

HIGHLIGHTS

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Galloping Around The World Into The Year Of The Horse



Chairman Kwek Clinches REDAS Lifetime Achievement Award



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We want to hear from you!

Tell us about your projects, executive appointments, awards and accolades, latest promotions, charity and community outreach programmes, etc.

If you have interesting photos to go along with them, all the better!

Email your stories and pictures to Group Corporate Affairs at hi-life@cdl.com.sg

Galloping Around The World Into The Year Of The Horse

The Chinese Lunar New Year marks a time of celebration and prosperity. That's what some of the members of the Hong Leong Group did to celebrate this auspicious event. Here's we present some of the highlights as we gallop into the year of the horse:

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In Singapore:



Guests enjoying the breathtaking lion dance performance at a Chinese New Year lunch at The St. Regis Singapore.

In Xiamen, China:



Staff at Millennium Hotel Harbourview Xiamen pose with Cai Shen Ye, the God of Fortune, as the hotel ushers in the year of the horse.

In Singapore:



Chinese New Year decorations add a festive touch to Hong Leong Building.

In Shanghai, China:



Auspiciously-coloured gold and red lions welcome a year of prosperity and good luck at the Millennium Hongqiao Hotel Shanghai.

In Singapore:



Orchard Hotel Singapore hosted an acrobatic Lion Dance performance to mark the first day of the Lunar New Year.

In Los Angeles, USA:



Colin Wang, regional general manager - North America, and Wanda Chan, general manager, Millennium Biltmore Hotel, at the Chinese New Year Client Appreciation Event.

In London, UK:



Millennium Gloucester Hotel London Kensington got into the spirit of the Lunar New Year with a visit and a performance by a Lion Dance Troupe.

Dulwich Collage Holds Temple Fair At Beijing Riviera



The annual Chinese New Year Temple Fair was hosted by both Beijing Riviera and Dulwich College and attracted crowds of parents, students and residents to take part in an assortment of activities. The Feb 2 event had stalls, dancing dragons and face-changing performances.

Orchard Hotel Singapore In The Media Spotlight



Executive Chef Paul Then and Executive Sous Chef Joe Ang show the U-Weekly photographer how to whip up a tasty Belachan treat.

Orchard Hotel Singapore's Executive Chef Paul Then and Executive Sous Chef Joe Ang whipped up five tantalizing dishes for a celebrity chef recipe photoshoot for the U-Weekly magazine team. All five dishes had to feature the selected ingredient: Belachan! Belachan is a salty dried prawn paste that is used in many Asian recipes.

Staff from the hotel were also put in the media spotlight when Channel U filmed its "Let's Talk" youth series at the hotel. Hosted by Lee Teng and Lin Peifen, the popular television youth series is being produced for the fourth season.

Millennium Resort Hangzhou: M&C's First Resort In China



Millennium & Copthorne Hotels (M&C) will soon be opening the Millennium Resort Hangzhou, the group's first resort in China. Its opening in the first quarter of 2014 will mark a new milestone in M&C's expansion in the Chinese mainland, bringing the total number of properties in the country to 11.

The resort lies in the JiuXi (Nine Creek) district and is in a unique geographical area known for its natural beauty, and is surrounded by the famous LongJing tea plantations. It faces the QianTang River to the south, and Westlake Scenic Area to the north. Nearby are world renowned attractions such as Liuhe Pagoda, Lingyin Temple and Song Dynasty Town.

Located in an idyllic setting, Millennium Resort Hangzhou is a mere 35-minute drive from Hangzhou Xiaoshan International Airport, and 15 minutes from the downtown area and railway station.

There are 151 elegantly-designed guest rooms and suites with private balconies and charming views of the natural surrounds and tea plantations. Generously sized from 45 to 100 sq m, the rooms are equipped with high-speed wire and wireless internet access, LCD TV and connections for various portable electronic devices. Bathroom amenities include double vanities, a standing shower, and a bathtub with panoramic views.

Guests and visitors alike will be pampered with culinary delights offered by the resort's three dining outlets - Ten Creek, CHA BAR and MUSIQ Room. The 400 sq m Grand Ballroom and multi-functional meeting rooms are well-equipped with the latest technology. Together with dedicated kitchen and pantry areas, and a professional catering service team, Millennium Resort Hangzhou is ideal for meetings and banquets.

For relaxation, the resort's Oxygen Club provides a fitness centre with state-of-the-art facilities, an indoor pool, a sauna, steam room and private locker rooms. Bicycles are available for rental to explore the countryside, while shuttle buses provide convenience and accessibility to various attractions and sightseeing areas.

More than just a great location, Millennium Resort Hangzhou will bring impeccable and highly personalised service to all guests, continuing the tradition of being warm and genuine hosts that is the



Millennium Resort Hangzhou will be M&C's first resort in China.



The elegantly-designed guest rooms and suites are equipped with high-speed wire and wireless internet access, LCD TV and connections for various portable electronic devices.

very essence of this Asian hospitality brand.

Employee Appreciation Game Night At Millennium Harvest House Of Boulder

On January 9th, Millennium Harvest House Boulder extended its renowned hospitality to its own staff at the annual Employee Appreciation Game Night. Amidst a lavish banquet offering of steak, pizza and shellfish, the Harvest House family stepped beyond their departments and enjoyed the festivities with prizes, dance-offs, giant Jenga and trivia among other delights.

The cornerstone of the evening was the announcement of the year's big winners; Manager of the Year, Jessica Chien and Employee of the Year,

Linda Westbrooke. "All of the year's Employees of the Month and Managers of the Quarter are put together on a ballot and the Executive Officer Committee pick from the qualified names," said Executive Assistant Nuri Hartley. "The criteria constitutes going above and beyond over the course of the year."

"We wanted to do something for the employees and management to show that they are appreciated for all their hard work and dedication," said Hartley, "and for everyone to have a fun time." Hartley added that the Executive Committee was also looking forward to the hotel's impending annual summer picnic.



(Left to right) Employee of the Year Linda Westbrooke and Manager of the Year Jessica Chien.

Work

Acquisition Puts M&C On Road to Rome

In a span of three months, M&C is boosting its global presence with three acquisitions. The latest of which is the Boscolo Palace Roma (€65.5 million) in Rome, marking the Group's maiden foray in Italy.

Located at Via Veneto, the five-star property offers 87 luxury guest suites in the heart of one of Europe's greatest leisure and business travel destinations. It is also very well situated to serve the needs of visitors to Vatican City.

Built in 1927, the property was fully renovated to very high standards in 2010, under the direction of one of Italy's foremost architects and designers, Italo Rota. M&C Chairman Kwek Leng Beng said, "This acquisition adds an important new travel destination to M&C's European portfolio. We have been seeking to establish a presence in Rome for many years, and this acquisition continues our strategy of selective growth through careful investment in key gateway cities. Rome is one of the most popular tourist destinations in the world, with Via Veneto being one the city's most attractive streets. The hotel does not require material capital investment, having been very recently refurbished, or significant management infrastructure.

Its location together with the quality of the product and its high service levels will enhance the Millennium brand experience and reputation."

This acquisition follows the purchase of Novotel New York Times Square in February 2014 and a London hotel in the Chelsea Harbour district in December 2013. Located in the heart of the Manhattan theatre district, the Novotel New York Times Square (US\$273.6 million) contains the 480-room hotel, a



Situated on Via Veneto, the 87-room Boscolo Palace Roma is M&C's first hotel in Italy.

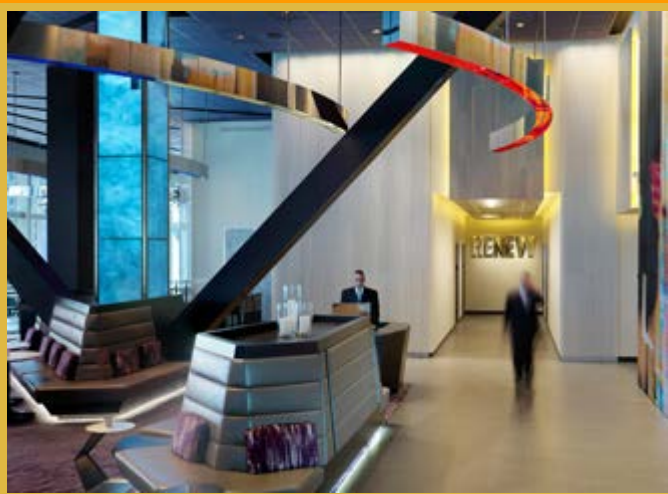


The Restaurant & Lounge Bar Cadorin is adorned with frescoes by Guido Cadorin with images of the upper classes of Rome in the 1930s.

penthouse apartment, and limited office and rental space. Built in 1981, the four-star hotel underwent extensive renovations to all guest rooms, public spaces and service areas that were completed in 2013. It will continue to operate under the Novotel brand by Accor Group.

“The property is an important strategic investment for Millennium & Copthorne Hotels and will complement our existing midtown and downtown Manhattan hotels without adding significantly to central management costs,” said Mr. Kwek. Adding to its London portfolio is the Wyndham Grand London Chelsea Harbour for £65 million. The luxury property is located on the River Thames and is part of the Chelsea Harbour development. It has 154 rooms and four penthouses, as well as meeting space that can host conferences for up to 800 people.

Completion of the acquisitions for Boscolo Palace Roma and Novotel New York Times Square New York are expected to occur during the second quarter of 2014, while the purchase of Wyndham Grand London Chelsea Harbour will be completed during the first quarter of the year.



The newly-redesigned Novotel New York Times Square Hotel is within walking distance from New York's prime attractions such as Times Square, Central Park, and Fifth Avenue.



The luxury Wyndham Grand London Chelsea harbour is located on the River Thames and is part of the Chelsea Harbour development.

Millennium & Copthorne Hotels Middle East & Africa (MEA) Hosts Annual General Manager's Meeting

This year's General Manager's Meeting was hosted at the Grand Millennium Al Wahda Hotel Abu Dhabi. In attendance were the group's general managers from properties across the Middle East and Senior Management from the regional office.

The annual event is hosted by Millennium & Copthorne Hotels, Middle East & Africa (MEA). This year's event was inaugurated by president and CEO – MEA, Millennium & Copthorne Hotels, Ali Hamad Lakhraim Al Zaabi, the event began with a speech outlining his vision for the group and thanking the team for its efforts. He additionally emphasised the positive change in the company's direction.

“Today marks the continued journey for our group on the ‘Road to Excellence’, where we are driving a culture of progress and innovation to lead the company forward,” said Mr Al Zaabi.

Vice president – operations, MEA, Millennium & Copthorne, Thomas Tapken hosted his very first General Manager's Annual Meeting for the hotel group, allowing him to meet a number of regional team members.

Mr Tapken said : "We aim to maximise the performance of our operational properties and successfully bring further properties on-stream. It is critical we have a single vision and focus for the company which is to excel in every aspect of what we do, as this will drive the business forward to the benefit of our guests, owners and employees."



(Centre, in white)Ali Hamad Lakhraim Al Zaabi with the participants of this year's Annual General Manager's Meeting

Congratulations

Deputy Chairman Appointed, New CEO Comes Onboard



With effect from 17 February 2014, Mr Kwek Leng Joo has been designated Deputy Chairman of the Company, relinquishing his post as Managing Director; while private equity and real estate investment veteran Mr Grant L. Kelley has assumed the role of CEO of CDL.

In his new role as Deputy Chairman, Mr Kwek will assist the Executive Chairman and the Board, while focusing on product

innovation and continuing to provide leadership on corporate social responsibility (CSR) and sustainability initiatives as well as corporate governance matters.

Under Mr Kwek's leadership as Managing Director since 1995, CDL has championed numerous firsts in lifestyle concepts, product innovations, green buildings and sustainable best practices. Environmental sustainability is one of his key priorities, as he firmly believes that it is possible to "Conserve as we Construct". His advocacy has led CDL to become a green building champion and a forerunner in CSR, raising the bar for Singapore's real estate industry and driving change for the building sector. As a result, CDL's commitment to sustainable development has been recognised internationally. CDL is the first Singapore company to be listed on three global sustainability benchmarks – FTSE4Good Index Series (since 2002), Global 100 Most Sustainable Corporations in the World (since 2010) and Dow Jones Sustainability Indices (since 2011).

Over the years, Mr Kwek has effectively managed CDL's varied operations and implemented the Group's business strategies and policies, which have contributed to the Company's rapid expansion.

As CDL CEO, Mr Kelley will assume executive responsibilities for the business direction, overall development and management of the Group's businesses, as well as the implementation of the business strategies and decisions of the Board in the operations of the Group.

Mr Kelley has had more than 20 years of global experience in corporate strategy, private equity and real estate investment in Australia, Hong Kong, Japan, Singapore, South Korea, the United Kingdom and the United States. Having been a management consultant for 11 years with Booz Allen (now known as Booz & Company), advising major listed companies, Mr Kelley will help enhance CDL's management structures and systems to strengthen its capabilities and drive greater productivity, which is in line with the Government's emphasis. Mr Kelley has significant investment management experience, having led the Asian real estate investment practices for both Colony Capital and subsequently, Apollo Global Management, for a combined eight years. At Colony Capital, he acquired and managed the acquisition and management of a wide portfolio of hotel assets, including Raffles Holdings' global portfolio in 2005.

Fresh Perspectives

Mr Kwek Leng Beng, CDL Executive Chairman, said, "These senior management appointments are in line with the Group's strategy to bring fresh perspectives to address a rapidly changing and competitive business landscape. The Group needs to be less Singapore-centric as the local property sector is expected to face continued headwinds. These appointments will help strengthen and deepen the expertise of our management team as we focus on setting up synergistic platforms to capitalise on growth markets overseas and for risk diversification."

New Appointments In The Middle East



Thomas Tapken, Vice President - Operations, Middle East & Africa

Thomas Tapken will provide leadership and strategic direction for Millennium & Copthorne Hotels in the Middle East & Africa region. A key objective moving forward will be to deliver maximum business growth and profitability, whilst maintaining quality standards across the portfolio of hotels.

Mr. Tapken has over 30 years of experience in hospitality management across Europe, Asia, Africa and the Middle East. A highly recognised United Arab Emirates-based hospitality professional, Mr. Tapken's extensive hospitality experience spans business transformation and driving service and operational excellence. The last 11 years have been spent in the Middle East region, where Mr. Tapken has held various senior management positions for global hotel groups including Movenpick Hotels & Resorts and most recently with Rotana Hotels where Mr. Tapken was Area Vice President – Dubai and Northern Emirates.

Ian Handy, Director - Human Resources, Middle East & Africa

Ian Handy will be responsible for leading the Human Resources and Training function for the region. Mr. Handy has over 20 years of experience in the hospitality industry, spent in the United Arab Emirates and the UK, where he worked for recognised hotel chains including Intercontinental, Rezidor and Rotana, where he was Area Director of Human Resources.

Mr Handy's appointment takes place at the time when Millennium & Copthorne, Middle East & Africa is looking to recruit over 2,500 employees over the coming 15 months to support new hotel openings.



Accolades for Millennium Harbourview Xiamen And Staff



Banquet Manager, Jacky Xie Zhiming was awarded "Outstanding Young Citizen" in a campaign that recognises Xiamen's top ten young citizens for exemplary integrity and work excellence.

Jacky first joined the hotel as a waiter in 1997 and often receives validation and compliments from hotel management and guests.



Event organiser Annie Zheng was featured in an OSE "Pick of the Cherries" story where she was praised for her service excellence and attention to detail in an event that was organised at the hotel. In a complimentary letter, the company, Afton Company also highlighted her patience and troubleshooting skills among other qualities.



Millennium Harbourview Xiamen won the "The Best Location Hotel in Xiamen" and "Best Reputation Star-Rating Hotel" awards.

Awarded by BrandWisdom and Ctrip, the hotel's location was recognized for being within close vicinity to the airport, major shopping and business districts, tourist attractions, public transportation and the Xiamen International Exhibition Centre. The second award was a result of a voting process where more than 2 million people voted on 50 hotels on Weibo Reputation Selection. Millennium Harbourview Xiamen won the accolade for its good reputation and guest services.

The St. Regis Singapore's Receptionist Gwendolyn Chia Wins International Receptionist Of The Year



The St. Regis Singapore's receptionist Gwendolyn Chia has clinched the coveted title of International Receptionist of the Year. After beating 11 finalists to win the Receptionist of the Year 2013 Award, Gwendolyn had gone on to represent Singapore to compete in the David Campbell Trophy – International Hotel Receptionist of the Year competition which took place in Hamburg from 16th to 19th January 2014. Though lacking in work experience, Gwendolyn made up for it through her confidence and thoroughly impressed the judges. Her outstanding performance helped her beat out her competitors, winning her the title of International Receptionist of the Year.

The International Receptionist of the Year competition is organised by Amicale Internationale des Sous Directeurs et Chefs de Réception des Grand Hôtels to recognise the professionalism of the hotel front desk employees.

Frestec Libra Fridge Clinches Merit Award At Design For Asia Award

Frestec Libra Fridge Series was awarded the Merit award at the Design for Asia Award (DFAA) in Hong Kong late last year for its sleek minimalist designs. Amongst 970 entries from 19 countries, a total of 119 awardees were honoured for their design excellence.

The DFAA is presented to companies and designers from around the world that have achieved business success through good design that reflects, or has an impact on, the Asian lifestyle. Design for Asia Award is organized by Hong Kong Design centre and it is now in its eleventh year since 2002. DFAA commends the best design based on their design excellence and projects with commercial success or impact in Asia.

Dr. Boris Liang , R&D Manager of Frestec and Mr Rok Jenko , Senior Industrial Design Manager represented Frestec and Hong Leong Asia to attend this event.

A European designer was engaged to sharpen Frestec's competitive edge in the highly competitive market and to meet the growing Chinese consumers demands for western and European design products. The overwhelming design recognition marks the beginning of a successful joint collaboration between a leading Chinese brand and western design philosophy.

Frestec Libra fridges were designed by PDD, an International industrial agency, in collaboration with our Frestec product and design team. The entire design was a harmonic display of European minimalist style with Asian cultural elements. The white and black glass



(From left to right): Dr. Boris Liang, R&D Manager of Frestec, Mr. Lars Junker, Senior Industrial Designer PDD, Ms. Emily Lai, Design Manager of PDD, Mr Oliver Breit, Managing Director for Asia, PDD, Mr Rok Jenko, Senior Industrial Design Manager of Hong Leong Asia.

finishing of the fridges convey elegance and with their refined curves and contemporary handles, the fridges won't look out of place in any kitchen, whatever the surroundings are.

The Libra fridge series is now available in China and it is distributed in selected S.E.A countries.

For more information, please contact George Pan at georgepan@fedders.com.



The Libra range of fridges feature a European minimalist style with Asian cultural elements. The fridges' white and black glass finishing of the fridges convey elegance.

CDL-Global 100 Most Sustainable Corporations In The World For 5th Year Running

As the first Singapore company to be listed on the prestigious Corporate Knights Global 100 Most Sustainable Corporations in the World back in 2010, CDL has once again landed a spot on the coveted list this year, for the fifth consecutive year. In addition, it placed 39th, 13 places up from last year's ranking of 52nd.



CDL's commendable showing at the Global 100 index in 2014 is testament to its relentless efforts to integrate responsible corporate practices with its business as well as its enduring commitment to green building. In fact, CDL has also been recognised by two other well-regarded global sustainability benchmarks for its achievements – the FTSE4Good Index series since 2002, and the Dow Jones Sustainability Indices since 2011.

"Being the only Singapore company to be listed on the Global 100 Most Sustainable Corporations in the World for the fifth consecutive year affirms CDL's long standing commitment to sustainable best practices. Since the mid-1990s, CDL has dedicated itself to the vision of conserving as we construct. We are glad that our sustained efforts put us amongst the best-in-class corporations worldwide, recognised by Global 100," said Ms Esther An, CDL's General Manager (Corporate Affairs) and Head (Corporate Social Responsibility).

For years, CDL has sought to achieve its financial objectives and targets while concurrently fulfilling its corporate citizenry responsibilities in areas such as the environment and community, otherwise known as the Triple Bottom Line approach. It has done so through supporting initiatives that benefit the needy in society, enhance youth development and promote the arts and heritage, as well as focusing on sustainable, long-term programmes such as championing green building and nature conservation in Singapore.

Some recent landmark projects include CDL's two green gifts to the nation in 2013, in celebration of our 50th anniversary: My Tree House – World's 1st Green Library for Kids, and CDL Green Gallery @ SBG Heritage Museum – Singapore's First Zero Energy Green Gallery. Both developments are innovative, first-of-its-kind projects that boast the latest eco-friendly construction and design features and technologies, aimed at the same time at nurturing in their visitors an appreciation of our natural heritage and environmental conservation. CDL, in partnership with Singapore Management University (SMU), has also recently set-up a S\$200,000 "CDL Young CSR Leaders Fund" which will provide funding for SMU undergraduates to take part in local as well as overseas community service projects. The Fund, which took effect from 1 January 2014, is administered by the Centre for Social Responsibility at SMU.

The results of this year's Global 100 listing were announced on 22 January in Switzerland, at the Davos World Economic Forum. Now in its 10th year, the Global 100 index has come to be recognised as the gold standard in corporate sustainability analysis, and companies named to the Global 100 index are regarded as the top overall sustainability performers in their respective industrial sectors.

Riedel Room Named One Of The Best Hong Kong Wine Bars

JW Marriott Hotel Hong Kong's Riedel Room@Q88 was recently named one of the top 5 best wine bars in town by LifestyleAsia.com, a popular portal which focuses on luxury living, travel, international fashion,



food & beverage and entertainment across Asia.

This chic venue presents a choice of exclusive wines and champagnes to be savoured in limited edition Riedel Sommelier Series crystal glassware for an enhanced wine experience.

JW Marriott Hotel's Riedel Room @ Q88

Grand Millennium KL Wins Agoda Gold Circle Award And Certificate Of Appreciation From US Embassy

Grand Millennium Kuala Lumpur has been presented the prestigious 2013 Agoda Gold Circle Award which honours hotels that exhibit outstanding performance and exceed the criteria of the online booking market.

The award was presented to General Manager Peter Gibbons at a simple presentation ceremony.

"It is my pleasure to present this award to the hotel. Being the only 5-star hotel recipient in Kuala Lumpur's Bukit Bintang hub, we are confident that Grand Millennium Kuala Lumpur will continue to ensure that all our guests experience remarkable services" says Chan H Gee, Country Director of Agoda International (M) Sdn Bhd. "Our online hotel reservation system has grown rapidly in the past years and the hotel's team had ensured that bookings are handled promptly and accurately at all times" he added.

The hotel also received a certificate of appreciation from the US Embassy, in recognition of its continuous support for the Embassy. The hotel's Sales & Marketing team was recently invited to participate in the Embassy's Travel Fair. Aimed at providing the Embassy's personnel and contacts with good food, fun entertainment and an opportunity to enjoy great travel deals for their vacation, Grand Millennium Kuala Lumpur was the only city hotel chosen to participate alongside with two other reputable hotel chains.

General Manager Peter Gibbons received the Certificate of Appreciation from the US Embassy on behalf of the hotel.



General Manager Peter Gibbons with the Certification of Appreciation. With him are (from left) the hotel's Director of Sales & Marketing Trudy Moreno and Assistant Director of Sales – Corporate Joann Joseph.



General Manager Peter Gibbons receiving the award from Agoda's International Country Director Chan H Gee. Looking on are (from left) the hotel's Director of Sales & Marketing Trudy Moreno, Director of Revenue Fionis Tan and Ecommerce & Digital Marketing Manager Marteen Lee.

Orchard@Your Place Wins Best Caterer At Epicurean Star Awards 2013

Orchard@YourPlace, the outside catering arm of Orchard Hotel Singapore, has been awarded the 'Best Caterer' award at the Epicurean Star Award 2013.

The Epicurean Star Award celebrates the milestone achievements of both individuals and establishments in Singapore's F&B industry, recognising visionaries who have introduced innovative ideas and concepts through the years and to distinguish talented chefs and restaurateurs who have inspired others towards achieving excellence.

Orchard@YourPlace provides catering packages that can be tailored to your budget and needs. We cater for all events regardless of scale, from intimate office parties to high profile events such as the Prime Minister's Office's Chinese New Year Celebration at the Istana, Corporate Suites Caterings for Formula 1 Singtel Singapore Grand Prix, The Singapore Airshow and more.



Orchard Hotel's General Manager Riaz Mahmood and F&B Director Jorg Behrend with the Best Caterer award.

Play

Epicurean Delights With Guest Chef Marcello Fabbri At The St. Regis Singapore



The St. Regis Singapore, presents an exclusive dining experience over four days from 26th February to 1st March 2014, featuring exquisite Italian creations, handcrafted by Michelin-starred chef, Marcello Fabbri at LaBrezza.

Chef Marcello is best known for having led his team at the Anna Amalia gourmet restaurant to win a place in the coveted Michelin Guide for 10 years running. He specialises in the finest of German, Italian and French cuisine, using only the freshest, hand-selected quality ingredients, and cooks his dishes using innovative methods from his personal creative interpretations.

Over the decadent 6-course set dinner priced at \$188++ per person with wine pairing, diners can expect to enjoy his culinary mastery and creative flair of quintessential Italian dishes, like the succulent Poached Canadian Lobster with Italian potato salad and sun dried tomato, creamy Velouté of Cauliflower, with Sturia Caviar and Quail Eggs and Handmade Garganelli, with raw marinated shrimps, shaved black truffles and saffron. Guests can also indulge in Sous Vide Fillet of Sole, with carrot and purple potato mash, tarragon and tomato-vanilla emulsion and the luscious Gratinated Grain-Fed Rack of Lamb, served with Mediterranean vegetable with thyme and natural jus. The meal will end on a satisfying sweet note with Orange Ravioli served with Amaretto ice cream.



Enjoy a variety of delectable dishes whipped up by Michelin-starred chef, Marcello Fabbri at LaBrezza.

of Sea Bass, with Braised Fennel and Guazzetto Soup.

LaBrezza is located at Level 2 of The St. Regis Singapore and is opened from 12 noon to 10 pm daily.

Celebrity Spotting



South Korean girl group Nine Muses at Grand Copthorne Waterfront with Marketing Communications Manager Jennifer Yeo (third from left), Guest Relations Manager Mary Jeow (sixth from left in red) and Executive Assistant manager Winne Low (fourth from right in pink).



Nicholas McDonald contestant on reality singing competition X-Factor poses with Ali Alavi Cluster General Manager, Copthorne Tara Hotel, London Kensington.



International action superstar Jackie Chan with (from left) Seokil Hong, Director of F&B on the left and Clara Kim, Director of Revenue on the right at Millennium Seoul Hilton Main Lobby.



Orchard Hotel Singapore's Chef Paul Then with famous Hong Kong actor and director Francis Ng during his stay at the hotel.



(Second from right in cowboy hat) Race car driver Richard Petty was at Millennium Broadway for an event hosted by Smithfield Foods. Known to many simply as "The King," Richard Petty is the most decorated driver in the history of NASCAR racing, winning a record 200 races and seven NASCAR Sprint Cup Series championships during his illustrious career.



Grand Millennium Sukhumvit's management team welcomed Thailand's hottest actor Nadech Kugimiya (second from left) at his film production shoot at the hotel. Pictured also in this photo are actress Nattaporn Temeeruk (third from left), the hotel's Executive Assistant manager Denis Martin (fourth from left) and actor Suriyont Arunwattanakul (far right).



(From left to right) Chinese actress and model Chiang Yi stayed at The St. Regis Singapore.



Brianna Price, better known by her stage name B.Traits, celebrity deejay and record producer stayed at the Copthorne King's Hotel in January. Sales Manager, Mr Herbert Liu was seen with her at the lobby.



(Fourth from left) Actor Paul McGann who played The eighth Dr Who, the title character of a popular sci-fiction tv series, was at Copthorne Hotel Slough – Windsor's Dr Who convention. The actor spent a busy night signing autographs, being interviewed on stage and having his photo taken with fans.

Millennium Harbourview Hotel Xiamen's Spring Festival Staff Party



Millennium Harbourview Hotel Xiamen celebrated its annual Spring Festival Party in the Garden Ballroom on the 23rd and 24th Jan. The annual staff party was an exciting, enthusiastic event with the hotel's employees turning up to enjoy the lively party atmosphere. The event started off with a speech by the hotel owners and general manager, who expressed gratitude to all the staff's efforts in 2013. They gave out the long-service award and the Best Staff of The Year 2013 award. As part of the event's entertainment, each department manager performed the First Dish Performance with the serving staff, to recognise the hard work and efforts of all the employees.

The various departments also took turns to take to the stage, decked out in fashionable outfits, contributing to the vibrant party atmosphere and adding to the event's festive Chinese New Year atmosphere.



Ringing In The New Year With A Countdown At Orchard Hotel Singapore

A huge turnout of guests and staff at Orchard Hotel Singapore gathered at Intermezzo Bar to celebrate the passing of 2013 and to usher in the brand new year 2014.



Meals & Deals

Indulge In A Relaxing Hot Spring At Millennium Hotel Wuxi



There is no better way to warm your body, nourish your skin, relieve your emotions and relax than through a hot spring experience. Millennium Hotel Wuxi has exclusively prepared a Hot Spring Package at just RMB698.

The package includes:

- One night stay in Superior Room with 2 breakfasts
- Two hot spring tickets
- Free upgrade to Deluxe Room with three days booking in advance
- Free usage of swimming pool, gym, sauna and rotational flow bath

Valid till 31st March 2014

Reservation: 86 (510) 6661 5551 ext. reservation
E-mail: reservations@millenniumwuxi.com

Relaxing hot spring exclusively at Millennium Hotel Wuxi

Address: 11 Changjiang Road, New District, Wuxi, 214028, Jiangsu, P. R. China

Indelible Moments At The St. Regis Singapore

This March and April, indulge in exciting and exclusive highlights at The St. Regis Singapore – luxuriate in an indulgent package for a perfect holiday retreat or choose to delight in epicurean refinement. LaBrezza presents a specially-crafted menu featuring heavenly homemade dishes of Lombardia cuisine, Yan Ting offers a decadent epicurean fare of ginseng indulgences while Brasserie Les Saveurs, delight in exquisite à la carte creations using the delectable morel mushrooms.



Double-Boiled Bird's Nest Consommé with Yunnan Ham and Ginseng at Yan Ting

F&B Promotions At Grand Copthorne Waterfront Hotel

Shellfish Extravaganza At Café Brio's



Singapore Chilli Crab Served with Deep-fried Mantou

Indulge in shellfish prepared in a variety of delectable ways. Be enthralled by Lobster Bisque with Herb Crouton, Singapore Chilli Crab served with Deep-fried Mantou, Sauté Bamboo Clam with Szechuan Dried Chilli and Kung Po Sauce and more.

Valid from 3 to 16 March (dinner only)

Call 6233 1100 or email dining.gcw@millenniumhotels.com

Blue Lobsters Galore At Pontini

Titillate your taste buds with lobster dishes prepared in ambrosial styles. Highlights include Slow-poached Blue Lobster, premium Heirloom Tomato Salad and Sturgeon Organic Caviar, Smoked Blue Lobster and Orange Essence and more.

Valid from 17 February to 15 March

Call 6233 1100 or email dining.gcw@millenniumhotels.com



Blue Lobster at Pontini

Pontini Launches New À la Carte Menu



Premium Italian Organic "Caviar" served with Wood-Smoked Norwegian Salmon

Chef Daniele Sarno aims to woo your palate with new additions to the à la carte menu such as Porcini Mushroom Stuffed Panzerotti, premium Italian Cheese Fondue, fresh Black Truffle and Vialone Nano Rice, Italian Saffron Infusion, "Stracchino" Cheese and Chives and more.

Guaranteed to tempt the taste buds of even the most seasoned connoisseur

Call 6233 1100 or email dining.gcw@millenniumhotels.com

Say "I Do" At M Hotel's Wedding Workshop

Saying "I do" to the wedding day venue of your dreams, and let M Hotel take care of planning the biggest party of your life. Save the date for a sensory wedding workshop which combines beauty, dress designers, florists and stationers at M Hotel.

For a memorable wedding that celebrates everlasting love, discuss your requirements with our experienced wedding planners who will delight in customising your dream wedding.

Get inspiration, food sampling opportunities and top advice from our wedding team and up to \$1098 off* per banquet when you attend.

Date: 9 March 2014, Sunday

Time: 12pm - 4pm

Venue: Banquet Suite Level 10, M Hotel

Free admission for first 50 registered couples.

For registration, please call 6500 6215 / 6500 6211 or email mywedding.mhs@millenniumhotels.com



M Hotel is a popular venue for weddings.

Surreal Deal at Studio M

Studio M Hotel Singapore, located within the Clarke Quay and Robertson Quay entertainment precincts, is minutes away from Orchard Road and the Central Business District, features chic, stylish designs and loft-inspired living with separate sleeping, living and work areas.

Studio Lofts at Studio M Hotel Singapore offer cosy comfort and convenient accessibility. The lofts are uniquely designed with a study area tucked onto the mezzanine level, offering a creative workspace for working minds. There are also premier lofts which allow one to enjoy a sense of elevated living and privacy in the bedroom on the mezzanine with a dedicated work and living space on the lower level.

Includes complimentary daily breakfast buffet at ta.ke and WiFi access hotel-wide!

Scheduled shuttle transfers to selected CBD and shopping areas.



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THE KITCHEN TABLE PRESENTS

SUNDAY REMIX



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SINGAPORE
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Japanese Afternoon Tea Buffet At Lobby Lounge

The Japanese Afternoon Tea Buffet at Hotel Nikko Hongkong's Lobby Lounge presents an array of tempting Japanese specialties such as Chirashi Rice Salad, Sapporo Ramen and traditional Oden!

At the Japanese Afternoon Tea Buffet, Okonomiyaki (Japanese pancake with shrimps and vegetables) is cooked-to-order, to guarantee you the freshest and crispiest seafood cuisine. Chilled Bean Curd and Snow Crabmeat is one of the must-try items at this buffet lineup. The delicate and smooth texture is simply irresistible. Another strongly recommended item is Chirashi Rice Salad made with the freshest seasonal sashimi to tickle your palate.



Chilled Bean Curd and Snow Crabmeat from Hotel Nikko Hongkong's Lobby Lounge

Alternatively, you can drop by the restaurant on the mezzanine floor of Hotel Nikko Hongkong, 72 Mody Road, Tsimshatsui East, Kowloon.

All prices are subject to 10% service charge

Also under the spotlight is the traditional Japanese Oden, which can be made with your own selection of ingredients among choices like beef shank, squid ball, kuzukiri (Japanese vermicelli), turnip and more. Last but not least, foodies are reminded to try the luscious Char-grilled Ox Tongue with White Sesame, the spicy Roast Salmon Head with Black Pepper and the succulent Grilled Chicken Thigh Skewer with Teriyaki Sauce.

For dessert aficionados, don't forget to save room for our seductive offerings, including Red Bean and Bean Curd Mousse and Japanese Cheesecake. Your sweet tooth will be delighted with the delectable smooth texture of the former and the rich and creamy taste of the latter.

The new Japanese Afternoon Tea Buffet is available from 3.00pm to 5.00pm on weekends and public holidays starting from 11 January 2014, at HK\$250 per adult and HK\$208 per child. For reservations, please call 2313 4210, or book online at www.hotelnikko.com.hk.

Gear Up For F&B Deals At JW Marriott

Carabineros Prawns @ Fish Bar

Seafood lovers can look forward to enjoying Fish Bar's carabineros prawns promotion that will be available for lunch and dinner, from 7 to 30 March. Renowned for its vibrant red colour, robust and lobster-like sweetness flavour as well as coveted for its large size, these quality crustaceans will be prepared with extra virgin olive oil, garlic, parsley and brandy. Simply delicious!



Fish Bar at JW Marriott Hotel

Exquisite Shunde Cuisine @ Man Ho Chinese Restaurant

Hailed as one of the best region Cantonese cuisines, Shunde cuisine is also well-known for its use of fresh ingredients and home-style cooking techniques. From 1 to



Man Ho Chinese Restaurant

31 March, diners can look forward to an exquisite presentation of recipes from this famous region for lunch and dinner at Man Ho Chinese Restaurant. Culinary highlights include Deep-fried Minced Fish Ball with Clam Sauce, Sautéed Crab Meat and Olive Nuts with Fresh Milk as well as Pan-fried Whole Carp with Minced Fish, Mushroom, Preserved Meat and Dried Shrimp.

“A Day To Remember” Indian Wedding Packages



A Day to Remember

Make the most special day in your life truly memorable. Meet our Wedding Planner and dedicated team of professionals who are on hand to assist and advise your desired theme. Our resident Indian Chef only guarantees the best of gourmet experience from impressive buffet to a la carte dining and a sit-down banquet.

Indian Wedding Packages

Packages	Silver (THB/person)	Gold (THB/person)	Platinum (THB/person)
International Buffet (Vegetarian)	950	1,050	1,250
International Buffet (Non-Vegetarian)	1,200	1,300	1,400

Benefits

	THB 250,000 - 300,000	THB 300,001 - 350,000	THB 350,001 and above
Wedding Cake	5 tiers	7 tiers	9 tiers
Ice carving	2 pieces	3 pieces	4 pieces
Blessing books	2 books	2 books	3 books
Floral Corsages	4 sets	6 sets	8 sets
Free flow of Soft drink and mixer	Yes	Yes	Yes
Corkage charge	Free	Free	Free
2 Nights accommodation with breakfast for two	Deluxe	Executive Club	Executive Suite
Afternoon tea for wedding couple	Yes	Yes	Yes
Day-use changing room	No	Yes	Yes
Anniversary dinner voucher for two	No	Yes	Yes
Bridal bouquet	Yes	Yes	Yes

Engagement Ceremony : THB 20,000 net including flower backdrop, ceremonial table and flower ring tray.
Mandap Ceremony : THB 70,000 net including flower ceremonial dome, ceremonial table.

*Prices are inclusive of 10% service charge and 7% government tax

For more information and reservation please 02 204 4024 or email sales.catering@grandmillenniumskv.com

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The five-star Grand Millennium Sukhumvit in Bangkok's prime central area is offering "A Day to Remember" Indian wedding packages. Meet our wedding planner and dedicated team of professionals who will take care of every detail in the preparation for your wedding. Our Master Indian Chef, Saravanan Subramani, guarantees the best gourmet experience you can find, with dining options ranging from an impressive buffet to a la carte dining to a lavish sit down banquet.

Privileges for a minimum guarantee from THB 250,000 per wedding include a wedding cake, ice carving, blessing books, floral corsages, free-flow of soft drinks, mixer and corkage charge, 2 nights accommodation with ABF for 2 people as well as afternoon tea for the wedding couple. For more information please call 66(0) 2204 4024 or email: sales.catering@grandmillenniumskv.com

Valid from now till 31 December 2014

Everything About Cantonese Cuisine

Cantonese cuisine lovers are in for a treat! Pamper your taste buds with authentic Cantonese dishes exquisitely prepared by our team of chefs.

Set Menu from \$58++ per person À la carte menu is also available

For reservations, call 6318 3193/198 or email tiencourt@millenniumhotels.com



Baked Scallop and King Prawn with Cheese served in Hawaiian Papaya

Tribute to Women's Week



Join us in celebrating the women in our lives in this tribute to our mothers, wives, daughters and friends! Pamper the females who matter the most with an authentic buffet. As a token of appreciation, one woman will dine for free with two accompanying adults.

Lunch: Adult \$48.80++ Child \$29.80++ (5 to 12 years old)

Dinner: Adult \$53.80++ Child \$32.80++ (5 to 12 years old)

Promotion runs from 4 March to 8 March

For reservations, call 6318 3168 or email princessterrace@millenniumhotels.com

Primary School Holiday Special

Surprise your little ones this school holidays with a cosy family day out! Indulge in our authentic Penang buffet spread at Princess Terrace with child-friendly treats such as fish fingers, spaghetti, French fries and more.

2 children dine free with 2 paying adults (below 10 years old)

Special art and craft session will take place on 16 and 23 March for lunch.

Lunch: Adult: \$43.80++ Child \$25.80++ (5 to 12 years old)

Dinner: Adult: \$48.80++ Child \$25.80++ (5 to 12 years old)

Promotion valid from 15 to 23 March

For reservations, call 6318 3168 or email princessterrace@millenniumhotels.com



This school holidays, reward your children with a sumptuous meal at Tien Court restaurant with our specially crafted set menu.

Set menu at \$58++ per person

2 children below 10 years old dine free with 2 paying adults

Promotion is valid from 15 to 23 March

For reservations, call 6318 3193/ 198 or email tiencourt@millenniumhotels.com

Savoury Wagyu Beef at Starscafé



Savoury Wagyu Beef from Starscafé

Beef lovers are in for a gastronomic treat. Entice your palate with our flavourful Wagyu beef grilled to perfection.

Available for both lunch and dinner from now till 31 March.

For reservations, call 6318 3186 or email foodbev.cks@millenniumhotels.com

Holiday Choices That Create Happy Memories



M HOTEL SINGAPORE

Get **FREE room upgrade, late check-out, complimentary WIFI, F&B discount**, your ideal Business Hotel



COPTHORNE KING'S HOTEL SINGAPORE

Enjoy **complimentary breakfast, WIFI and housepour** at our Club Lounge for the savvy travelers



PENANG

Located at the popular Tanjung Bungah beach with major shopping and nightlife areas conveniently situated, Stay at **Copthorne Orchid Hotel Penang** and get **FREE room upgrade**



XIAMEN

Visit China's enchanting sights & stay at one of the finest **Millennium Harbourview Hotel Xiamen** and enjoy exclusive benefits all year long!



NEW ZEALAND

Travel to Auckland for its outstanding sights and attractions, not forgetting to explore the capital city Wellington. Stay at any **Millennium, Copthorne & Kingsgate Hotels in New Zealand** and enjoy **1 for 1 breakfast deals**



Hong Leong Foundation Lends The Needy A Hand



CDL Group General Manager Chia Ngiang Hong (left), CDL Head of Corporate Development Kwek Eik Sheng (third from right), Hong Realty Manager Michelle Kwek (centre), and Hong Leong Holdings Executive Quek Kon Hui (far right) at the Fragile Forest Exhibit as they hosted the elderly from Henderson Senior Citizens' Home."

Hong Leong Group Singapore's charity arm, Hong Leong Foundation celebrated the Lunar New Year early with an outing to the Singapore Zoo for 50 seniors.

The annual event that happened in January saw more than 30 staff volunteers from the Hong Leong Group's companies walk hand-in-hand with seniors from Henderson Senior Citizens' Home around the Zoo. The group brought the seniors on a tram ride through the Zoo, watched sea lion performances, toured the Fragile Forest Exhibit, and ended the event with lunch at the Forest Lodge.

Hong Leong Foundation's annual monetary giveaways to the needy hit nearly \$500,000 for the year 2013. This is the largest contribution that the Foundation has made since 2006 for this yearly project. This amount was distributed to more than 3,100 individuals who receive public assistance from the Ministry of Social and Family Development, and approximately 950 elderly who hold Medical Fee Exemption cards.

"The monetary giveaways are in addition to other donations that we make to organisations and other beneficiaries. As Singapore society progresses, the needs of the underprivileged also increase. That is why we have upped the amount so the needy are not forgotten," said Mr. Kwek Eik Sheng, CDL Head of Corporate Development, and a member of the Foundation's event organising committee. The Foundation has been distributing cash giveaways for 32 years.



The seniors were entertained with a tram ride through the Zoo, toured the Fragile Forest Exhibit, and watched sea lion performances which drew peals of laughter from the group.

The Foundation's donations to worthy causes in 2013 also amounted to \$3 million. Some organisations that benefited from the Foundation's donations include Assisi Hospice, Home Nursing Foundation, Shan You Counselling Centre, Asian Women's Welfare Association, Kwong Wai Shiu Hospital, and NUHS Fund Limited.

Hong Leong Foundation is a long-time supporter of the Fragile Forest at the Singapore Zoo. Since 2007, it has donated nearly \$1 million to the exhibit that features various stratas of a rainforest and its species such as lemurs, crowned pigeons, and mousedeer.



Tired yet happy faces were all around as the event ended on a good note.

CDL Wraps Up CNY And Celebrates Valentine's Day By Doing Good



Mrs Cecilia Kwek hosted the lunch banquet and went around the tables to interact with the elderly HSCH beneficiaries, handing them red packets jointly gifted by CDL and Mrs Kwek's personal contributions.

By a happy alignment of cosmic elements, this year's yuan xiao, a traditional Chinese holiday that falls on the 15th day of the first month of the Lunar New Year, coincided with Valentine's Day on 14 February. To mark the auspicious occasion, City Sunshine Club (CSC), CDL's employee volunteer arm, decided to spread the love with a celebratory lunch for 80 elderly beneficiaries from the Henderson Senior Citizens' Home (HSCH).

Held at the Grand Copthorne Waterfront Hotel's Grand Shanghai restaurant, the lunch banquet was hosted by Mrs Cecilia Kwek, wife of CDL's Executive Chairman Kwek Leng Beng. She was in turn joined by volunteers and staff of HSCH, CSC advisors Mr Chia Ngiang Hong, Ms Esther An and Mr Kwek Eik Sheng, as well as CSC volunteers.

An air of joyous festivity was evident during the banquet, as the spirited elderly chatted and interacted with volunteers over lo-hei, sumptuous food and musical entertainment, courtesy of the restaurant's live band. In keeping with the festive spirit of giving, the elderly beneficiaries also brought home mandarin oranges and red packets that were jointly contributed by CDL and Mrs Kwek.

Providing even more entertainment and laughter during the lunch was CDL's management Mr Chia, Ms An, Mr Kwek and Ms Lee Mei Ling, CDL's Deputy General Manager, Marketing, who took to the stage and belted out familiar Lunar New Year songs and evergreen Chinese oldies with much aplomb. The elderly were thrilled and sang and clapped along, while the more adventurous ones made their way onstage to sing and dance to the music.

To make the afternoon sweeter, CDL's management and CSC's male volunteers whipped out stalks of roses as a surprise gift for the elderly, all of whom were smiling from ear to ear as they received stalks of roses in the name of Valentine's Day.

By the end of lunch, the elderly beneficiaries and volunteers had enjoyed themselves immensely and were reluctant to part. It was certainly a most meaningful way to celebrate the meeting of yuan -xiao and Valentine's Day.



The well-loved lo-hei dish provided a rousing start to the lunch banquet, whetting the beneficiaries' appetites for the rest of the festivities which culminated in CSC Advisor and CDL Head Corporate Development Mr Kwek Eik Sheng leading one of the beneficiaries in an impromptu dance.

JW Marriott Associates Take Part In Green Power Hike For Green Future Walkathon

On 25 January, 40 associates from the JW Marriott Hotel Hong Kong participated in the "Green Power Hike for a Green Future 2014", an annual charity walkathon along the scenic Hong Kong Trail. The event aims to inspire city dwellers to better appreciate the natural environment and to raise funds for local environmental, educational and conservation programmes. Participants are required to complete a 10-km, 25-km or 50-km hike in a specific time limit. A total of HK\$41,000 was raised for the event. All team members enjoyed the camaraderie while hiking across mountains and some difficult terrains as well as the support and cheers provided by the Marriott team!



Getting to Know You

In each issue, we cast the spotlight on one of the business sectors that make up the global world of the Hong Leong Group



Mr Kwek Leng Beng (left), Executive Chairman of Hong Leong Group Singapore, receiving the inaugural REDAS Lifetime Achievement Award from Minister for Education Mr. Heng Swee Keat (middle). The award was presented at the REDAS Spring Festival lunch held at W Singapore – Sentosa Cove, which was presided over by REDAS President Chia Boon Kuah (right).

KWEK LENG BENG: WE BUILT THIS CITY

Mr. Kwek Leng Beng, Executive Chairman of Hong Leong Group Singapore, was recently conferred the inaugural “Lifetime Achievement Award” by the Real Estate Developers’ Association of Singapore (REDAS).

The award was initiated by REDAS to pay tribute to the pioneers of Singapore’s property industry, who have been active partners in the physical nation building of modern Singapore, working closely with the Government to realise its long-term approach towards urban planning, good governance and strong public-private partnerships.



Photo credits to TTG Asia Media

Known for his foresight and astute acquisitions, Mr. Kwek has been at the helm of Hong Leong Group subsidiary City Developments Limited (CDL) as Executive Chairman since 1 January 1995, being a director of several of the Group’s companies for many years before that. Over the last 50 years or so, he helped transform CDL, from a loss making company into a profitable property and hotel giant and a bellwether stock on the Singapore Exchange.

The REDAS citation said Mr. Kwek helped shape the property industry and guided REDAS through several difficult periods, such as the property crash in the early 1980s. He also helped, together with other developers, to reform the sector with actions such as the introduction of the Developers’ Fund to protect buyers. This measure enforced the rule that money collected for a specific project could not be used for any other purposes.

In addition to helping the Hong Leong Group, Mr Kwek is also the Executive Chairman of CDL; Non-executive Chairman of Hong Leong Asia, Millennium & Copthorne Hotels plc. He is also the Chairman and Managing Director of Hong Leong

Finance and City e-Solutions, and is the Executive Chairman of Hong Leong Investment Holdings Pte Ltd.

At 73, the Singapore tycoon has more indefatigable energy, spirit and tenacity than ever. This was revealed in an interview with TTG Asia after receiving his award.

Below is an excerpt of the interview.

You’ve just hired the first CEO for CDL, Grant Kelley. What would you like him to do?

He is a private equity man who knows how to invest in real estate, from Japan, China, Australia to the UK and the US. He also has experience with hotels, which will help as CDL has a big subsidiary hotels group. We have not yet extracted the full potential (of Millennium & Copthorne [M&C]) in terms of earnings, assets and value creation. Private equity people are

good in controlling costs and improving the value of a property.

How would you like to see M&C grow and strengthen?

We have been growing. We've just acquired the Wyndham (Grand London) Chelsea Harbour (and at press time, the Novotel New York Times Square).

But there aren't many assets coming into the market. In any case, hotel capital values worldwide, Singapore including, have gone up a lot, but earnings have not caught up. In Singapore, a three-star hotel was recently sold at S\$900,000 (US\$710,000) per key, which was unheard of before. Grand Park Orchard fetched S\$1.4 to S\$1.5 million per key, even though the rooms are small. Construction and land costs have gone up.

The New York Palace was sold in 2010 for only US\$400,000 per key. Today, anything less than US\$2.0 million (per key) will not buy you a 5-star deluxe hotel in New York.

Do you see yourself as a hotelier or a real estate player?

You can say both and add being a financial man too. Hoteliers might not be real estate people; they are also generally not financial people. They don't necessarily see things the way I do. I have come across GMs or even more senior management staff who say, 'We must give good service.' But what's the use of giving six-star service and charge four star rates?

Hoteliers can be dreamers. They are polite and articulate. Even if their hotel occupancy is low, they will give a long speech on how good the occupancy is.



Photo credits to TTG Asia Media



Photo credits to TTG Asia Media

the good ones get poached frequently.

How much of your success is luck?

Luck plays a part, especially these days, when the world is so uncertain. But some calculated risk and foresight are necessary. My strengths are, I can analyse and I have some foresight. I always go with one fundamental pro and con and not with the whole host of pros and cons that can make me unable to make a good decision in the end. I always believe, if you can solve that one fundamental issue, the rest will in turn be solved. And even if they aren't solved, these lesser issues are like little strands of hair on your leg, not large like your whole leg.

This is why I have bought hotels within 24 hours of being offered. I competed with people who have been in the industry for a long time. I made quick decisions because I was confident they were good buys.

Are you a connoisseur of luxury hotels?

I once asked my late father, 'Why don't we position ourselves as a deluxe developer?' He said, why be so silly? You should do whatever that can make money – deluxe, middle, lower end – cast your net wider.' This is the right strategy. Some people focus on luxury only because they want to create a statement for themselves. But the trick is, a three-star makes more money than a four-star, a four-star more than a five-star, a five-star more than a six-star hotel. Pick your choice. I choose to cast my net wider so I have better profits and spread my risk.

So you're not keen to build your own luxury brand, even with your South Beach project in Singapore? What's the objective?

To make money or to create a statement? I don't need to create a statement. I think I'm already known in the hotel world, maybe better known in hotel world than in the real estate world

This is why if things don't work out (with people), I have a policy that we must be brave enough to change them. People try to advise me, 'Don't change or else no one would dare to join you.' When I interview senior people, some of them have asked me, 'I hear you have a revolving door practice?' I reply, 'If you are suffering from cancer, should you not seek treatment?'

You are in the hotel industry, you should know how good they are.

In fact though, at M&C, we have had only one CEO who was with us for six months only. (The others served an average of five years, the longest serving being Richard Hartman). In the US today, if you're no good, you get chucked out pretty quickly.

It is hard to find a good CEO and it's getting harder, isn't it?

Yes, the world is seeing a lot of hotels being built. The greatest problem facing the industry is talent. You have a lot of people who are willing to work, but they are not up to the mark. And

– when I bought The Plaza New York, people said, ‘Who’s this Singaporean in New York buying The Plaza?’

I understand you’re creating another M – M Social.

I’m trying to create another lifestyle category, this time for young people who want to socialise and interact with one another, use technology, want to see and be seen.

Is there any other gap left?

One day I would like to build a two-star hotel, but one that will have a strong talking point.

Growing up, did you tell yourself, ‘I’m going to be the second richest man in Singapore?’

(Laughs) First, I want to make a correction. Nobody actually knows how rich a person is. One can only speculate. Do you think Forbes is accurate? Forbes gives you a rough idea of the wealth of a person in its publications. Most times, they take into account the market capitalisation in the person’s equities portfolio, which may not be the true or full figure. A lot of Asians are private people. Why should they want to reveal their assets? It’s not like we want to be subjected to probity checks.

Do you like such rankings?

It’s fun to read.



Photo credits to TTG Asia Media



Photo credits to TTG Asia Media

What does ‘rich’ mean to you?

I’ve always said, someone worth \$100 million may have a higher standard of living than a person worth \$1 billion.

I do not spend money carelessly. I used to enjoy super cars. I like to stay in nice hotels, not necessary six-star but ones that make me feel good, comfortable and, most importantly, happy.

What motivates you now?

It has always been, and still is, about being passionate about what I do. If you’re not, at best you will be a mediocre performer. And what a waste, if you have the knowledge and experience, not to contribute or pass that on to others.

I learn years ago that by working, you keep your mind active. It’s like driving a car – you don’t want to apply the brakes, which make the car falter, you keep going till it’s over.

So retirement is not on the cards?

I don’t think about it. I feel young at heart. I feel I can contribute to the business and society. I’ve seen friends retire at 35 and are bored after two years of going round the world.

When your late father handed the reins to you and your brother, he said: “I hope the young will emulate the older generation in their indefatigable energy for hard work, spirit and tenacity.” What would you say when it’s time to hand over?

That philosophy is correct. But it’s up to the individual – some accede to that philosophy, for others, it matters not.

I would say, at end of the day, you must ask, have I done anything useful to my business? How much more can I contribute to my business? Am I happy to do so?

Don’t you wish to see your legacy continue?

Every father wishes that. But one can only try.



What motivates Mr Kwek now: It has always been, and still is, about being passionate about what I do.

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