

Towngas, Keeping Pace with Growing Mainland Economy

港华燃气与中国内地经济同行

—— Interview with Mr. Martin W. N. Kee, the Executive Director and Chief Operating Officer of Towngas China Company Limited

—— 访港华燃气有限公司执行董事暨营运总裁纪伟毅先生

港华燃气作为燃气领域的知名集团，始终坚持创新和环保为本，推动改善和保护环境，促进了社会经济和城市燃气行业发展，特别是在内地投资 20 余年来，以一流的产品、一流的技术和完善的服务为基石，以开拓创新为依托，不断适应中国内地的燃气需求，为中国的经济发展做出了重要贡献。

2019 年，中华人民共和国建国 70 周年之际，本刊记者再次赴深圳采访了港华燃气有限公司执行董事暨营运总裁、纪伟毅先生。在一个多小时的采访中，纪伟毅先生详细介绍了港华燃气近些年发展成就，并向本刊记者表达了港华燃气服务内地市场的决心和信心。

港华燃气是香港中华煤气于 1994 年在内地投资设立的燃气品牌，业务遍布 23 个省、市及自治区，至今已有 132 个城市燃气企业。居民及工商业客户数目由最初不到一万户发展到超 2800 万户，2018 年年售气量达 230 亿立方米，供气管网总长逾 11 万公里，成为内地最具规模的城市燃气集团之一。凭借港华燃气优质的产品和完善的服务，以及百年积淀的经验和技术，港华燃气在中国内地市场拥有了广泛的客户基础。



港华燃气有限公司执行董事暨营运总裁纪伟毅先生
Mr. Martin W. N. Kee, the Executive Director and Chief Operating Officer of Towngas China Company Limited

□本刊记者 黄晏陵 刘新洁

纪伟毅先生睿智沉稳，对商业管理以及行业发展都有着深刻而独到的见解，在与记者的交谈中，纪伟毅先生从多个层面介绍了港华燃气在内地市场的发展之道。

“我们在 1994 年开始进入内地市场，当时我们只有燃气这一单一业务和香港单一市场，如今我们的业务已经遍布燃气、水务、环保产业、新能源三大业务板块，并且我们已经成为全国五大城市燃气集团之一，占内地燃气市场份额约 10%。进入中国内地市场的 25 年间，我们见证了城市燃气市场发生的翻天覆地的变化，

从 1994 年的 5000 多万人口使用燃气到今天 3.5 亿人口，这个数字的变化足以见证了内地市场的巨变。港华燃气非常自豪的是过去 25 年对燃气行业所做出的贡献，现在港华制定的行业技术标准受到了同行的广泛认可，一些措施如户内安全检查更成为了行业标准和行业标杆。”纪伟毅先生以简洁有力的语言道出了港华燃气能够在中国内地市场持续发展的成功所在。

技术领先和完善、安全、便捷的服务是港华燃气赢得市场的关键因素。在过去 25 年的内地市场发展历程中，港华燃气一直是同行中最出色的供应商之一，并且把百年经验和优质便捷的服务理念应用到中国内地市场。



金坛储气库全景图



上门安检 燃气安全知识讲解

在采访中，纪伟毅先生还向记者详细介绍了港华燃气目前的业务领域，他说：“城市燃气是我们主要的业务领域。十年前，我们开始进入水务领域，燃气和水务有很多共同点，我们在苏州、佛山、芜湖都有水务业务，包括自来水和污水处理。最近，我们也开始拓展餐厨垃圾处理业务。应当当地政府要求，将业务不断延伸。城市燃气是清洁能源、环保产品，市场有很大需求，港华从事的事业利国利民，对国家有贡献。未来也会积极参与，继续做贡献。”

据了解，2018 年，港华燃气集团参与投建的国内城镇燃气第一个大规模地下盐穴储气项目及商业储气项目——港华金坛储气库投产，不断加强港华燃气储气调峰能力，开创了国内城市燃气行业先河。此外，港华燃气还从工商业及居民生活用气拓展到分布式能源，天然气发电、船舶燃料等方面的综合应用，为中国经济发展提供了源源不绝的绿色动力。

衡量一家公司在市场上的能力就是要看它服务水准和与客户的密切关系。无疑，港华燃气在至关重要的关键因素上做到了最好。自港华燃气成立以来，便把“重视客户、便民服务、待客人像待家人一样”的服务理念作为港华燃气的核心价值观，也是港华燃气的发展之道。在谈到服务这一话题时，纪伟毅先生为记者重点做了介绍，他说：“如果说我们有什么竞争优势，我觉得我们始终一心一意在这个领域耕耘。港华燃气对于行业的带动，对于服务标准的带动都起到了重要的作用，如户内安全检查、防范事故发生的安全措施都做的非常到位。我们不断要求自己进步和改变，真正做到‘待客人像待家人一样’的服务标准。如果说有国家大政方针鼓励使用天然气，有中华煤气百年积淀作为港华发展的强大后盾，这些都是企业成长壮大的必要因素的话，那么我认为最重要的企业成功因素当属人和团队这一关键因素。这些年来，我们重视对人员培养，重视团队建设。我们要做到四个方面的成功：一是客户要满意、二是员工要自豪、三是股东信任、四是政府放心。我认为这是一个良性循环，在人员和团队建设方面，港华做得非常好。这是我们成功的关键因素。”

一流的效益来自一流的管理。以人为本，就是以人力资源为企



场站安全检测

业生存和发展的根本。在港华燃气，核心竞争力就是来自于拥有一个优良的团队，员工为客户做好服务的使命感和责任心，才有了港华燃气在中国市场不断稳步前行。

儒雅谦和的纪伟毅先生是香港大学机械工程学士及工商管理硕士，是英国燃气专业学会（IGEM）远东区分会主席。1990 年加入香港中华煤气有限公司，并于 1994 年开始参与内地业务发展，历任助理工程师、工程师、业务策划分析员、业务策划主任、业务策划高级主任、业务策划经理等不同职位。自 2001 年 1 月起，历任中华煤气国际有限公司业务发展经理、常州港华燃气总经理、南京港华燃气总经理、江苏区域总经理、高级副总裁、执行副总裁、等职务。2017 年 7 月至今，担任港华燃气有限公司执行董事暨营运总裁、港华投资有限公司执行副总裁暨华衍水务执行副总裁。25 年来，纪伟毅先生见证了港华燃气在中国内地市场的成长。



华衍环境 餐厨垃圾处理项目

采访结束时，纪伟毅先生展望了港华燃气未来在中国市场的发展计划，他说：“我们会继续在传统燃气领域加大力度，同时也会在分布式能源继续拓展，也就是从天然气领域进入到综合能源管理领域，如水务、海上加气、大型储气设施建设运营等领域。中国改革开放非常成功。我们希望继续扩大开放，我们也会不断获得经济效益和社会效益双丰收，继续将百年企业发扬光大！”

Always sticking to the philosophy of innovation and environmental protection, the famous gas group Towngas is committed to improving environment, propelling the urban gas industry and the economic development. In particular, in the 20-year investment activities in mainland China, Towngas has been delivering first-class innovation-oriented products and services to satisfy the gas demands of mainland China, making great contributions to the Chinese economy.

At the 70th Anniversary of the founding of the People's Republic of China, the journalist interviewed with Mr. Martin W. N. Kee, the Executive Director and Chief Operating Officer of Towngas China Company Limited in Shenzhen. In the interview, Kee gave us the details on the development achievements of Towngas in recent years and expressed the determination on and confidence in the mainland market.

Established under The Hong Kong and China Gas Company Limited (HKCG) in 1994 in the mainland, Towngas has operated 132 urban gas branches across 23 provinces, municipalities and autonomous regions. The residents and units it serves increased from 10,000 at beginning to 28 million today. In 2018, its annual sales of gas reached 23 billion cubic meters and the total mileage of its gas supply pipelines exceeded 110,000 kilometers, enabling Towngas to be one of the top urban gas groups in mainland China. Thanks to its quality products and services as well as its more than 100 years of technology and experiences, Towngas built a wide customer base in the mainland market.

Kee, with unique insights into business management and industry trend, shared the story about the development of Towngas in mainland China.

"Since its access to the mainland market in 1994, Towngas had evolved from only a single business of gas supply and a single market of Hong Kong to key businesses segments covering gasses, water services, environmental protection and new energy, and grown into one of the top five urban gas



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groups, taking about 10% of total market share in mainland China. Over the last 25 years in mainland China, Towngas has witnessed great changes in the urban gas market — the explosive increase of gas users from 500 million in 1994 to 3,500 million today. We are very proud of our contribution to the gas industry in the past. Some industrial technical standards that Towngas develops have been accepted by our counterparts and a couple of codes for safety inspection adopted as professional standards or codes," said Kee. Moreover, he elaborated the key factors contributing to the sustained development of Towngas in mainland China: leading perfect technology and safe convenient service.

Towngas has been acting as an outstanding gas supplier, serving mainland customers with over 100 years of experiences and service-orientated philosophy.

"We see gas supply as our key business. A decade ago, we extended the business to water service, which has a lot in common with gas supply. We provide water services (including water supply and sewage treatment) in Suzhou, Foshan and Wuhu. Recently, we also have included the kitchen waste treatment in our service scope. In response to the demands raised by local governments, we will diversify our business. Urban gas, a clean and green energy, is in great demand. Towngas's gas undertaking is beneficial to both the people and the country. We will take an active part in promoting the economic development and making contributions," said Kee when talking about Towngas's business scope.

In 2018, Jintan Gas Storage Field that Towngas invested was put into operation. Such commercial gas storage project is China's first large-scale gas storage project developed in underground salt cavern. The project is designed to enhance the peak load regulation capacity of Towngas gas storage system, which is an unprecedented case in the domestic urban gas industry. Additionally, Towngas has extended the business from commercial and residential gas



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supply to integrated application of distributed energy, gas-fueled power generation, ship fuel, etc., giving green motive power to the Chinese economic development.

The capacity of a company is measured by its service level and customer relation. Undoubtedly, Towngas does better in these key factors. Since its establishment, Towngas has been adhering to the service philosophy of "taking customers seriously, providing considerate services and treating customers well as family", which serves as Towngas's core values and path to success. "I think our competitive advantage lies in our persistence and dedication to this field. Towngas has been taking a leading and demonstration role in raising the service standards in the gas industry. We strictly perform the safety measures like safety inspection and accident prevention. We consistently push ourselves to change and upgrade, accomplishing the service standard "treating customers well as family". The state's promotion of natural gas use and the century-long technology accumulation offer a strong support for the growth of Towngas. Besides, talent and teamwork are also key factors for our success. We always stress the personal development and team building.



“万粽同心为公益”活动

We strive to succeed from the four aspects below: customers' satisfaction, staffs' pride, stockholders' trust and governments' confidence. These aspects form a virtuous circle, and Towngas does very well in staff development and team building, both contributing to our success," stressed Kee.

High efficiency originates from first-class management. The people-orientation concept means that human resource is highly valued as the base of an enterprise's development. Towngas's core competitiveness is driven by its competent staffs and teams who have strong the sense of mission and responsibility to deliver better services.

Kee, a BME and MBA of Hong Kong University, acts as the



港华紫荆 燃气干衣宝

Far East Region chairman of Institution of Gas Engineers & Managers (IGEM). He joined The Hong Kong and China Gas Company Limited in 1990 and got engaged in the mainland business in 1994. He took the posts including Assistant Engineer, Engineer, Business Analyst, Business Design Director, Senior Business Design Director and Business Design Manager successively. Since January 2001, Kee has successively worked as HKCG Business Development Manager, CEO of Towngas Changzhou, CEO of Towngas Nanjing, CEO of Towngas Jiangsu region, Senior Vice President and Executive Vice-President of Towngas. From July 2017 to now, Kee assumed the Executive Director and COO of Towngas China Company Limited, the EVP of Hong Kong and China Investment Company Limited and Hua Yan Water. To some degree, Kee witnesses the growth of Towngas in mainland China.

Outlooking the future development of Towngas in the domestic market, Kee said, "We will enhance our efforts to improve the traditional gas business, continue to extend the business in the distributed energy field characterized by integrated energy management, covering water supply, maritime gas recharging, large-scale gas storage facilities, etc. Through the reform and opening-up, China achieves great achievements. We hope that we will achieve great benefits in both economic and social efficiency with the deepening reform and opening-up. And we will continue to bring Towngas to a great height."

