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A ROYAL OPPORTUNITY OPENS UP IN LONDON

LONDON ACQUISITION



1-5

GROSVENOR PLACE
LONDON

(50% INTEREST)

English author Samuel Johnson once said, "By seeing London, I have seen as much of life as the world can show." As one of the world's most-visited cities and top global financial centres, London has been on the HSH Group's radar as a potential location for a Peninsula Hotel for over three decades. Selecting the right address has always been the key to the Company's strategy of opening a hotel worthy of The Peninsula name, and this has been a challenging task in London.

However, some things are worth waiting for. In 2013 an opportunity became available at 1-5 Grosvenor Place, at the entrance of Belgravia, located opposite the gardens of Buckingham Palace and facing Hyde Park, just a stone's throw away from Knightsbridge and Piccadilly.

"We are delighted to have signed a deal with Grosvenor to develop the future Peninsula London," said Mr. Clement Kwok, Managing Director and CEO of The Hongkong and Shanghai Hotels, Limited. "We have been looking for decades to find a location that truly captures the essence of London, with its great history, heritage and culture. This project is consistent with our Group's long-term strategy and represents our desire to further expand in Europe."

Mr. Kwok explained that looking for a site that would complement the Company's hotels in its portfolio was a huge challenge. "For example, in New York we are on Fifth Avenue, in Los Angeles in Beverly Hills, in Shanghai on The Bund, in Tokyo facing the Imperial Palace. Belgravia, located near Buckingham Palace, certainly fits the bill for a London address."

The district of Belgravia has been home to notable residents including former prime ministers, poets such as Lord Tennyson, composers (including Chopin and Mozart) and various members of the British aristocracy. Grosvenor Place was first developed in the 1760s with French-Renaissance style buildings. No. 1-5 was later rebuilt in the 1960s.

Subject to various planning approvals and other conditions, the Company plans to redevelop the site in a way that is architecturally and culturally sensitive to the surrounding area and community.

"When we develop a site, we take care to embrace the local community in the area in which we operate. We are sensitive to the local culture and

environment and ensure that we operate in a sustainable manner. We also create new jobs, and bring new life to the local area in the form of elegant restaurants, bars, shops, and the excellent service standards that are associated with our hotels around the world. Our plan is to build a hotel that showcases the very best of British elegance combined with our Company's rich heritage and standards of world-class service. We believe The Peninsula London will become recognised as one of the finest hotels in London," said Mr. Kwok.

This project is consistent with our Group's long-term strategy and represents our desire to further expand in Europe.



Mr. Clement Kwok, CEO of HSH (left) and Mr. Peter Vernon, CEO of Grosvenor



PRIME ACQUISITION IN PARIS

PARIS ACQUISITION



The Company is preparing for the opening of The Peninsula Paris in 2014, a magnificent hotel that will become a landmark in Paris and bring new energy to avenue Kléber and the surrounding area. In June 2013, the opportunity arose for the Company to acquire 100% of the commercial property on 21 avenue Kléber, the building immediately next door and built in the same Second Empire architectural style.

"We were very excited to learn that the building immediately adjacent to The Peninsula Paris became available through a private sale process, as it is very rare that a neighbouring building to one of our hotels becomes available," says Ming Chen, Director, Business Development and Investor Relations.

"21 avenue Kléber was acquired as an investment property due to its location, stable income generation and potential value appreciation. At present, avenue Kléber is one of the quieter areas off the Champs-Élysées but once The Peninsula Paris opens its doors we expect to see a huge uplift."

The building was developed in the late 19th Century and at one time was owned by the Hotel Majestic Paris.

Boasting a classic French courtyard at its heart, 21 avenue Kléber currently houses extensive office accommodation, two ground level retail spaces and a residential portion. The retail areas are currently let while the offices are occupied by the previous owner of the building.

Group Director, Properties, Martyn Sawyer, affirms the Group's strong belief that the opening of The Peninsula Paris will inject new life into avenue Kléber, making the acquisition of 21 avenue Kléber an excellent investment. "We can see the huge advantages this beautiful hotel is going to bring to the neighbourhood with international visitors and Parisians frequenting its restaurants and shops. This in turn will attract new businesses and new tenants setting 21 avenue Kléber at the heart of this renaissance," he adds.



MISSION ACCOMPLISHED AT THE REPULSE BAY

An ambitious three-year plan to give The Repulse Bay Complex a major facelift, both externally and internally, came to a grand conclusion with the completion of the refurbishment of de Ricou tower in May 2013.

Located on the scenic south side of Hong Kong Island and overlooking Repulse Bay beach and the South China Sea, The Repulse Bay Complex is comprised of eight apartment towers and a shopping arcade with restaurants and a health wing, built on the site of the former Repulse Bay Hotel. All the apartments are held by the Company as investment properties for lease.

de Ricou marks the last phase of the upgrade programme which initially started from plans to revitalise the

Arcade including The Verandah and Spices located in the lush gardens of the Complex. This was followed by an extensive upgrading of all public areas in both 101 and 109 Repulse Bay Road.

Works on the third phase of the overall project, including a complete reconfiguration of the apartment tower, de Ricou, started in January 2012. The 68 duplex serviced apartments were converted into a mix of 34 unfurnished and 15 serviced apartments to improve the efficiency and yield on the property.

"By reworking this mix of apartments, yield on the property improves with more efficient space planning, modern design and a reduction in overheads," says Martyn Sawyer, Group Director, Properties.

THE REPULSE BAY COMPLEX



REPULSE BAY ROAD
HONG KONG



By reworking this mix of apartments, yield on the property improves with more efficient space planning, modern design and a reduction in overheads.

The serviced apartments have been remodelled to a more practical and user-friendly 1,700 sq. ft. whilst the unfurnished units range from 1,800 sq. ft. to 4,500 sq. ft. The conversion was a challenging process that required extensive structural changes and major structural strengthening.

"This was an extremely complex project and our biggest challenge was how to minimise disturbance to our current residents," explains Martyn. "The Repulse Bay has always been a holistic place to live. We have every facility one needs including dining, doctors, dentists, a supermarket, two schools and many others. Essentially, no one really needs to leave the premises," says Martyn.

In accordance with the Company's sustainability goals, the works also had to adhere to the prerequisites set out by the US-based LEED, (Leadership in Energy & Environmental Design), which includes criteria such as using low-emission glass, sustainable materials as well as effective water treatment. The effort put into The Repulse Bay de Ricou apartments has been rewarded with the first LEED Gold Certification for Alterations & Additions Works for residential buildings in Hong Kong.

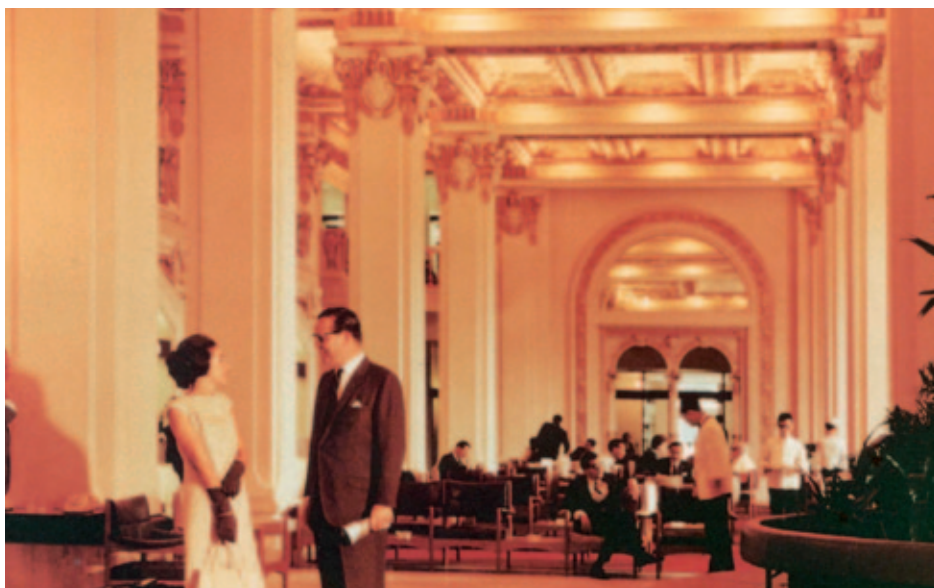
"The Repulse Bay team did a great job looking into opportunities not only to enhance tenants' experience, but also to do so with attention to sustainability considerations. These requirements are always much harder to achieve when it comes to renovating an existing building," says Natalie Chan, Director, Corporate Responsibility and Sustainability.

With shorter leases and luxurious, contemporary fit-outs, the serviced apartments were quickly taken up by eager tenants, while occupancy of the unfurnished units is growing steadily. "The property agents tell us the renovated apartments with their stunning location are the best on the market," adds Martyn.

The facelift has not just been to the buildings themselves but also extended to the public areas, landscaping as well as the gardens which have been rejuvenated to enhance the lushness and greenness of this unique property. "We've made a huge effort on the landscaping of the whole property. It's very much our signature," says Martyn.

CELEBRATION OF TRADITIONS

85 YEARS AS THE GRAND DAME OF HONG KONG



Every great lady has a story, and The Peninsula Hong Kong is no exception. Hers is a remarkable story of vision and evolution. The architects who in the early 1920s drew up plans for “the finest hotel east of Suez” did so at the behest of men whose foresight and confidence in Hong Kong set them on what was considered an audacious path. But from the moment The Peninsula Hong Kong opened on 11 December, 1928, it was evident that the seeds of progress sown by the Directors of the Company had indeed found fertile ground. Almost immediately, The Peninsula Hong Kong transformed Kowloon from a sleepy backwater to the focal point of a vibrant local social life.

The Peninsula Hong Kong began life as a very upmarket transport hotel, serving both the railway passengers who came to Hong Kong by train across the Eurasian land mass, and the sea passengers who arrived by scheduled liner at the nearby quays of Kowloon. Later, it also became the hub of Hong Kong’s air travel, with airline offices all around its Lobby, and merry air crews sometimes making exhibitions of themselves during off-duty hours. It was a very luxurious caravanserai; enriched by all the variety, surprise and excitement of intercontinental travel, and this flavour of purposeful exuberance is its hallmark to this day.

THE
PENINSULA
HONG KONG

85TH
ANNIVERSARY



Gone are the airline counters and the devil-may-care pilots; few are the travellers who choose to come to Hong Kong via the Trans-Siberian Express; but The Peninsula Hong Kong still welcomes its guests with a particular blend of luxury, comfort and personalised service. Today, this hotel is held as a beacon of the highest standards by peers all around the world and its success is marked not only by its history but by continually adapting and transforming itself to remain relevant to its guests.

"Throughout its history, The Peninsula has understood the need to keep pace with changing times," says the Company's Chairman The Hon. Sir Michael Kadoorie. "But one factor has always remained constant, and that is our

One factor has always remained constant, and that is our commitment to the highest standards of hospitality for the thousands of guests who have made The Peninsula their home away from home for the past 85 years.



commitment to the highest standards of hospitality for the thousands of guests who have made The Peninsula Hong Kong their home away from home for the past 85 years."

So it was befitting that this Grande Dame of Hong Kong should embark on its 85th year with a series of programmes which not only paid homage to some of the most evocative memories of Hong Kong but also enhancements to bring the guest experience to new dimensions.

After 17 months and HK\$450 million of intensive renovations, The Peninsula Hong Kong's 300 renovated guest rooms unveiled distinctive and luxurious design touches as well as state-of-the-art technology that takes the definition of bespoke guest experiences to new, unmatched levels.





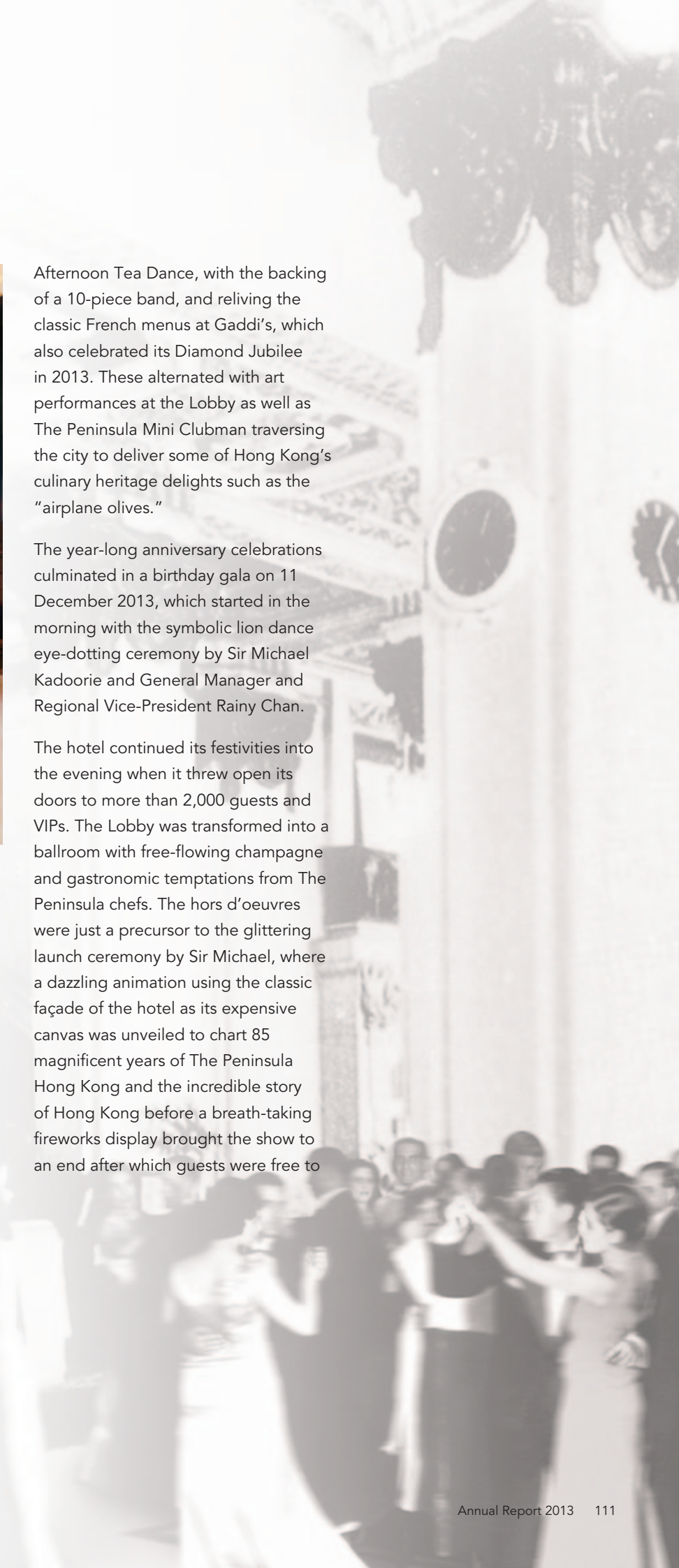
One-touch technology, via the bedside and desk tablets which come in 11 different languages, controls all in-room functions from restaurant menus to the PenCities guides as well as personalised television. LED panels on the walls allow guests to select lighting ambience, valet calls, weather details, thermostat, language and privacy options according to personal preference. Feedback on the renovated rooms by guests was extremely positive, and they were prepared to pay higher room rates to enjoy the full experience.

In a nod to much-loved Hong Kong traditions, in its 85th year The Peninsula Hong Kong also created "Signature Sundays" by bringing back the heady glamorous days of the

Afternoon Tea Dance, with the backing of a 10-piece band, and reliving the classic French menus at Gaddi's, which also celebrated its Diamond Jubilee in 2013. These alternated with art performances at the Lobby as well as The Peninsula Mini Clubman traversing the city to deliver some of Hong Kong's culinary heritage delights such as the "airplane olives."

The year-long anniversary celebrations culminated in a birthday gala on 11 December 2013, which started in the morning with the symbolic lion dance eye-dotting ceremony by Sir Michael Kadoorie and General Manager and Regional Vice-President Rainy Chan.

The hotel continued its festivities into the evening when it threw open its doors to more than 2,000 guests and VIPs. The Lobby was transformed into a ballroom with free-flowing champagne and gastronomic temptations from The Peninsula chefs. The hors d'oeuvres were just a precursor to the glittering launch ceremony by Sir Michael, where a dazzling animation using the classic façade of the hotel as its expensive canvas was unveiled to chart 85 magnificent years of The Peninsula Hong Kong and the incredible story of Hong Kong before a breath-taking fireworks display brought the show to an end after which guests were free to





partake of delicacies and entertainment at The Verandah, Chesa, Imasa, Spring Moon, The Garden Suite, The Sun Terrace, The Bar and Felix.

With so much to celebrate, The Peninsula is also committed to contributing to the community in Hong Kong. Through fundraising efforts in partnership with like-minded charitable NGOs, as well as meaningful staff volunteerism, the hotel is committed to supporting the needy. The hotel's Hong Kong-based beneficiary charities include: Make-A-Wish, which grants the wishes

The age-defying charm of The Peninsula Hong Kong will see the hotel continue to stand firm in Asian hospitality, as an icon of Hong Kong and throughout the world.

of children with life-threatening illnesses; St James' Settlement Funeral Navigation Service, which assists the elderly with funeral preparations; the Hong Kong Hereditary Breast Cancer Family Registry, which supports high-risk breast-cancer programmes by providing free access to genetic screening and consultations for high-risk cancer patients and their families; the Hong Kong Council of Social Service, through which the hotel established an incubating fund for social enterprises; and a newly founded Scholarship for Gastronomic Excellence in Dim Sum, created to preserve the disappearing art of dim-sum making by nurturing Hong Kong's culinary talent.

The age-defying charm of The Peninsula Hong Kong will see the hotel continue to stand firm in Asian hospitality, as an icon of Hong Kong and throughout the world.

Cooking Up Special Experiences

It takes a very special relationship to last more than half a century. Such is the bond between The Peninsula and its employees that when The Peninsula Hong Kong celebrated its illustrious 85th birthday, the Grande Dame embraced the long-serving committed staff that have journeyed through the years with her.

For former Executive Sous Chef Mak Kam Yin, the posh party brought back many nostalgic memories of his 56 years with The Peninsula Hong Kong and more than a few dramatic flashbacks to some of Hong Kong's most historic moments.

It was only four years ago when Chef Mak reconnected with fellow Peninsula alumni at the hotel's first Retiree Staff Gathering. And on 11 December 2013, he returned to the "Finest Hotel East of Suez" to celebrate her milestone birthday, only to find out that he had won the grand prize of a "My Peninsula Memories" campaign.

The campaign was jointly organised by Hong Kong's leading local newspaper Ming Pao and The Peninsula Hong Kong, engaging with over 10,000 readers in the 100 days leading up to the grand celebration.

Born in Guangzhou, Chef Mak first joined The Peninsula Hong Kong in 1931 as a kitchen helper. There were no child labour laws then and the 11-year-old jumped at the chance to work in the kitchens for \$1 a month when a relative offered to introduce him.

"The first job was just to clean and dry the cutlery. It was what everyone had to do when they started out. After a year, I was transferred to making tea and smoothing the butter," reminisces the 93-year-old.

Like every other apprentice, Chef Mak started out doing menial tasks like washing vegetables and chopping meat, before being allowed the important job of cooking the gravy and sauces for western meals.

His time in the kitchen was interrupted when the Japanese army commandeered The Peninsula Hong Kong as its headquarters in 1941. The young Mak found himself transferred to the Japanese telegraph company at The Peak as cook for their staff. Mak returned to The Peninsula Hong Kong when the war ended.



Having started his career at a very young age, Chef Mak had limited education opportunities. He knew that if he wanted to work his way up, he'd need to brush up his language skills in order to communicate effectively with his western supervisors. Therefore, Chef Mak made use of his free time between split shifts to take English lessons at a private school in Yau Ma Tei, Kowloon, Hong Kong. Chef Mak's promotion from kitchen apprentice to chef came at an opportune moment when The Peninsula Hong Kong opened the Marco Polo Restaurant in 1957 in a new annexe, The Peninsula Court, across the road.

"I was offered the job to be transferred to Marco Polo as the Number One there, taking the place of the former expat chef," recalls Chef Mak.

When the Executive Sous Chef at The Peninsula Hong Kong left, Chef Mak was transferred to take the reins of the hotel's kitchen operations, where he worked until he retired.

One of his most exciting moments came when he was told to prepare an al fresco lunch for former British Prime Minister Margaret Thatcher during one of her official visits. "It wasn't a big party of people but, still, everything had to be perfect!" Chef Mak says.

Each meal was meticulously planned, cooked and served at The Peninsula Hong Kong, recalls Chef Mak, whose most popular creation was a grilled chicken breast stuffed with foie gras. "I think it is one of the reasons why the

reputation of The Peninsula has endured: a lot of factors have to work together; it's not just a matter of having the food taste good, but combining all the elements together to create a very special experience."

In his 56 years at the hotel, the chef was rarely tempted to leave his position although he confesses to having succumbed enough to go for a job interview "just once."

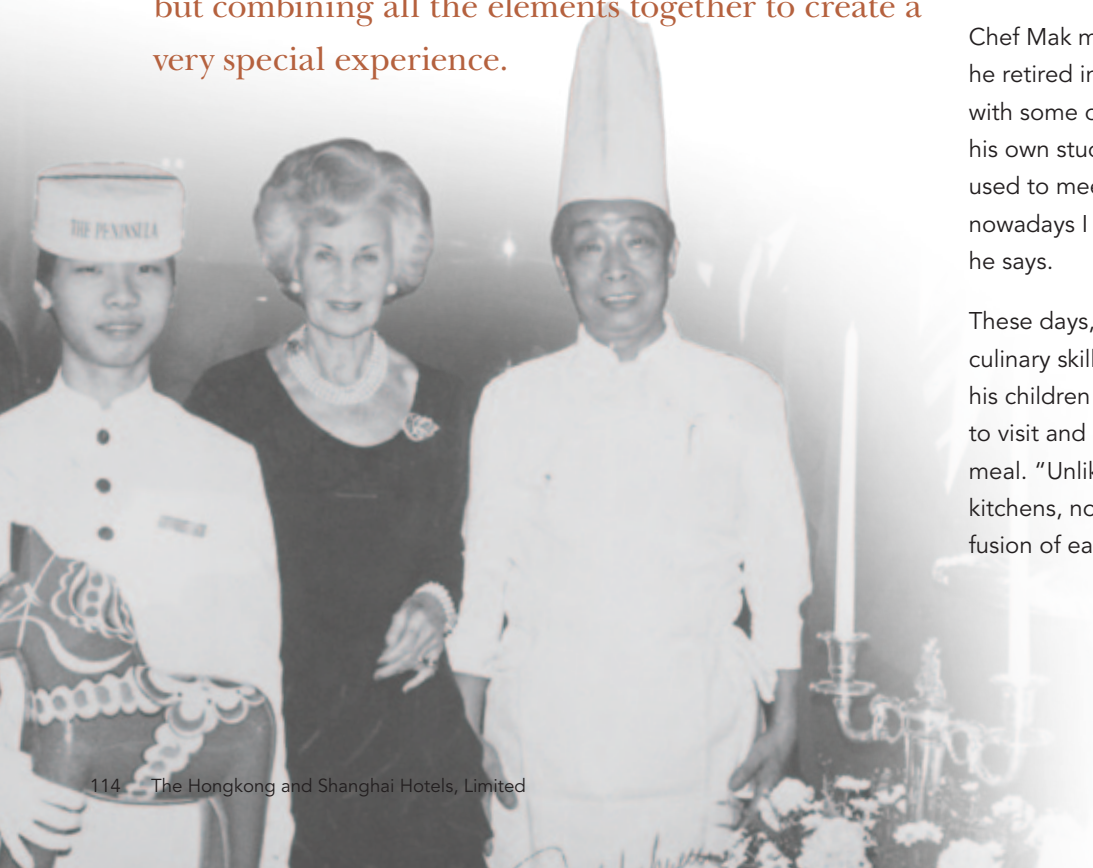
"Somehow human resources got wind of it and asked me in for a chat the next day," recalls Chef Mak cheerfully. Of course, the hotel persuaded him to stay on.

Life at The Peninsula Hong Kong offered many benefits. "We were offered staff quarters then, where my wife and I brought up our seven children. The pay was all right. There was a strong bond between the employees and we were able to organise sports matches and parties. There was even a company holiday home that staff could use," Chef Mak says.

Chef Mak moved out of the quarters after he retired in 1987, but still keeps in touch with some of his old friends, in particular his own students from the kitchen. "We used to meet for yum cha once a week; nowadays I can't get around as easily," he says.

These days, the 93-year old veteran's culinary skills are mainly put to use when his children and grandchildren come to visit and he has to whip up a good meal. "Unlike my training in the western kitchens, nowadays I mainly create a fusion of east and west."

It's not just a matter of having the food taste good, but combining all the elements together to create a very special experience.



A NEW YORK NIGHT TO REMEMBER

When dawn broke above New York City on 30 September, 2013, The Peninsula New York became energised with a special sense of purpose. The final countdown had begun for the hotel to celebrate its 25th anniversary in style with a coterie of loyal guests and VIPs. The day turned into a day of military precision to ensure the hotel was poised for the evening's gala.

It was on 3 December, 1988, that the Company established its US Peninsula flagship when it purchased the 23-storey Beaux-Arts landmark building, situated on the corner of 55th Street and 5th Avenue in New York City. At that time The Peninsula New York was one of the first Asia-based hotel brands to establish itself in the United States. The property strove to follow in the footsteps of the hotel group's Grande Dame, The Peninsula Hong Kong, by providing luxurious comfort combined with exceptional, personalised service.

In 1998, with a comprehensive US\$45 million reconstruction project, The Peninsula New York updated the ambience of this location. Exquisite furnishings and technology were incorporated with the many classical design elements already present in the hotel.

A few elements of the original Gotham Hotel remained inside the 1998 redevelopment, including the heavily ornate lobby ceiling and rear fire stairs,



but almost everything else was brand new. A representative room was No. 1600, with its spectacular view north up Fifth Avenue, past the brownstone spire of Fifth Avenue Presbyterian Church.

Two-and-a-half-decades later, the hotel is a solid member of the community that has shared in the city's triumphs and sorrows, through catastrophes such as 9/11 and the more recent Hurricane Sandy. Affirmation of the hotel's prestigious place in the city came in the form of a present from the Mayor's office, officially proclaiming the hotel's silver anniversary on 30 September, 2013, as "The Peninsula New York Day."

A small army of 75 staff had worked tirelessly around the clock for three days to transform the lobby into a dream-like

THE
PENINSULA
NEW YORK

25TH
ANNIVERSARY

flower garden for its 25th birthday, with more than 25,000 stems of brightly-coloured blooms forming a rainbow of fresh flowers over two storeys tall. When the guests arrived at the gala, they were greeted by a symbolic lion dance on a red carpet that stretched from 55th Street into the magnificent Lobby.

The gala marked the starting point of this anniversary year, with celebratory activities to take place for the following 25 weeks. A significant renovation also marked the silver anniversary with the hotel's former *Fives* restaurant replaced by the new restaurant *Clement*, named after the Company's Chief Executive Officer, Mr. Clement Kwok.

Featuring designs by international award-winning interior design firm Yabu Pushelberg, *Clement* restaurant and bar

is representative of a modern concept revealing elegant rooms from an intimate lounge to larger dining areas that cater to a range of moods and occasions. *Clement* is set to create a buzz as one of New York's finest.

"I am delighted and it is most fitting that our CEO Clement's leadership and immense contribution should be acknowledged in this way. We are confident that the refurbished restaurant will prove popular and add to the attraction of our New York property," said the Company's Chairman, The Hon. Sir Michael Kadoorie.

In 2002, Mr. Kwok was contacted by the Kadoorie family and invited to take up the position of CEO of the Company. Under Mr. Kwok's leadership, the Company has weathered storms such as SARS and the global financial crisis whilst significantly improving both its operating results and strengthening its financial position, thus increasing shareholder value. More importantly, the status and recognition of The Peninsula brand is

To have stayed at the top of the scale of luxury hospitality all those years is certainly testament to the vision of the Company and the dedication and loyalty of its employees.



at an all-time high. Both the Company and Mr. Kwok individually have received accolades for management quality and corporate governance. Significant advances have also been made in corporate responsibility throughout the Group.

When asked about how he feels about having a restaurant named after him, the CEO remains modest. "I am truly honored and I am also very proud of our brand and our people. I must thank Sir Michael for trusting me with managing a brand and a company that are so close to his heart, and also Peter Borer, with whom I have a tremendous personal and working relationship. At the end of the day, it's all about teamwork."

Twenty-five years is an important milestone in the existence of any hotel, but to have stayed at the top of the scale of luxury hospitality all those years is certainly testament to the vision of the Company and the dedication and loyalty of its employees, 21 of whom were also honoured by Sir Michael for 25 years of dedicated service to the Company.



Full Circle

General Manager of The Peninsula New York Jonathan Crook's 13½ year career with The Hongkong and Shanghai Hotels, Limited, has come full circle. His first posting at The Peninsula Hotels was in February 2000 as the Restaurant and Bar Manager of *Adrienne* restaurant at The Peninsula New York, which then became *Fives* and has now been re-introduced as a new concept under the name *Clement*. On April 11, 2011, he returned to the Forbes Five Star and AAA Five Diamond property as General Manager.

Before returning to The Peninsula New York, he was General Manager of The Peninsula Manila, a position he held for more than two years, prior to which he served as Hotel Manager of The Peninsula Tokyo and Resident Manager of The Peninsula Beijing.

Sitting behind his desk one early New York summer morning over coffee, the affable General Manager exudes passion and enthusiasm as he discusses his current role and responsibilities in the lead-up to the hotel's 25th Anniversary celebrations.



"When I first arrived back here in my current role, the brief was to revitalise the property, give it more personality, and further personalise the guest experience. This began with overseeing the completion of guest room renovations and the makeover of The Grand Suite and The Peninsula Suite."

Jonathan is one of a handful of Peninsula Hotels' General Managers who has worked in a number of the Company's properties, including in his case New York, Chicago, Beijing, Tokyo, and Manila.

"Prior to coming to The Peninsula, I worked in London, which was a quintessential hotel experience," says Jonathan. "Of course I knew of The Peninsula brand and when I was offered my first position at The Peninsula New York, I was both excited and honoured and it was a great time and place to embark upon this journey."

In late 2012, the hotel had to face the havoc wreaked on New York by Hurricane Sandy, which severely interrupted arrivals, but it was one of the few five-star properties in the city to maintain full service for guests throughout the storm. "We have been through various crisis periods here at the hotel, including 9/11, which was obviously a very poignant time to be

here, but we have managed to overcome difficult circumstances, and these situations have given both the staff and myself even more of a connection to both the community and the property."

In the 25th year of The Peninsula New York, Jonathan says that there is a major focus on giving back to the community through the hotel's '25 Acts of Kindness' program, through which members of the management team will devote 25 days of service to helping local charities including the American Cancer Society, Ronald McDonald House and the Golden Hat Foundation, to name but a few.

Under Jonathan's leadership, The Peninsula New York has earned the coveted accolades of #1 Hotel in New York City and #1 Hotel Spa in America by the Readers of Condé Nast Traveler in 2012.

"Coming back to New York was quite surreal in a way, but somehow a very natural occurrence," says Jonathan as he prepares to start his daily routine. "The majority of the staff were the same, which was very beneficial as they were so incredibly accepting. The first 18 months involved a great deal of hard work but they were also a lot of fun. That period really grounded me as a hotelier."





For 25 years, since the opening of The Peninsula New York on December 8th, 1988, the staff of the hotel have been loyally serving guests in true Peninsula style. A testament to the hotel's friendly working environment, they have all become part of The Peninsula family. We salute the employees who have been part of that family since the day the hotel opened its doors.

John Ou

Assistant Technology Manager

"My first job here was in housekeeping 25 years ago and 10 years later after I had finished studying, I wanted to look for another job at The Peninsula. I had a computer science degree and so could move out of housekeeping to join the ELV department (now Research & Technology). It was an interesting time then back in 1988 and the ELV was a new department. We built all of the technology in the guest rooms at the time and the most interesting thing about my role is the constantly

I consider it a real privilege to be part of The Peninsula New York family.

changing technology – it makes every day different. My two most memorable events were the September 11 blackout of the city and when the subway stopped because of the 2005 transport strike. Many locals came to stay at the hotel and you saw the side of them that really cared about their families and friends."

Alden Inniss

Watch Engineer

"I have always worked the night shift from midnight to 8:00am for the past 25 years. I was here during the major renovation period when all the staff were off except the engineers. I was also part of the kitchen and spa renovations when I had the opportunity to assist in many different ways. I have witnessed the growth of the hotel over the years and am very proud to have been a part of that. I consider it a real privilege to be part of The Peninsula New York family."

Caroline Lyons

Room Attendant

"When The Peninsula first opened in 1988, it was a lot of hard work, but we also had great staff parties where they would take us all out in an open-top bus to different locations. It was good for staff morale."

Helen Moy

Room Attendant

"Every day is a happy day at The Peninsula, we are like family. We have been through many crises together, including 9/11, the transit strike, Hurricane Sandy and SARS, but these events have brought us even closer together."

Marion Shepard

Room Attendant

"I had my son during the time that I have worked here; he is now 14 years old. When I came back to work after the renovation in 1998, the rooms were much bigger and more beautiful. I had more mirrors to clean!"

Vivian Chiu

Uniform Attendant

"My daughter is a 'Peninsula baby' and she recently obtained a scholarship to study science, which I am thrilled about."

Pete Alequin

Cafeteria Steward

"I love that I get to know all the staff. I'm like their bartender, it's my job to keep them happy. As long as they're eating well, they're happy."

Paulette Ramus

Cashier

Clement (formerly Fives restaurant)

"I enjoy seeing a lot of different faces every day from behind the cashier and working with the other team members here. We're like a family."

Rafael Firpo

Stewarding Supervisor

"This was my first job when I came from the Dominican Republic – The Peninsula was like a gift for me at the time. I really



appreciate the loyalty the hotel has shown me and have given mine in return – it's not about money, it's about feeling comfortable and happy."

David Camejo

Banquet Server

"You want me to tell you everything now? Wow, the last 25 years..."

Jacqueline Rodriguez

Cashier

Clement (formerly *Fives* restaurant)

"I have always enjoyed our staff outings when we leave the hotel to celebrate. My favorite was when we took a yacht around Manhattan."

Juan Lopez

Utility Steward

"I have learned a lot over the years. I have been working with a many of the same people for so long that it's like family. I have my brothers here. I have seen the hotel change and I am happy with where it is now."

Le Mang Lieu

Uniform Attendant

"I love being here. This is like my second house with all of my family in it. Filled with uncles, sisters, nephews, cousins, sons and daughters, they are all here. I love taking pictures over the years of my Peninsula family. Last year was my 25th anniversary here and I loved the gifts I received."

Patrick Wong

Bell Captain

"I have so many familiar faces that I love to see. Guests who have stayed with us for decades I know and am happy to see whenever they are with us. I also appreciate the great management. We really are encouraged to stay five-star strong in everything that we do and it makes me proud."





PEAK TRAM ASCENDS INTO THE FUTURE

THE PEAK TRAM

125TH

ANNIVERSARY

The Peak Tram rolled into its 125th year in 2013 in fine style with a specially-designed 125th Anniversary collectors' ticket. At the top of its steep journey, passengers alighted at The Peak Tower which had been transformed into a traditional playground filled with toys, games and street performances at the main entrance of The Peak Tower. Visitors were offered a special gift set with several different classic toys, all in celebration of this iconic Hong Kong feature which has been loyally serving locals and visitors alike for 125 years.

Far back in May 1881, an enterprising Scotsman named Alexander Findlay Smith devised a plan to speed the

development of new residences in the district with the introduction of a new tram system that would connect Murray Barracks to Victoria Gap.

Prior to the Peak Tram's inauguration in 1888, the 30 or 40 families who lived on the Peak and guests at the newly-opened Peak Hotel relied mainly on sedan chairs to get up and down the hill. When the Peak Tram commenced operations on 30 May, 1888, it carried more than 600 passengers on its first day. Today, each day on average it serves more than 17,000 passengers who want to relive some of Hong Kong's history with an approximately six-minute ride up Victoria Peak that showcases Hong Kong at its natural best. The popularity of the Peak Tram is still increasing year on year.

"We know that demand is growing significantly," says Martyn Sawyer, Group Director, Properties. "During peak periods there are very many people eager for a ride on this important recreational facility up to The Peak."

The Company has submitted a proposal to the Hong Kong Government to improve and enlarge the capacity of the Peak Tram for the long-term future.





In the meantime, the company's right to operate the Peak Tram has been extended for another two years to the end of 2015.

"We do not want to increase the speed of the Tram as we know that people view the Peak Tram as an exciting experience, not just as an alternative means of getting to The Peak – they can always take the bus or a taxi. To our visitors, travelling on the Peak Tram is entertainment and fun," adds Martyn. "Because of the technical specifications of the tracks, the bridges and their physical limitations, we cannot go higher or wider and increasing the length of the tram is our only option. Even this is limited though, as the tramway operates on a single track and, at one point in the

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track, the two trams heading in opposite directions have to pass each other and that passing area has a finite length. We have come up with a plan that increases the tram length, relocates the platform and therefore increases the capacity on each journey."

"It will be a major investment for the Company once terms are agreed. We are aligned in our vision with the Hong Kong Government to provide the best Peak Tram services to Hong Kong and its visitors, and we are excited about the Peak Tram's future," says Martyn.

TRADITION WELL SERVED



When the first “Tradition Well Served” documentary was released to commemorate the launch of the new Peninsula Tower at The Peninsula Hong Kong in 1994, it was a fascinating look at the rich history of the hotel and the Kadoorie family, the principal shareholders of the Company.

Back then, the Company had a more concentrated hotels portfolio comprising only five hotels – The Peninsula Hong Kong, The Peninsula Manila, The Peninsula Beijing, The Peninsula New York and The Peninsula Beverly Hills. The unique Hong Kong story was a fascinating one to tell and it seemed befitting that Hong Kong-based producer Elaine Forsgate Marden, a long-time friend of the Kadoorie family, was the driving force behind the 1994 edition.

As The Peninsula Hong Kong celebrated its 85th birthday close to 20 years later, in 2013,

the Peninsula story had grown significantly and it was a good time to showcase the exciting developments of the Group.

So, back in 2011, with the blessing of HSH Chairman The Hon. Sir Michael Kadoorie and armed with new archival footage and material amassed through years of research, Elaine Marden started updating her Peninsula files to produce a new version of “Tradition Well Served,” collaborating with Libby Halliday Palin as director and Brian McDairmant on photography. The score is composed by Peter White, while *Luxe Guides* founder Grant Thatcher narrates.

This fascinating 45-minute documentary celebrating the heritage of the Company and the roots of the Kadoorie family features new archival footage and historical photographs. Interviews with key personalities also cast new light on the rich history and traditions of The Peninsula Hotels, which now include new members The Peninsula Bangkok, The Peninsula Tokyo, The Peninsula Shanghai and, soon, The Peninsula Paris.

Amongst some of the compelling scenes are footage of Peninsula destination cities from the 1900s to 1940s, including rare scenes from Sir Robert Hotung’s golden wedding anniversary party at The Peninsula Hong Kong in the 1930s, a watershed moment that endorsed the hotel as the place for Hong Kong’s high society of the day.

Interviews and relevant footage also offer deeper insight into the Kadoorie family lineage.

The documentary takes in signature features and events from all of the nine different Peninsula hotels, including a look at the detailed restoration work that has been taking place in the historic site of The Peninsula Paris. From the glamour of the Hong Kong flagship, the feature also takes viewers behind the scenes to similar events in The Peninsula Shanghai and The Peninsula Chicago.

As in almost every film produced, music plays a key role amidst the narrative, and British composer and conductor Peter White was given the role of Musical Director. Peter White is one of the leading musical directors in the UK, working mainly on musical theatre productions, with credits including the 25th anniversary production of *Les Misérables*, which he conducted in the UK, France, and the US. "I was absolutely delighted with how Peter's score enhanced the film," Elaine says. "Every piece was perfect for each part of the production."

At the heart of this production is the clear message of the Company's commitment to the respective communities in each of The Peninsula's destination cities and how the Company has stayed true to serving its heritage and traditions even as it keeps a keen eye on the future and the opportunities it presents.

"The challenge for us was to find a story within each hotel that was truly unique, whilst projecting The Peninsula spirit shared between them in a way that would inform, inspire and entertain," says Libby. "We produced this documentary not as a marketing tool, but as something quite special that showed the relationship between the Kadoorie family and the hotels, which I do think is quite extraordinary. There is a great bond there."



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