適時資料，於有需要時作出進一步查詢。彼等負責確保領導層之連續性；設定卓越之業務策略；確保資金和管理資源足以應付業務策略之推行；並確保財務及內部監控制度健全；業務運作符合適用之法律及規例。

遵照本公司之組織章程細則，新委任之董事須於應屆股東週年大會(「大會」)獲股東重選方可連任。此外，董事人數三分之一須於大會輪值告退，並須獲股東重選方可連任。獨立非執行董事之任職屆滿日期與彼等之預期輪值告退日期一致。

執行委員會

本公司之董事局執行委員會乃於一九八九年成立，現有成員包括全部四名執行董事。彼等每週定期舉行最少一次會議，藉以制定本公司之策略性方向及監察管理層之表現。每位執行董事均完全清楚那些事項須交由董事

Board of Directors

The Board of Directors currently comprises nine persons, majority of whom (i.e. five) are independent non-executive directors. The independent non-executive directors possess appropriate professional qualifications or related financial management expertise and have brought a wide range of business and financial experience to the Board. Full Board Meeting is held at least twice a year to approve interim and final results and to propose interim and final dividends. It is also held as and when necessary to discuss significant transactions, including issuance of debt securities, material acquisitions and disposals, and connected transactions, if any. There were five meetings of the Board of Directors in 2003/04 and the average attendance rate was 84%.

All the directors have access to timely information in any form and make further enquiries where necessary. They are responsible for ensuring continuity of leadership, development of sound business strategies, availability of adequate capital and managerial resources to implement the business strategies adopted, adequacy of systems of financial and internal controls and conduct of business in conformity with applicable laws and regulations.

In accordance with the Company's Articles of Association, new appointments to the Board are subject to re-election by shareholders at the upcoming Annual General Meeting ("AGM"). Besides, one-third of the directors will retire from office by rotation for re-election by shareholders at the AGM. Independent non-executive directors are appointed for specific terms, which coincide with their expected dates of retirement by rotation.

Executive Committee

The Executive Committee of The Board of Directors of the Company was formed in 1989. Its present members are the four executive directors who meet regularly at least once a week to establish the strategic direction of the Company, and to monitor the performance of management. Each of them has full understanding on determining

局全體決定、那些事項可交由執行委員會或管理層負責。

審核委員會

審核委員會乃於一九九九年由董事局設立，其成員包括三名獨立非執行董事，彼等均擁有適當之專業資格或相關之財務管理專長。審核委員會每年舉行最少兩至三次會議，與會者包括外聘核數師及內部審計師、財務董事及公司秘書，以討論核數工作之一般範疇及評核集團之內部監控。審核委員會於有需要時與外聘核數師另行開會（管理層並不列席）。於二零零三／零四年度內，審核委員會舉行了兩次會議，其平均出席率為百分之六十七。

審核委員會之職權範圍包括下列各項：

- 考慮外聘核數師之委任事宜及與辭職或撤職有關之任何問題；
- 與外聘核數師討論審核性質和範圍；
- 審閱中期業績和末期業績；
- 討論因審核引起之問題及保留意見（如有）；
- 檢討內部審計程序，並確保內部審計功能擁有足夠資源及在本公司內部享有適當地位；及
- 考慮內部調查（如有）之重點結果及管理層之反應。

審核委員會獲董事局授權，可調查其職權範圍內之任何事項；向任何僱員索取任何所需資料，而所有僱員均須就審核委員會之要求作出通力合作；向外界法律人士或其他獨立專業人士尋求意見；及於有需要時邀請具有相關經驗和專才之外界人士參與會議。

which issues require a decision of the full Board and which can be delegated by the Board to the Committee or management.

Audit Committee

An Audit Committee was established by the Board in 1999, which comprises three independent non-executive directors with appropriate professional qualifications or related financial management expertise. Meetings are held at least two to three times a year and are attended by external and internal auditors, finance director and company secretary for the purpose of discussing the general scope of audit work and assessing the group's internal controls. Separate meetings will also be held with external auditors (in the absence of management) as and when required. The Audit Committee held two meetings in 2003/04 and the average attendance rate was 67%.

The terms of reference of the Audit Committee include the following:

- to consider the appointment of external auditors and any questions of resignation or dismissal;
- to discuss with external auditors the nature and scope of the audit;
- to review the interim and final results;
- to discuss problems and reservations arising from audits, if any;
- to review the internal audit programme, and to ensure that the internal audit function is adequately resourced and has appropriate standing within the Company; and
- to consider the major findings of internal investigations, if any, and management's response.

The Committee is authorised by the Board to investigate any activity within its terms of reference; to seek any information it requires from any employee and all employees are directed to co-operate with any requests made by the Committee; to obtain outside legal or other independent professional advice; and to secure the attendance of outsiders with relevant experience and expertise if necessary.

提名及薪酬委員會

提名及薪酬委員會乃於二零零三年六月設立，其成員包括四名獨立非執行董事。於二零零三／零四年度內，提名及薪酬委員會舉行了兩次會議，其平均出席率為百分之八十八。

該委員會之主要職責包括下列各項：

- 當董事局出現空缺時，物色董事人選及向董事局作出提名以便董事局進行審批；
- 定期審閱董事局之架構、人數及組合(包括才能、知識及經驗)，就任何改變向董事局作出建議；
- 不時審閱機構內對執行及非執行領導層之需求，確保機構能持續保持有效的市場競爭能力；
- 與董事局釐定及協商有關制定執行董事薪酬之體制或概要政策；
- 在協定之政策範圍內，決定每位執行董事之個別薪酬總額，包括任何退休福利、花紅、獎勵金及股份期權；
- 留意公司或集團內有關僱員福利架構之任何重大轉變並作出建議；及
- 確保符合公司條例及上市規則所載有關披露薪酬(包括退休金)之條文之規定。

主席

主席負責董事局之運作，並確保所有董事履行職務及對董事局作出貢獻。彼亦負責確保制定本公司之策略性方向，及確保所有董事收取有關本公司之策略及政策之足夠資料。

Nomination and Remuneration Committee

A Nomination and Remuneration Committee was set up in June 2003, constituted by four independent non-executive directors. The Committee held two meetings in 2003/04 and the average attendance rate was 88%.

The terms of reference of the Committee include the following:

- to identify and nominate, for the approval of the Board, candidates to fill Board vacancies as and when they arise;
- to regularly review the structure, size and composition (including the skills, knowledge and experience) of the Board and make recommendations to the Board with regard to any changes;
- to keep under review the leadership needs of the organisation, both executive and non-executive, with a view to ensuring the continued ability of the organisation to compete effectively in the marketplace;
- to determine and agree with the Board the framework or broad policy for the remuneration of the executive directors;
- within the terms of the agreed policy, to determine the total individual remuneration package of each executive director including any retirement benefits, bonuses, incentive payments and share options;
- to be aware of and advise on any major changes in employee benefit structures throughout the Company or Group; and
- to ensure that provisions regarding disclosure of remuneration including pensions, as set out in the Companies Ordinance and Listing Rules, are fulfilled.

Chairman

The Chairman is responsible for the running of the Board and ensuring that all directors perform their functions and contribute to the Board. He is also responsible for ensuring the establishment of strategic direction of the Company, and will make sure that all directors have received adequate information on the Company's strategies and policies.

董事總經理

董事總經理負責公司業務之營運及推行董事局採納之政策及策略。彼亦按照董事局之指示及公司條例之規定負責管理本公司之日常運作。並負責確保財務及內部監控制度健全，及業務運作符合適用之法律及規例。董事總經理主持本公司每月舉行之部門營運會議，並與各部門主管和內部審計師每半年舉行財政預算會議。

公司秘書

公司秘書負責向董事局確保本公司依循程序及遵守適用法律及規例，所有董事均可獲公司秘書提供意見及服務。公司秘書亦就公司管治及最佳應用守則之施行事宜向主席及董事局提供意見。

責任及內部審計

本公司之賬項乃按照上市規則、公司條例及香港公認會計原則之規定而編製，並貫徹採用合適之會計政策及作出審慎及合理之判斷和估計。董事於財務報告內致力確保就本公司之狀況和前景所作出之評估乃持平及容易理解。

本公司對收入、資本支出和營業支出均設有週全及有效之內部監控制度，並確保本公司之資產受妥善保護及不被挪用；每項運作均獲適當之管理層授權及符合文件程序；確保本公司保存正確之會計記錄及確保財務資料可靠。每年度均編製財政預算，經董事局批

Managing Director

The Managing Director is responsible for operating the business of the Company and implementing policies and strategies adopted by the Board of Directors. He is in charge of the Company's day to day management in accordance with the instructions issued by the Board, and regulations under the Companies Ordinance. He is responsible for ensuring adequacy of systems of financial and internal controls and conduct of business in conformity with applicable laws and regulations. The Managing Director chairs the monthly meetings of the Company's various operational divisions. He also conducts semi-annual budget meetings with divisional heads and the Internal Auditor.

Company Secretary

All directors have access to the advice and services of the Company Secretary, who is responsible to the Board for ensuring that procedures are followed and that applicable laws and regulations are complied with. The Company Secretary is also a source of advice to the Chairman and to the Board on Corporate Governance and the implementation of the Code of Best Practice.

Accountability and Internal Audit

The Company's accounts are prepared in accordance with the Listing Rules, Companies Ordinance and also the accounting principles generally accepted in Hong Kong. Appropriate accounting policies are selected and applied consistently; judgements and estimates made are prudent and reasonable. The directors endeavour to ensure a balanced and understandable assessment of the Company's position and prospects in financial reporting.

The Company maintains a comprehensive and effective internal control system on income and capital and revenue expenditures. It also makes sure that the Company's assets are well protected and there is no misappropriation of assets; that authorisation by appropriate level of management has been obtained and documented for every aspect of operations; that proper accounting

准方予採納，並每月向董事局提交業績與預算之比較，以維持有效內部監控制度。

內部審計師並不介入本公司之日常運作及會計職務，直接向審核委員會及董事總經理定期作出匯報。彼可審閱本集團所有業務操作及內部監控資料而不受規限，並定期審計各項常規、程序、開支及內部監控制度。

行為守則

本公司自一九九四年起採納集團行為守則（「行為守則」），並不時補充最新資料，為員工列出包括下列事宜之清晰指引：

- 防止賄賂條例；
- 索取、收受及提供利益；
- 可接受之款宴性質及次數；
- 正確使用專利資料；
- 處理利益衝突；
- 正確使用本公司之資產及資源；
- 業務伙伴借貸往來之限制；
- 於辦公時間以外之個人操守，包括兼職事宜；及
- 買賣公司股份。

行為守則亦就其他事宜列出指引，包括與供應商、承辦商、客戶及消費者之關係；對股東和財經界之責任；以及僱傭常規。

為監察及貫徹行為守則之遵從，各部門經理負責確保其下屬充分瞭解及遵守該等準則和規定。違規之僱員會受到處分，包括被勒令

records are maintained and financial information are reliable. Annual budgets are prepared and are subject to Board approval before being adopted. Results of operations against budgets are reported monthly to the Board, so as to maintain an effective internal control system.

The Internal Auditor, who is independent of the Company's daily operations and accounting functions, reports directly to the Audit Committee and the Managing Director on a regular basis. He has unlimited access to review all aspects of activities and internal controls of the Group, and regularly conducts audits of the practices, procedures, expenditure and internal controls.

Code of Conduct

The Company has adopted a corporate code of conduct since 1994 ("the Code of Conduct") which is updated from time to time, setting out clear guidelines for staff on matters such as:

- Prevention of Bribery Ordinance;
- solicitation, acceptance and offer of advantages;
- acceptable nature and frequency of entertainment;
- proper use of proprietary information;
- handling of conflict of interest situations;
- proper usage of the Company's assets and resources;
- restriction on loans to and from business associates;
- personal conduct outside hours of work, including outside employment; and
- transactions in the Company's shares.

The Code of Conduct also sets out guidelines on matters in relation to suppliers and contractors; customers and consumers; responsibilities to shareholders and the financial community; and employment practices.

In order to monitor and enforce the compliance of the Code of Conduct, functional managers are responsible for ensuring their subordinates understand well and comply with the standards and



HKMA Best Annual Reports Awards Presentation

離職。並會向廉政公署或其他有關機構舉報涉嫌貪污或其他罪行。倘任何董事查詢關於股東、潛在股東、客戶、消費者、供應商、承辦商及本公司之僱員所作出之投訴，公司秘書須直接向該董事作出回答，以確保有關投訴獲公平及有效率之處理。

此外，所有高於界定職級的僱員均須每半年填寫並簽署「利益申報」，披露其直接或間接在本公司及其附屬公司及聯營公司持有之利益，以確保所有業務管理均按照最高的實務準則及公司管治準則進行。

股東關係

本公司之股東週年大會（「大會」）為董事局與本公司之股東提供溝通良機。董事局及各委員會之主席一般均出席大會，以解答股東提出之疑問。外聘核數師亦每年出席大會。大會通告及有關文件於大會舉行日期前最少二十一日寄予股東。股東均踴躍出席大會。

透明度及披露

本公司致力向股東和投資者披露其業務之相關資料，除透過本公司之年報及中期報告外，並定期與分析員會面、舉行記者會及發放新聞稿等。投資者、傳媒或公眾人士之所有查詢，均由執行董事、公司秘書或適當之高層管理人員負責解答。

requirements as stipulated. Any violation thereof will result in the staff being disciplined, including termination of employment. Suspected corruption or other forms of criminality will be reported to the Independent Commission Against Corruption or appropriate authorities. The Company Secretary will also answer directly to any Board member for impartial and efficient handling of complaints received from all shareholders and potential shareholders; customers and consumers; suppliers and contractors and all employees of the Company.

Also, all employees above a designated level are required to complete and sign a Statement of Interest bi-annually declaring their interest, directly or indirectly, with the Company and its subsidiaries and associated companies, so as to make sure that all operations are managed in accordance with the highest standards of practice and corporate governance.

Relations with Shareholders

The Company's Annual General Meeting ("AGM") provides a good opportunity for communication between the Board and the Company's shareholders. Chairman of the Board and Committees are normally present to answer queries raised by shareholders. External auditors also attend the AGM every year. Notice of the AGM and related papers are sent to shareholders at least 21 calendar days before the meeting. It is well participated by the shareholders.

Transparency and Disclosure

The Company is committed to disclose relevant information on its activities to its shareholders and investors through regular analysts' briefings, press conferences and press releases, apart from the Company's annual and interim reports. All inquiries from investors, media or the public are responded to by executive directors, company secretary or appropriate members of senior management.



任何人士均可透過互聯網查閱本公司之資料。除提供財務等傳統資料外，本公司之網頁亦提供本公司其他最新資料，包括可供出售物業、租賃物業、公司已發行股本、主要股東之股份權益、公司大事紀要、供分析員及投資者參考之公司資料、經常提問之問題等。

公益事務

在社區服務方面，恒隆繼續專注於年青人教育。集團設立「恒隆數學獎」，透過一項嚴謹的數學研究比賽，鼓勵香港中學生發揮創意思維。該項在亞洲首次舉行之比賽，乃由菲爾茲獎得主丘成桐教授所提倡，並由香港中文大學數學科學研究所聯同政府教育統籌局屬下之香港教育城合辦。

截至二零零四年六月，比賽名單中有來自香港五十間中學共八十隊參賽隊伍。一個由世界級數學家組成之學術委員會，將負責就各參賽報告作出公允之評審，並選出最多八隊獲獎隊伍。獎項包括隊員獎學金、老師領導獎金及學校的發展基金等。

恒隆深信，「恒隆數學獎」有助香港發展成為一個知識為本之經濟。同時，恒隆希望可藉此引發新思維，令多個範疇的行業及服務受惠。

The Company's information is also accessible to all via the internet. Besides providing the traditional financial data, the Company's website also includes the most updated information on the Company including properties available for sale and let, latest issued capital, updated substantial shareholders' interests in shares, major corporate events, presentation for analysts and investors, and most frequently asked questions.

SOCIAL RESPONSIBILITY

When it comes to community relations, Hang Lung has continued to focus on youth education. It has launched the Hang Lung Mathematics Awards to encourage innovative thinking among Hong Kong's secondary school students through a rigorous mathematics research competition. This competition, the first of its kind in Asia, is the brainchild of Fields Medallist Professor Shing-Tung Yau, and is administered by the Institute of Mathematical Sciences of The Chinese University of Hong Kong in partnership with the Hong Kong Education City under the Government's Education and Manpower Bureau.

By June 2004, 80 teams from 50 Hong Kong secondary schools have participated. Their work will be assessed by an impartial scientific committee comprising world class mathematicians. A maximum of eight teams will be selected to receive the award, which includes scholarships for the students, prize money for the teachers, as well as development grants for the schools.

Hang Lung is confident that the Hang Lung Mathematics Awards will help Hong Kong achieve its goal in becoming a knowledge-based economy. At the same time, Hang Lung hopes to stimulate new ideas that will bring benefits to a spectrum of professions and services.



Employee Outing

僱員

恒隆地產擁有一群優秀和充滿幹勁之員工，在彼此共同努力下，取得豐碩之成果。年內，集團僱用超過一千三百名員工，其中超過一千人在香港總辦事處工作，其餘駐職在上海辦事處。

恒隆地產為開拓集團業務，投放大量資源於員工培訓，包括舉辦多項培訓和展才計劃，並以提升員工之才能及語文水平為重點。集團於年內舉辦修訂上市條例、中國稅務及廉政公署之反貪污課程等，讓員工更有效地掌握正確的知識和技巧。恒隆地產亦為租務及物業管理部之前線員工提供「保安及物業管理工作坊」，藉以提升彼等之實務知識，並定期舉辦防火講座，加強員工之防火知識和對有關政策的認識。此外，集團亦提供普通話培訓班，提高前線員工之普通話水平及溝通技巧。恒隆地產一貫致力培育人材，並制定了一套全新的職級及職銜，更全面和有系統地反映個別員工之工作範疇和晉升途徑。集團亦積極鼓勵員工發揮社群精神，多位員工參加了由世界自然(香港)基金會主辦之「米埔環保行」慈善步行籌款。集團亦為員工及其家眷舉辦各項康體活動，包括週末海上暢遊活動及燒烤會等。其他消閒活動如舞蹈班等，讓員工於工餘時舒展身心。

恒隆地產十分重視員工之努力和貢獻，並會投放更多資源，讓所有員工充分發揮潛能。集團承諾為顧客提供及秉持優質的服務，並深信旗下員工能與集團一同成長，邁步將來。

EMPLOYEES

Hang Lung Properties possesses a team of highly motivated and competent staff and their hard work has largely contributed to our success over the past years. During the year, we employed over 1,300 people, of whom over 1,000 worked in Hong Kong and the remainder in our Shanghai office.

To pave the way for the company's future business growth, we have injected substantial resources into staff development by organising various training and development programmes. The focus has been primarily on enhancing competency levels and language skills. In addition, we have organised training programmes including Changes of Listing Rules, PRC Taxation and ICAC Course on anti-corruption to better equip our employees with the necessary knowledge and skills. Security and Property Management Workshops refreshed knowledge among operational employees in our Leasing and Management Department. Fire Safety Courses were also conducted on a regular basis to reinforce fire safety knowledge and policies. Putonghua courses have strengthened language proficiency and communication skills among our operational employees. To build and maintain a dedicated team to run our business, Hang Lung Properties has enhanced the corporate grading structure and rationalised job titles. The new structure is more comprehensive and systematic and better reflects the accountability and career paths of individual employees within the company. Hang Lung Properties continued to actively promote and foster a community spirit among its employees with a number of employees participating in the "Discover Mai Po" Charity Walk organised by the WWF Hong Kong. We also organised various recreational activities such as a weekend sea cruise and BBQs for employees and their family members. Dancing courses and other leisure activities were also enabled for employees to enjoy their leisure time.

Hang Lung Properties will continue to recognise the importance of its workforce and engage more resources to develop each employee's full potential. The company is committed to providing and maintaining a high standard of quality service to customers and is confident that our employees will continually grow and develop with the company.