

ISSUE **61**  
SPRING 2022

# foodtalk

APPETITE FOR INNOVATION Eric Jiacheng Hu, Shihao Catering Management Co.

TOP THAT Super sauces from Bone Roasters

THANKS FOR BEING YOU Angliss Beijing hosts appreciation dinner

LIVING LEGACY Martinho Moniz, Vic's Restaurante

## Chain of Command

Thomas Mak

*Jardine Restaurant Group*







# Welcome to the 61<sup>st</sup> issue of foodtalk!

I am delighted to announce that Angliss Hong Kong Food Service Limited has been crowned 'Asia's Most Reliable Food Supplier 2022' in the Mediazone's Most Valuable Companies in Hong Kong Awards.

The awards, which highlight the achievements of industry leaders who bring innovation, quality and excellence to Hong Kong, are widely recognised by the business community as a leading event in its own right. We were thrilled to receive this prestigious accolade.

Meanwhile, the Michelin Guides need little introduction. Published since 1904, inclusion in the guides is recognition that a restaurant has reached the highest culinary standards. The coveted three-star ranking is an extraordinary honour bestowed on a select few establishments.

While Angliss plays more of a 'behind the scenes' role in Michelin terms, we are nevertheless proud of our small part in the success of some of the restaurants included in this year's guides. We warmly congratulate them on their outstanding achievement and look forward to our continued partnerships. I also want to thank every member of the Angliss team for the hard work and effort that helps makes this happen. Here is proof,

if proof be needed, that we are truly serving those who serve great food!

In this issue we have our usual fascinating interviews with Asia's most up-and-coming F&B players. Cover star Thomas Mak, Group Supply Chain Management Director at Jardine Restaurant Group, provides an intriguing account of trying to ensure a consistent arrival of products from around the world, especially challenging in the times we now find ourselves.

I was also interested to note the contrasting attitudes of two of our interviewees, Chef Arnaud Dunand Sauthier of Maison Dunand, and Eric Jiacheng Hu, Executive Chef with Shihao Catering Management Company. While Chef Arnaud insists he ignores trends, simply following his culinary instincts, Chef Eric's approach could not be more different. He actively develops ever more innovative dishes to keep his trend-hungry customers happy. This again demonstrates the vast potential of the HORECA industry, whichever side of it you are coming from.

Enjoy the issue!

Johnny Kang  
CEO - Asia

## 第 61 期的 foodtalk 隆重登場！

我很高興能在此和大家分享一個喜訊，就是安得利香港餐飲有限公司榮獲MEDIAZONE集團頒發「香港最有價值企業大獎」之「2022年亞洲最可靠食品供應商」。

「香港最有價值企業大獎」一向是城中商界的盛事，每年向致力推動創新、提高品質和力臻完善的行業領袖頒發獎項，以表揚各得獎公司的傑出成就。我們實在非常榮幸能獲得這個廣受認可、享負盛名的大獎。

而至於同樣極具認受性的《米芝蓮指南》，相信不用我們多作介紹，大家也很熟識。這個指南自1904年出版以來，一直是頂級食府的象徵，只有在烹飪美食上達致最高境界的餐廳才能夠榜上有名，當中僅有極少數的餐廳榮獲令人嚮往的三星級非凡榮譽。

雖然安得利在《米芝蓮指南》的評選中主要扮演著「幕後」的角色，不過看到今年指南中有些相熟的餐廳能夠上榜，而當中我們有幸略盡綿力，實在令我們與有榮焉。我們熱烈祝賀這些餐廳取得卓越的成就，並期待我們未來能夠繼續緊密合作。另外，我要衷心感謝安得利團隊的每一位成員為這個成果所付出的努力。我們一直全力以赴，精益求精，而這個獎項和指南

就是我們為提供美食的餐廳盡心服務之有力證明！

一如以往，我們訪問了多位亞洲別具潛力的烹飪界明日之星，而在今期的封面故事中，我們將會介紹怡和飲食集團供應鏈管理總監Thomas Mak。他一直致力確保來自世界各地的產品能順利地運送到本港，不過這並非易事，特別是在現今這個充滿挑戰的時期，而在訪問中，他就這方面分享了自己獨到的看法。

另外，我亦留意到本期其中兩位受訪者對餐飲業的經營理念抱持截然不同的看法。Maison Dunand餐廳的大廚Arnaud Dunand Sauthier堅持不追隨潮流，只順應自己的直覺和想法去烹調美食，而世好餐飲管理公司的行政總廚Eric Jiacheng Hu卻積極開發創新的菜餚，務求滿足熱衷於領先潮流的顧客。這再一次向各行各業的人士證明了餐飲業具備巨大的發展潛力。

希望大家喜歡這一期的精彩內容！

江文喜  
亞洲區首席執行官



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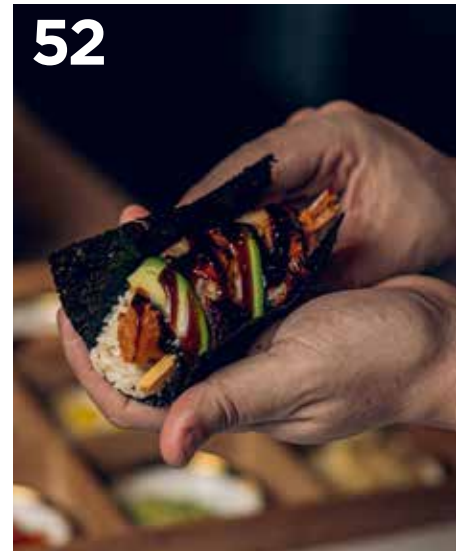
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# An Ongoing Leap of Faith

Photography by Chris Luk and courtesy  
Jardine Restaurant Group

Thomas Mak, Group Supply Chain Management Director at Jardine Restaurant Group explains how his role is much, much more than simply ensuring a consistent arrival of products from around the world, especially in these challenging times. The sweetness profile of pineapples, anyone?

**FT (Foodtalk):** You qualified as a certified public accountant – how did you go from that clear career path to what you do now?

**TM (Thomas Mak):** I was always good with numbers when I was younger, so when it came to deciding about my future, accountancy seemed a logical choice. Parents are

## 抱持信念 繼續放膽嘗試

怡和飲食集團供應鏈管理董事Thomas Mak講述了自己要負責的工作絕對比大家想像的要多，特別是在這個充滿挑戰的時代。他除了要確保來自世界各地的產品能妥善運抵本港，每項微小的細節亦用心對待，就連大家喜歡選擇什麼甜度的菠蘿也曉得

**FT (Foodtalk):** 我知道你擁有註冊會計師的執業資格。你原本擁有前景清晰明確的事業發展方向，那麼當初是什麼驅使你改為投身現時這個行業呢？

**TM (Thomas Mak):** 我小時候一直很擅長數學，所以當要決定未來從事什麼工作時，會計便似乎是頗為合理的選擇。父母往

“ I like to see ‘backstage’, what’s going behind the scenes in the food industry – I’m fascinated by the human element that brings everything together and makes it work ”

「這是因為我喜歡看「後台」，了解食品行業的幕後情況  
— 我迷上將所有元素結合在一起並使其發揮作用的人們」

often keen to steer their children towards the professions, especially Chinese parents! So I qualified in accountancy, then went on to become a certified public accountant. After a year or so working in the profession though, my naturally rebellious nature must have kicked in, and I realised that I didn’t see myself being an accountant for the rest of my career. About this time, an alumni friend asked if I would be interested in a position that had come up working in F&B. Moving to the coffee business was a leap of faith, but it’s one I don’t regret.

**FT: How did the interest in supply chain management begin, and what’s the appeal of the role?**

**TM:** I like to see ‘backstage’, what’s going behind the scenes in the food industry – I’m fascinated by the human element that brings everything together and makes it work. It was with Pacific Coffee I had my first experience visiting a coffee plantation. During this trip to Costa Rica I was able to meet farmers and their families, see first-hand how everything is connected and get a real sense of the value chain. When I was with Cafe Deco

往喜歡決定子女的職業發展方向，尤其是中國父母！所以我取得了會計師的執業資格，然後順理成章地成為了一名註冊會計師。不過，從事會計行業一年左右後，我便開始展現出自己叛逆的天性，並意識到自己不想以會計師作為終生事業。大約在那個時候，有個舊同學問我是否有興趣投身餐飲業。改為從事咖啡行業是比較冒險的嘗試，但我並不後悔作出這個決定。

**FT: 你能和我們分享一下，是什麼原因令你有興趣從事供應鏈管理呢？這份工作又有什麼吸引之處呢？**

**TM:** 這是因為我喜歡看「後台」，了解食品行業的幕後情況——我迷上將所有元素結合在一起並使其發揮作用的人們。而我正是在Pacific Coffee工作時，初次有機會參觀咖啡種植園。在那次的哥斯達黎加之旅中，我探訪了當地的農民及其家人，親眼目睹了一切是如何互相聯繫的，並真正了解到何為價值鏈。而當我在峰景餐廳集團工作時，我便真的開始對供應鏈運作產生了興趣。我當時的主要職責是業務開發和市場營銷，但我獲委派成立集團的採購供應部門，因而能夠追蹤來自世界各地的產品之來源。我們需要與規模大大小小的全球供應商合作，從中我發現到這份工作既具有挑戰性，也令人有所得著。這個過程中有無限的變數，但當中各種元素錯綜複雜地交織，卻使人著迷，而我亦喜歡嘗試理解背後驅動這一切的人們。這全都是





Group I really developed an interest in supply chain operations. My primary role was business development and marketing, but I was asked to set up the group's purchasing supply division. I was able to trace the origin of produce from around the world. We needed to do business with global suppliers, big and small, and I found it both challenging and rewarding at the same time. There are infinite variables in this process, but the inherent chaos was fascinating, and I loved trying to make sense of the human factor. It was all about trying to find a balance. But if I succeeded one day, there were no guarantees I could the next!

**FT: Can you describe your current role, the main challenges and why it is rewarding?**

**TM:** In looking after the supply chain for quick service restaurants such as KFC, Pizza Hut and PHD, constant and consistent supply is vital. I compare it to a hamster wheel, constantly turning! Needless to say, the past two years have not been easy, with many challenges. It certainly has been an interesting time – forget plan B, my life now is more like plan C and D! Working as I do with suppliers in Hong Kong, Myanmar, Taiwan and Vietnam shows how different countries have different requirements. Add the pandemic as a factor, and you will see businesses trying to consolidate, to leverage costs, and, with the ability to buy anything from around the world, it is now more about options and diversification. When there simply are not enough planes to fly in the stock you need, you are forced to reassess your supply chain.

**FT: What was it like to assume a regional management role, looking after not only Hong Kong but also several other markets around Asia? Was there a cultural learning curve involved?**

**TM:** Yes, there are technical aspects, like varying customs regulations, tariffs, taxes and procedures to take into account. Cultural considerations can include elements such as the working pace of your overseas counterparts (here in Hong Kong we are very fast paced) to the preferred sweetness profile of pineapples! Establishing strong business relationships takes good communications, negotiation and compromise. It can challenge your own mindset and expand your horizons, but generally in a positive way. Priorities can vary, and it's not always about money, but interpersonal relationships and loyalty.

為了尋找一個平衡點。然而，這一切的挑戰在於，即使我這一次成功了，也不能保證我下一次能夠成功！

**FT：你可以講解一下你現時的工作是什麼嗎？當中主要會面對什麼挑戰和有什麼得著呢？**

**TM：**在管理肯德基、必勝客和PHD等快餐店的供應鏈時，必須確保食品的供應持續穩定。就如倉鼠輪一樣，要不停地轉動！大家都知道，過去的兩年並不容易，要面對的挑戰也不少。不過這也算是一段有趣的時光——要忘記B計劃，我現在的生活過得更像是在依照C和D計劃！我要與香港、緬甸、台灣和越南的供應商合作，當中便發現不同國家有不同的要求。而在疫情肆虐下，你會看到企業試圖整合，以充份運用資金，加上由於能夠從世界各地購入任何東西，現在大家更強調的是可供選擇的種類和多樣化。假如根本沒有足夠的飛機可以運送你需要的食材，你便不得不重新評估自身的供應鏈。

**FT：我知道你身為區域總監，不僅要管理香港的業務，還要管理亞洲內的其他幾個市場，具體的情況是怎樣呢？當中需要學習新的文化或適應新的環境嗎？**

**TM：**是的，在技術層面有不少需要納入考量的範疇，例如不同的海關規定、關稅、稅收和相關程序等。文化方面則可能需要考慮到海外同業的工作節奏（我們香港的工作節奏非常快），以至是各國民眾較喜歡什麼甜度的菠蘿！要與合作夥伴建立緊密的業務關係，便需要有妥善的溝通、良好的談判和適時的妥協。這可以激發你自己的思維，並擴闊你的視野，一般而言會帶來正面的影響。當中優先考慮的事項可能會有所不同，並不總是與金錢有關，而是在於人際關係和忠誠度。

**FT：你能與我們分享你是如何看待香港及亞洲區內快餐店市場的發展嗎？**

**TM：**過往人們去快餐店是為了快速地吃一頓飯，但現在大家更



“ For the supply chain industry during this period, it’s been crucial not to put all your eggs in one basket, but to have plan B & C baskets! ”

「對於這個時期的供應鏈行業來說，重要的是不要把所有的雞蛋都放在一個籃子裏，而是要準備好B計劃和C計劃！」

**FT: How do you see the development of the Quick Service Restaurant market in Hong Kong and regionally?**

**TM:** QSR used to be about getting a quick meal, but people now care more about their health. So we see trends relating to this, and also food safety, especially in China. Quality, provenance and traceability are critical elements for consumers to choose products, and increasingly, ethics, sustainability and fair trade. This applies to QSR and casual dining. It’s not only money but also value. While the pandemic has held up development of this aspect, increasingly, QR codes on products can show the entire supply chain: when the item was created, processed, transported etc.

**FT: What are the main issues the F&B operation and supply chain industry faces looking ahead?**

**TM:** It’s hard to look beyond the pandemic, with the supply shortages and disruption it has caused. For the

關心自己的健康。我們看到了相關的趨勢，亦知道人們現在十分關注食品安全，尤其是在中國。質量、來源和可追溯性是消費者選擇產品的關鍵因素，而同時道德、可持續性和公平貿易也變得更加重要。這適用於快餐店和休閒餐飲店，當中不僅著重價錢，還強調價值。雖然疫情肆虐阻礙了這方面的發展，但現時越來越多產品上印有二維碼，可供人查閱整個供應鏈，包括：產品何時製作、加工、運送等。

**FT: 你認為餐飲業營運和供應鏈行業未來會面臨什麼主要問題呢？**

**TM:** 我們很難把眼光放遠，因為現時疫情嚴峻，造成供應短缺和極大的破壞。對於這個時期的供應鏈行業來說，重要的是不要把所有的雞蛋都放在一個籃子裏，而是要準備好B計劃和C計劃！我們希望業務能保持正常營運，但不能抱持一貫的營商思維，因為我們不知道明天會發生什麼事。諷刺的是，在正常情況下，一切都進行得十分順利時，根本沒有人會關注供應鏈的運作！只有在出現問題或供應中斷時，人們才會注意到我們這個行業。我覺得我們就像軍火庫或武器庫，負責為前線部隊







supply chain industry during this period, it's been crucial not to put all your eggs in one basket, but to have plan B and C baskets! We want to keep our businesses running as usual, but cannot have the usual business mindset, as we don't know what will happen tomorrow. It's ironic: in normal times, when everything is running smoothly, nobody notices the supply chain operation! Only if there are issues or interruptions do people notice us. I also feel we are like the arsenal, or weaponry, providing what is needed for our troops on the front line. If I was in a 007 movie I would be Q, supplying the gadgets for Bond! Supply stability, continuity and sustainability are the main issues we face overall.

**FT:** You are clearly a serious coffee aficionado, even listing it as a hobby on your bio! Coffee has been a massive growth area in Hong Kong and across Asia over the past 10 years, with more dedicated cafes than ever before. Can you explain this exponential growth?

**TM:** There are a number of factors for coffee's exceptional growth in Hong Kong and further afield. It's a very approachable, user-friendly product that brings people together. It's an energiser when you need to work and focus, but it's also good to relax with a coffee. It's an affordable luxury – most people can afford even the best coffee. I like a bit of ceremony, so have a coffee 'temple'.

提供所需的物資。而如果是在007電影中，我想我的角色會是Q，努力為占士邦提供各種裝備！我認為穩定、持續的貨品供應、以及可持續發展會是我們整體面臨的主要問題。

**FT:** 我知道你非常喜歡喝咖啡，甚至在你的自我介紹上把喝咖啡列為自己的愛好！在過去10年裏，咖啡業在香港、以至是整個亞洲一直是一個龐大的發展領域，而現時市面上便有越來越多咖啡專門店開設。你能解釋一下咖啡業迅速增長的現象嗎？

**TM:** 咖啡業在香港及更遠地區急速增長是基於很多因素。首先，咖啡是一種很容易買得到、十分方便飲用的產品，並可以讓人們聚集在一起。當你需要工作和集中精力時，咖啡是一種提神飲品，但想放鬆一下的時候，也可以去喝杯咖啡。這是一種大家負擔得起的奢侈品——大多數人甚至能夠買得起最高品質的咖啡。我喜歡有點儀式感，所以有一個咖啡「寺」。我喜歡不使用機器沖泡的手磨咖啡，對我來說，手磨咖啡才是最正宗的味道。哥斯達黎加的咖啡種植園是我參觀的第一個種植園，我到現在仍然很喜歡哥斯達黎加的咖啡，因為這款咖啡的味道非常平衡，帶有巧克力的香味，彷如葡萄酒般甜美香醇且精緻典雅。



“ I feel we are like the arsenal, or weaponry,  
supplying what is needed for our troops on the front line. ”

「我覺得我們就像軍火庫或武器庫，負責為前線部隊提供所需的物資，  
努力為前線提供各種裝備」

I like hand-ground coffee made without using a machine, which for me provides the most authentic taste. I still enjoy coffee from Costa Rica, the first plantation I ever visited. It has great balance, and is chocolatey, sweet and elegant, almost like wine.

**FT:** Having worked in the F&B field most of your career, what's your favourite cuisine and what do you like to cook?

**TM:** I love eating together with others, family or colleagues, so anything that readily lends itself to this – Cantonese cuisine, hotpot, pizza or chicken bucket. In terms of cooking, I enjoy the process of preparing Cantonese dishes – planning the meal, shopping at traditional markets, touching the vegetables and other ingredients to feel for the quality and then the actual preparation itself.



**FT:** 你的整個職業生涯中，大部分時間都投放在餐飲業，那麼你最喜歡的菜餚是什麼呢？而你喜歡烹飪的菜式又是什麼呢？

**TM:** 我喜歡和其他人一起吃飯，如家人或同事，所以任何適合和一眾人分享的美食我都很喜歡——粵菜、火鍋、披薩或雞桶。而在烹飪方面，我很享受準備粵菜的過程——構思菜式、在街市買菜、觸摸蔬菜和其他食材以判斷質素，然後便是實際準備食材和下廚。🍴



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# Chef's Secret Sauce in the Kitchen

Bone Roasters have been producing top-quality stocks and reductions in its native Australia since 2007, greatly helping time-challenged chefs around the world

If there is one ingredient guaranteed to elevate and enhance any dish it is a perfectly prepared sauce. Since 2007 Bone Roasters' mission has been to produce premium quality veal, beef and chicken stocks, jus and glace, delivering a delicious experience to diners, and reliable, well-priced products to F&B professionals.

There are no shortcuts to producing a truly outstanding stock or jus. Bone Roasters employs classic techniques, using only the finest ingredients, slow cooked with care in traditional open kettles to provide products recognised for their rich and consistent flavours.

The entire range is crafted using real bones, simmered to ensure maximum flavour, resulting in an intense taste profile and natural colours.

## 為大廚而設的秘製醬料

自 2007 年起，Bone Roasters 便一直在澳洲當地生產各種優質湯料和濃縮調味產品，讓世界各地的廚師在分秒必爭的工作環境中，在調味方面省卻不少工夫

假如要找出一種保證能夠令任何菜式味道更上一層樓的食材，那麼完美預製的醬料必定是首選。從 2007 年開始，Bone Roasters 便一直生產品質上乘的小牛肉、牛肉和鮮雞高湯、香汁和蜜醬，不僅為美食愛好者帶來滋味無窮的體驗，亦以相宜的價格為餐飲界的專業廚師提供了各種品質可靠的調味產品。

要生產出優質卓越的高湯或香汁，便必須按部就班，絕不能偷工減料。Bone Roasters 運用了經典傳統的調製技巧，將最頂尖的食材放進傳統的開口壺內精心慢煮，令炮製出來的產品香濃味美、質素始終如一，並因此而遠近馳名。

所有產品均採用真正的肉骨透過燉煮方式炮製而成，將風味發揮得淋漓盡致，而且味道濃郁，色澤天然。

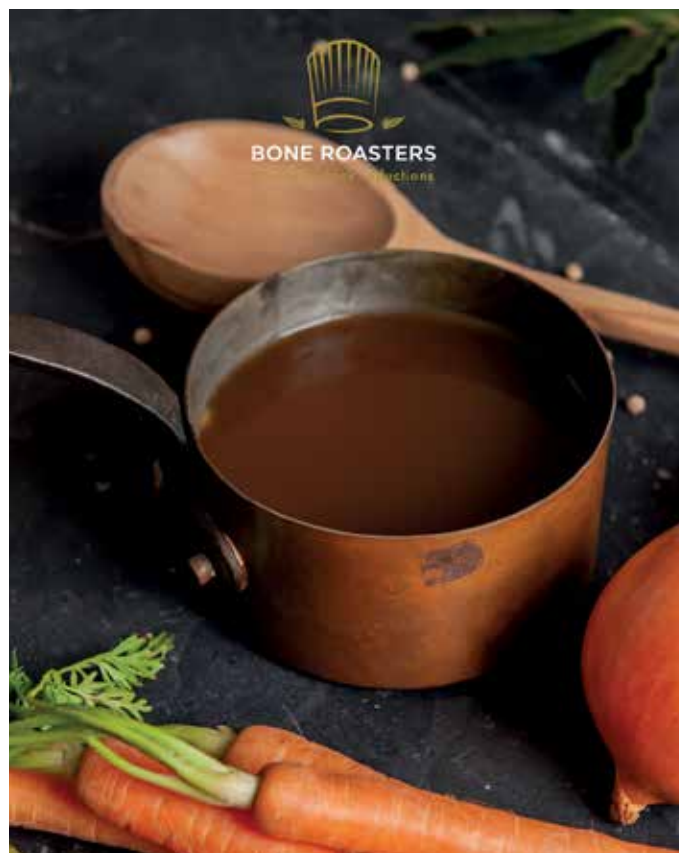


The first choice of chefs worldwide, Bone Roasters works closely with many leading restaurants and food providers to understand the real challenges busy kitchens face when producing high quality meals. The result is sublime stock and jus which can be simply applied directly over meats, or further reduced to create amazing sauces.

Some of Bone Roasters most popular items include 15 Brix (total soluble solids) veal stock, which is perfect for braising and soups, or as a building block to other sauces. With an 18-month shelf life, it is gluten-free and Halal-certified.

Beef stock is a premium product also ideal for braising and soups. At 15 Brix it has an 18-month shelf life, is gluten-free and Halal-certified. Chicken stock offers a delicious and pure flavour, and at six Brix it is also gluten-free and Halal-certified.

Combining a red wine reduction and 25 Brix veal jus, red wine jus offers 25 Brix, and is perfect as a base or heated and poured over favourite meats. It is gluten-free and offers an 18-month shelf life.



貴為全球廚師的首選用材，Bone Roasters 一直與很多頂級餐廳和食品供應商緊密合作，並從中明白到廚師在繁忙的廚房內製作美食佳餚所面對的各種挑戰。因此，Bone Roasters 精心準備了各款上品高湯和香汁，讓廚師既可簡單輕鬆地將這些食材直接塗抹在肉類上，亦可加以調稠以製作出美味的醬汁。

Bone Roasters 最受歡迎的產品包括白利糖度為15（全可溶性固體）的小牛肉高湯，其相當適合用作燉煮和熬湯，或配合其他食材以製作其他醬汁。這款產品具有18個月保質期，不含麩質，並且通過清真認證。

牛肉高湯是另一款優質產品，亦是燉煮和熬湯的理想之選。與小牛肉高湯一樣，這款產品的白利糖度為15，具有18個月保質期，而且同樣不含麩質和通過清真認證。至於雞湯則蘊含香濃而純正的味道，白利糖度為6，同樣是不含麩質和通過清真認證的產品。

將紅酒醬料和白利糖度為25的小牛肉汁結合，便可製作出白利糖度為25的紅酒汁，不論是用作基料，還是加熱並澆在各種鮮嫩的肉類上，都能令人食指大動。產品不含麩質，並具有18個月保質期。



CLAUDINE

Julien Mercier





# Culinary Chemistry

Julien Mercier, Executive Chef of Claudine, discusses the challenges and triumphs he and his colleagues experienced opening the highly-anticipated new restaurant by Julien Royer and The Lo & Behold Group, last November

Photography courtesy Claudine, portrait courtesy Hosanna Sweet

**FT(Foodtalk):** After the success of three Michelin-starred Odette in Singapore, and one Michelin-starred Louise in Hong Kong, how did the group identify a need for Claudine's mid-level, rustic, traditional French cuisine?

**JM(Julien Mercier):** Claudine has been over two years in the making. We wouldn't describe our concept as serving rustic, traditional French cuisine but an expression of what we believe a French restaurant can be in present day. Claudine was inspired by the joys of home, moments that Chef-Patron Julien Royer has carried through life, of time spent around the table with friends and family. The Lo & Behold Group felt there was potential for a concept that produced French cuisine with the same quality and attention to detail found at any fine dining restaurant but in a way that was also approachable.

## 烹調美食之默契

Claudine 餐廳的行政總廚 Julien Mercier 與我們分享了 Julien Royer 和 Lo & Behold 集團於去年11月攜手開設這間萬眾期待的新餐廳時，他和一眾同事所經歷的挑戰和取得的成就

**FT(Foodtalk):** 你們集團分別在新加坡開設的Odette和在香港開設的 Louise 均獲評為米芝蓮三星及一星級餐廳，並大獲好評，那為什麼會將 Claudine 定位為一間中等級別、質樸、傳統的法國餐廳呢？

**JM(Julien Mercier):** 我們籌備開設 Claudine 餐廳已經有兩年多的時間。我們開設這間餐廳的理念不是旨在提供質樸、傳統的法國美食，而是為了表達我們認為法國餐廳在現今社會能以什麼方式呈前在大家眼前。Claudine 餐廳的靈感源自

“As soon as you learn to be a cook, one of the first things you’re taught is how to be organised at your workstation – to keep it clean so you can work faster and more efficiently”

「如果你想成為一名廚師，你首先要學會的就是如何在你的廚房工作台上  
有條理地工作 — 保持工作台清潔，才可以使你更快捷、更有效率地工作」

**FT: What was your culinary approach to the menu? Did you have to make sophisticated dishes more simple and approachable, or elevate basic recipes to a higher level? Or both?**

**JM:** Our menu addresses an intimate side of French cuisine – a balance of quintessential French classics to personal recipes with a fondness for locality. We’ve taken a modern, lighter and elevated approach to classic dishes. Our mozambique langoustine is served with crustacean dumplings, filled with a kombu puree. It is paired with a seafood bisque and finished with tarragon oil to cut through the richness of the dish. We have also kept to the original flavours of Julien Royer’s mum’s chou farci, a traditional dish from the French countryside, but elevated it with the addition of foie gras.

**FT: You have a reputation as a highly organised kitchen manager. What’s the secret to successfully combining creativity with strong organisational skills?**

**JM:** I like things to be organised and this extends to my work. I worked for many years as an executive chef for different groups in Brazil and you need to be organised, especially when it comes to costing and finance. As soon as you learn to be a cook, one of the first things you’re taught is how to be organised at your workstation – to keep it clean so you can work faster and more efficiently. As I’ve grown as a professional I’ve kept this structure, and while balancing this with my own creativity in the kitchen, have also been lucky enough to collaborate and surround myself with colleagues that share this creativity.

**FT: You trained in French cuisine with stints at La Pyramide in France, Pierre Gagnaire’s Sketch in London, and Rodrigo Oliveira’s Mocotó restaurant in Brazil. Most recently you were at Troisgros Group and Le Bilboquet in São Paulo. Can you sum up your experiences at these renowned establishments?**

**JM:** I began my career in fine dining kitchens because I believed it was the only way to learn and perfect my craft. I was lucky enough to start with Chef Thomas Henkelmann in the US and La Pyramide in France, which gave me a strong foundation and training in French fine dining. Pierre Gagnaire broadened my horizons

天倫之樂、主廚 Julien Royer 生活中的難忘時刻、以及與朋友和家人一同用膳時的愉快時光。Lo & Behold Group 集團認為，我們可嘗試以一種較親民的方式，烹調出能與高級餐廳媲美的優質、精緻法國美食。

**FT：**你能分享一下你們烹飪菜式的方法是什麼嗎？你們是要讓精緻的菜餚變得更簡單、更親民，還是要將基本菜式提升到更高的水平呢？或是兩種方式你們也有採用呢？

**JM：**我們餐廳的菜式體現了法國美食的貼心一面 — 在典型的法國經典菜餚與個人食譜之間取得平衡，並加入深受大家喜愛的本地元素。我們重新演繹了經典菜式，令菜式更貼合現代的口味、更清淡和更高級。我們製作的莫桑比克海螯蝦配有以昆布蓉作為餡料的甲殼類餃子，再配以海鮮濃湯，並灑上龍蒿油作為點綴，這樣就能減少菜餚的油膩感。我們還保留了 Julien Royer 媽媽烹調的白菜卷之原汁原味，這是一道來自法國鄉村的傳統美食，不過我們添加了鵝肝醬，以提升食物的味道。







“ We learned to have a backup plan and at times  
to be flexible when some things are just beyond our control ”

「我們學會了制定後備方案，並且在某些事情超出我們的控制範圍時，  
要懂得靈活變通」

with his unique and creative approach. When I worked with Rodrigo Oliveira, he was a rising chef, and I was head chef of his R&D team. Through him, I learned so much about Brazilian culture and cuisine. I then went to head up Le Bilboquet, a French bistro in the heart of a high-end neighbourhood in São Paulo, where the food shared similarities to what we serve at Claudine – classic French bistro fare but refined, elegant and elevated. The Troisgros group was very established in Rio de Janeiro, but it was its first move to São Paulo, opening five outlets in one complex. As executive chef I opened one restaurant while project managing contractors, equipment deliveries, simultaneously supervising food costs and managing suppliers for all outlets. It was a very intense, challenging but gratifying job. All these experiences paved the way for my role at Claudine.

**FT: You have been good friends with Julien Royer since you first met about 15 years ago when both working in the Caribbean. You clearly have a culinary chemistry, what do you value most about each other?**

**JM:** We met in St. Barts in the Caribbean, and were working side by side in the kitchen in the same position

**FT:** 很多人都稱讚你是一位做事非常有條理的廚房經理，那麼你能夠將創意與卓越的組織能力結合之秘訣是什麼呢？

**JM:** 我喜歡有條理的事物，所以我做事也很有條理。我曾在巴西於不同集團擔任行政總廚多年，而你工作需要條理，尤其是在成本計算和財務方面。如果你想成為一名廚師，你首先要學會的就是如何在你的廚房工作台上條理地工作——保持工作台清潔，才可以使你更快捷、更有效率地工作。隨著我成長，以至投身職場，我一直保持這份卓越的組織能力。另外，在廚房中我需要於組織能力和自身創意之間取得平衡，因此我也很慶幸自己能與一眾同樣非常有創意的同事合作和共事。

**FT:** 我知道你曾在法國的 La Pyramide 餐廳、在倫敦由 Pierre Gagnaire 開設的 Sketch 餐廳和在巴西由 Rodrigo Oliveira 開設的 Mocotó 餐廳接受過烹調法國菜方面的培訓，而最近你曾在聖保羅由 Troisgros 集團開設的 Le Bilboquet 任職。你能總結一下自己在這些知名餐廳工作有何得著嗎？

**JM:** 我最初投身餐飲業時是在高級餐廳的廚房內工作的，因為我相信這是我能夠學習和增進自己廚藝的唯一方法。我很榮幸剛投身職場就能跟隨美國大廚 Thomas Henkelmann 和在法國餐廳 La Pyramide 學習，讓我在烹調法國菜方面能打好穩固的基礎和獲得充足的培訓，而大廚 Pierre Gagnaire 則以其獨特且富有創意的方式擴闊了我的視野。我亦曾與 Rodrigo Oliveira 共事，他當時已是一位前途無可限量的廚師，而我是

and same station. Something just clicked and we became firm friends. We have always kept in contact and remained close. He is a wonderful chef and human being who leads by example in everything he does. I'd like to say we have a human chemistry before a culinary chemistry, but he values me for my organisational skills in the kitchen, my ability to nurture and manage a united team and consistently deliver on a dining experience that is deeply personal to him.

**FT: While Claudine reflects Julien Royer's favourite dishes, it also incorporates personal recipes from the entire culinary team. Can you describe your contribution to the menu?**

**JM:** When I was in Brazil during the pandemic, I established a business producing homemade charcuterie. When Julien first asked me to come on board, he wanted to put a selection of good quality homemade charcuterie on the menu, such as the l'oreiller (pork, duck, foie gras en croute) and our jambon persillé (pork-parsley terrine). These are my babies. It's something I'm really proud of and are not often served here in Singapore. L'oreiller is a speciality from where I'm from, and really is a labour of love, taking days to cook and prep. My other contribution is a selection of special off the menu dishes we serve to returning guests and loyal friends. Our menu is also ever changing, and right now we are working on new plates for the main menu and a new brunch offering. Everybody gives insights and we collaborate as a team: Julien Royer, Chef de Cuisine Loïc Portalier, Pastry Chef Jeanette Ow and myself.

他研發團隊的主廚。在他身上，我學到了很多關於巴西文化和美食的知識。其後，我到 Le Bilboquet 工作，那是一間法式小酒館，位於聖保羅高級社區的中心地帶。那裏的食物與我們在 Claudine、典雅和高級。Troisgros 集團在里約熱內盧發展非常成熟，但當時該集團初次移師到聖保羅，在一個社區中開設了五家分店。而身為行政總廚，我負責打理其中一間餐廳，除了需要聯絡承辦商，張羅設備和佈置外，還要同時監管食品成本和管理所有分店的食材供應。這是一份非常忙碌、十分具有挑戰性的工作，但卻令我感到雀躍。所有這些經歷均使我獲益良多，為我任職 Claudine 餐廳鋪平了道路。

**FT:** 自從大約15年前，你和 Julien Royer 因為在加勒比地區一起工作而相識，更因此成為了很要好的朋友。你們在烹飪方面顯然很有默契，你們最欣賞對方什麼呢？

**JM:** 我們在加勒比海的聖巴特相遇，更在同一個職位、同一個廚房工作台並肩工作。後來，我們就自然而然地成為了至交好友，並一直保持著緊密的聯繫。他是一位出色的廚師，人品也很好，凡事都會以身作則。我們不只在烹飪方面很有默契，我們在相處上都很默契。他很欣賞我在廚房展現出的組織能力、以及我培養和管理團隊的能力，令客人的用餐體驗能始終如一地符合他的要求。

**FT:** 雖然 Claudine 的餐單都是來自 Julien Royer 最喜歡的菜式，不過同時也融合了整個烹飪團隊的個人食譜。你能分享一下餐廳的餐單上有什麼菜式是源自你的構思嗎？

**JM:** 疫情肆虐時，我身處巴西，並在當地創辦了一間生產自家製風乾肉的公司。當 Julien 初次邀請我加入時，他是希望餐廳的餐單上可以涵蓋一些優質的自家製風乾肉，例如法式酥皮肉批（當中採用了豬肉、鴨肉、鵝肝醬）和法式歐芹肉凍（當中採用了豬肉及歐芹醬）。這些都是我的心血結晶，是我非常引以為傲的作品，而且這些食品在新加坡並不常見。法式酥皮肉



*Claudine 'Bouillabaisse'*



“ As a chef and a guy who loves to travel,  
I first plan where I’m going to eat and then what I’m going to see! ”

「作為一名廚師和一個喜歡旅行的人，我會先計劃自己要去哪裡吃飯，  
然後才去發掘當地有什麼值得到訪的景點！」

**FT:** Would you cook the dishes you present at Claudine in the same way if you were in France, or do you have to make enhancements/alterations to satisfy demanding local diners?

**JM:** You have to see your cuisine through a local and even regional lens. Singapore is eclectic and we have dishes that can speak to a broader audience; plates that could be presented elsewhere in France or anywhere in the world. But we have had to take our local diners into consideration. For example, our steak flambé is made with tenderloin as we know Singapore diners often prefer a more tender cut, but perhaps in another part of the world, we might choose another cut. We also wanted to introduce lightness to a cuisine that is often perceived as heavy, so herbs and citrus help cut through the richness of many of our dishes. Our onion soup incorporates a red kampot pepper that sits at the bottom of the consommé to provide a distinctive peppery finish, and our Victoria pineapple dessert incorporates regional flavours our guests know and love. It's little touches like these that subtly resonate with diners here. We're always adapting, altering and considering our guests and their preferences. I'd do the same anywhere else in the world.

批是我家鄉的特產，需要花幾天的時間來烹飪和準備，雖然烹製的過程真的頗為辛苦，但我也認為是十分值得的。而我的另一個貢獻是我們為再次光顧餐廳的食客和一直支持我們的熟客提供餐單以外的精選菜式。我們的餐單也在不斷更新，現在我們正在為主餐單和新推出的早午餐構思新的菜式。然而，每個人都會分享自己的見解，我們作為一個團隊通力合作：Julien Royer、主廚 Loïc Portalier、糕餅主廚 Jeanette Ow、以及我自己。

**FT:** 如果你身處法國，你會以同樣的方式烹製您在 Claudine 呈現的菜餚，還是需要改進或調整菜式，以滿足當地食客的要求呢？

**JM:** 你必須從當地甚至整個地區的角度來思考自己應該烹調什麼美食。新加坡較不拘一格，我們會提供受普羅大眾歡迎的菜餚；提供可以在法國其他地區或世界各地呈現給大眾的菜式。但我們必須考慮到當地的食客。例如，我們的法式火炙牛扒是用里脊肉製成的，因為我們知道新加坡顧客通常喜歡吃較嫩的肉塊；或許在世界上的另一個地方，我們需要選擇使用另一個部位的牛肉。另外，對於一些很多人認為味道非常濃郁的菜式，我們想烹調得清淡一點，因此會加入香草和柑橘，以減少菜餚的油膩感。我們在烹調洋蔥湯時，便會在法式清湯中放入貢布紅胡椒一同熬煮，令湯品散發出獨特的胡椒香味，而我們的維多利亞菠蘿甜品則融合了客人熟悉和喜愛的本地元素。



Vol-au-vent



The Claudine team

**FT: Having opened relatively recently, was the pandemic an issue? How have you got around any difficulties?**

**JM:** While it has without question been a challenge planning to open a restaurant during this time, from relocating team members from overseas to logistical delays in receiving equipment and materials, life and work goes on. We are grateful for our partners who came together to help to make this happen and have always brought their enthusiasm and positivity. We learned to have a backup plan and at times to be flexible when some things are just beyond our control. Our dry runs, pre-opening, were limited to two per table, which was challenging as our concept is built on sharing. Post opening, we find more than ever that our guests just want to return to the simple joys of eating and dining out together and we are extremely happy to be able to create new memories around the table with them.

**FT: Have you experimented with other cuisines? What other international dishes do you enjoy cooking?**

**JM:** I worked at Engenho Mocotó for three years, a typical north-eastern Brazilian countryside restaurant, and miss Brazilian cooking and in particular, baião de dois, a dish of rice, beans and cheese: simple, hearty yet delicious. As a chef and a guy who loves to travel, I first plan where I'm going to eat and then what I'm going to see! In my new home in Singapore I've been tasting as much as I can. I love Asian flavours, from Peranakan dishes to Vietnamese food.

正是這樣的小巧思，令我們餐廳與這裏的食客之間產生了微妙的共鳴。我們一直在作出調整和改變，並會考慮到我們的客人和他們的喜好。如果我身在世界其他地方，也會做同樣的事。

**FT: 你們的餐廳最近才開業，那麼疫情有對你們造成影響嗎？你又是如何解決這些困難呢？**

**JM:** 我們計劃在此期間開設一間餐廳無疑是一項挑戰，除了要安排海外團隊成員的調動，還要處理設備和食材方面的運送，不過即使如此，我們還是要如常生活和工作。我們要感謝我們的合作夥伴齊心協力，幫助我們開設餐廳，並總是非常熱情和積極地配合我們。我們學會了制定後備方案，並且在某些事情超出我們的控制範圍時，要懂得靈活變通。我們在試業期間，每枱只限兩名食客，這對我們而言非常具挑戰性，因為我們餐廳的理念在於共享。而在開業後，我們發現我們的客人比以往更想再次體驗到和他人一同吃飯和外出就餐的那份單純喜悅，我們非常高興能夠與他們一起在餐桌上創造新的回憶。

**FT: 你嘗試過烹調其他美食嗎？你還喜歡烹飪哪些國家的菜式呢？**

**JM:** 我在 Engenho Mocotó 餐廳工作了三年，那是一家典型的巴西東北部鄉村餐廳，所以我很想念巴西美食，尤其是巴西炒飯。那是一道由米飯、豆和芝士烹調而成的特色菜餚：簡單、豐盛且美味。作為一名廚師和一個喜歡旅行的人，我會先計劃自己要去哪裡吃飯，然後才去發掘當地有什麼值得到訪的景點！我在新加坡剛定居不久，會盡可能嚐遍各種美食。我很喜歡亞洲風味的菜式，包括娘惹菜和越南菜。 ㊟



# Easy: Simply Delicious Home Cooking (2022)

Chris Baber, Ebury Publishing

*From helpful kitchen tips, to hosting anticipated weekday dinners and weekend brunches for friends, to fresh easy meals for you, Easy has you covered*

With spring and warmer weather on the horizon, many of us get the feeling of wanting to eat fresh, lighter, meals that will keep energy levels high for whatever our busy days have in store. Chris Baber's new cookbook, *Easy: Simply Delicious Home Cooking*, offers plenty of recipes that will assist the everyday cook with just that. Baber notes his recipes as "easy, simple and delicious" home cooking. Let's see!

In 2016, Baber, like many others, applied to take part in a BBC cooking competition, 'Yes Chef'. His inspirational, self-taught cooking and obvious love for food ultimately saw him winning first prize. It is obvious his signature recipes come from a place of family and true passion, especially when you discover how he took on the role of 'head chef' of his family when he was just six years old.

Baber currently works with Marks and Spencer, a popular British supermarket, on food related campaigns, and shares recipes, especially those suited for families and everyday cooks. *Easy* is his first published cookbook.

Baber's *Easy* recipes sound delectable, such as 'Sausage & Egg Breakfast Tacos', 'Spicy Prawn Tostadas', 'Baked Meatballs with Oozy Melting Mozzarella', 'Honey and Harissa Spatchcock Chicken' to 'Veggie Pilaf with Fried Halloumi', 'Satay-Style Chicken Curry', 'Easy Prawn Paella with Garlic Mayo', 'Ultimate Chocolate Chip Cookies', 'Summer Strawberry and Raspberry Crumble' and more.

With perfect recipes for hosting, dishes to suit all dietary needs and recreations of favourite takeaway classics, Baber's cookbook is the one you need this spring.



## 《輕鬆簡單的美味 家常菜 (2022) 》

作者：克里斯·巴 出版商：Ebury Publishing

本書提供了各種實用的入廚心得，既能讓你每天為身邊摯愛準備早午晚餐，亦能輕鬆地製作出層出不窮的新鮮美食，盡情享受入廚樂趣

春回大地，天氣即將回暖，新鮮輕盈的食物便成為了大家的首選，以在忙碌的生活中保持朝氣和活力。Chris Baber（克里斯·巴伯）的全新烹飪著作 *Easy: Simply Delicious Home Cooking* 《輕鬆簡單的美味家常菜》提供了琳琅滿目的食譜，為每天下廚的你送上源源不絕的靈感。巴伯形容書中的食譜是「輕鬆、簡單、美味」的家常菜，讓我們先來一看究竟吧！

2016年，BBC舉辦的烹飪大賽「Yes Chef」吸引了很多人報名參加，而巴伯亦是其中一位參賽者。自學烹飪並且鍾情於美食的他，憑著感動人心的菜式終於贏得比賽冠軍。巴伯自六歲開始便擔當著「一家之煮」，難怪他今天的各款招牌菜式，主要都是給家人用心炮製的家常菜。

目前，巴伯正與英國著名的馬莎百貨合作，除了從事與美食相關的工作外，亦與大家分享各式食譜，特別適合供家庭和每天入廚的人士參考。而《輕》一書正是巴伯首本出版的烹飪書。

巴伯在書中所分享的都是令人垂涎的食譜，包括「香腸雞蛋配早餐夾餅」、「辣蝦炸玉米餅」、「烤肉圓配軟溶水牛芝士」、「蜂蜜哈里薩辣醬雞」、「炒哈羅米芝士配素食抓飯」、「沙爹咖哩雞」、「蒜蓉蛋黃醬配蝦肉海鮮飯」、「頂級朱古力曲奇」、「士多啤梨山莓酥」等。

不論你對菜式有什麼特定要求，還是希望在家中重現餐廳的經典美食，巴伯這本包羅萬有的烹飪著作，絕對是這個春天不可多得的宴客天書。🍴

# Baking Away the Boredom

The pandemic has seen many people take the opportunity to spend more time than ever before in the kitchen, experimenting with cooking and baking

The past two years or so of the pandemic have definitely seen a change in the way people live their lives, from work, to socialising, and even how they eat and drink. Although many restaurants have closed, or had to operate restricted opening hours, this has encouraged even the most hesitant cooks to think outside the box in terms of mealtimes.

While inevitably the path of least resistance is to pick up the phone or click on an app to order takeout, many have taken the opportunity to move out of their comfort zones in terms of cooking and baking. But what trends have come along during this time?

## 烘出新煮意

雖然新冠疫情嚴重打亂了我們的生活，但很多人卻藉此比以往花更多時間，在廚房裡體驗烹飪和烘焙的樂趣

過去兩年多，新冠疫情對人們的日常生活，包括工作、社交，以至飲食習慣等方面，都帶來了極大的改變。在很多餐廳需要停業或只能有限度地提供服務之下，很多甚少踏進廚房的人都躍躍欲試，希望為每天的三餐搞點新意思。

雖然透過電話或應用程式來訂購外賣，無疑是最方便的做法，但亦有很多人把握這個機會，嘗試在烹飪和烘焙上尋找新的突破。那到底這是一個怎樣的潮流呢？

香蕉麵包絕對是目前其中一款最受歡迎的烘焙美食，為什麼呢？雖然沒有人知道箇中原因，但是香蕉本身是一種便宜，隨處都可以買到，並且易於入饌的水果。而人氣比香蕉麵包還要厲害



Feta Pasta (Getty-Elena Danileiko)





Banana Bread (freepik)

One baking favourite has undoubtedly been banana bread. Why banana bread? Who knows, but the fruit is widely available, relatively cheap, and easy to incorporate into recipes. It has since been superseded by recipes for zucchini, pumpkin and even cloud bread (which gets its name because it comes out of the oven looking like a fluffy cloud).

Another home-bake favourite to go viral has been baked feta pasta, a simple dish which sees the cheese cooked with tomatoes, garlic and olive oil before being added to cooked pasta. Meanwhile the tortilla wrap hack seems like a complete no-brainer – simply put different pizza-style toppings on each quarter of the wrap – cheese, pepperoni, tomato sauce, mushrooms etc – then fold it into quarters and pan fry until it's gooey inside. What's not to like?

Honourable mentions must also go to cocktails, especially espresso martinis and negronis, hot chocolate bombs, no-knead focaccia 'gardens', overnight oats, chicken noodle soup and much more.



Negroni

的，便不得不提利用翠玉瓜、南瓜製作的美食，甚至是雲朵麵包（因在新鮮出爐時，外觀就如一團軟綿綿的雲而得名）了。

另一款廣受一家大小喜愛的烘焙美食，就是焗菲達芝士意大利粉。這是一款簡單的菜式，製作時先將蕃茄、蒜頭和橄欖油與芝士一起烹煮，然後加入煮熟的意大利粉即可。此外，墨西哥薄餅亦是另一款簡單卻美味的小食，製作時只需將各種薄餅配料（例如芝士、意大利辣香腸、茄汁、蘑菇等）放在餅皮上，然後將餅皮對折成四分之一，再用平底鑊將餅內餡料煎至濃稠即可享用。如此美食誰能抗拒？

至於其他飲品或小食方面，熱門的選擇分別有雞尾酒，尤其是濃縮咖啡馬天尼和尼格羅尼雞尾酒、熱朱古力爆炸球、免手揉的意大利「田園」麵包佛卡夏、隔夜燕麥、雞麵湯等。





VIC'S RESTAURANTS  
Martinho Moniz  
Executive Chef





Whole seabass roasted in figueira salt crust

# A Humble Approach to Culinary Success

Photography courtesy Vic's Restaurante at Rocks Hotel Macau

Chef Martinho Moniz looks to his Portuguese upbringing while introducing a contemporary culinary experience at the renowned Vic's Restaurante at Rocks Hotel Macau

**FT(Foodtalk):** You have mentioned that as a child growing up on the family farm, you were “passed down precious family recipes of traditional cooking”. Can you give any examples of these dishes? Do you still cook them the same way?

**MM(Martinho Moniz):** I treasure my childhood memories, especially the time spent with my family and traditions passed to me as I grew up. I try my best to preserve the roots of my hometown, Barreira, Leiria, in Portugal, as

## 懷著謙卑的心走進烹飪的殿堂

在澳門萊斯酒店著名的 Vic's Restaurante 裡，主廚 Martinho Moniz 一邊分享今天的美食體驗，一邊回顧他在葡萄牙的成長經歷

**FT(Foodtalk):** 你曾經說過自己是一個在家中農場長大的孩子，因此「繼承了家族珍貴的傳統烹飪秘方」。可否列舉一下當中包括的一些菜式？你目前仍然以同樣的方法來製作這些菜式嗎？

**MM(Martinho Moniz):** 兒時的點點滴滴至今仍讓我懷念，特別是與家人相處的時光，以及在成長期間他們傳授給我的傳統知識。我的家鄉位於葡萄牙萊里亞的巴雷拉，到了今天，我一直都沒有忘記家鄉小鎮的歷史，以及當地所賦予我的文化



“I believe I represent my family's heritage and the tradition of old Portuguese cuisine, so my biggest goal is to preserve authentic dishes and flavours”

「我認為自己肩負著發揚家族歷史以及葡萄牙傳統菜式的使命，  
因此最大的目標是將正宗菜式的味道保存下來」

well as my origins. As for guidance through my cooking path, I always recall my mother, especially for dishes like bacalhau soup, seafood rice and pão de ló, cooked with fresh vegetables in our wood oven. I feel privileged to have learned so much from her.

**FT: Nazaré in Central Portugal is renowned for some of the country's best seafood. What was it like having that amazing variety on your doorstep, and were you able to bring your fish know-how with you to seafood-obsessed Asia?**

**MM:** Nazaré is well known for its natural beauty and giant waves, which combine the best of two worlds, sea and land. From the sea we are privileged to obtain amazing seafood such as monkfish and lobster, that with the knowledge passed by many generations, can create amazing, well-known dishes. Thanks to my learning how to prepare these wonderful dishes, I was able to bring them into my kitchen as far as Asia.

背景。在烹飪旅途上，我經常都會參考媽媽昔日的教導，特別是馬介休湯、海鮮飯和海綿蛋糕，以及利用木製烤爐烹煮的新鮮蔬菜。我很感激能夠從她身上學到各種不同的知識。

**FT:** 你在葡萄牙中部納扎雷的家鄉，因出產全國一些最優質的海鮮而聞名。對於能夠在家門附近找到如此豐富多樣的海鮮產品，你有什麼感受呢？你能否在亞洲這個熱愛海鮮美食的地方，將自己在魚料理方面的專業知識發揮出來呢？

**MM:** 納扎雷憑著天然翠綠的美景和水波粼粼的大海而聞名，是一個由海洋和陸地孕育出來的城市。海洋為當地帶來了鮫鰵魚和龍蝦等頂級的海鮮，人們亦因此運用代代相傳的知識，炮製出多款精彩著名的美食。很幸運我亦曾經學習過如何烹調這些菜式，才能夠將這些美味千里迢迢地帶到亞洲。

**FT:** 你曾經在葡萄牙的幾間著名餐廳裡，跟隨過一些德高望重的名廚工作。在你所有學過的知識和接受過的指導中，有什麼基本因素促使你成為今天的主廚？你是否一直期望前來澳門工作？

**MM:** 對於在烹飪旅途中所學到的知識而言，我認為忠誠



Outside dining, Vic's Restaurant at Rocks Hotel Macau



**FT:** You worked at several prestigious restaurants in Portugal, under respected chefs. Of all the lessons and advice you received, what are the fundamentals that have made you the chef you are today? And was it always your intention to come to Macau eventually?

**MM:** In terms of the lessons I learned during my culinary journey, honesty, loyalty and respect for work is the most valuable advice I rely on and share. These are what make us different and special. The spirit of adventure and the possibility of embracing new milestones and cultural knowledge were the main reasons for me to accept challenges and move to Macau. I truly appreciate the opportunity that has enabled me to work in Macau.



*Stuffed Atlantic crab*

**FT:** Vic's Restaurante is an iconic Macau restaurant. With so many good Portuguese restaurants in town, what do you, as executive chef, do to maintain its leading position? And do you consider yourself a culinary purist?

**MM:** My role at Vic's restaurant is not to instruct my staff that we are the best, but that we are different, authentic and respect and pass on the roots of true Portuguese gastronomy. I believe I represent my family's heritage and the tradition of old Portuguese cuisine, so my biggest goal is to preserve authentic dishes and flavours.



可信、尊重工作是最值得遵從和分享的核心價值，並能帶領我們創造出不一樣的成就。至於為何前來澳門工作，皆因我相信冒險精神，再加上渴求新的發展和文化知識，可能就是箇中原因。我衷心感恩能夠有機會在澳門工作。



*Traditional Portuguese cabbage soup with chorizo and fried codfish cake*

**FT:** Vic's Restaurante 是澳門一間非常出名的餐廳。事實上，這裡優秀的葡式餐廳林立，你身為行政總廚，怎樣才能保持 Vic's Restaurante 的領先地位？你認為自己在烹飪上是一個純粹主義者嗎？

**MM:** 我在 Vic's Restaurante 的職責，並不是要員工在一間最佳的餐廳裡工作，而是讓他們知道我們是一間與別不同的餐廳，並且以正宗的手法來尊重和傳承真正的葡萄牙傳統美食。我認為自己肩負著發揚家族歷史以及葡萄牙傳統菜式的使命，因此最大的目標是將正宗菜式的味道保存下來。





“ In terms of the lessons I learned during my culinary journey, honesty, loyalty and respect for work is the most valuable advice I rely on and share ”

「對於在烹飪旅途中所學到的知識而言，我認為忠誠可信、  
尊重工作是最值得遵從和分享的核心價值」

**FT:** Because of Portuguese cuisine's inherent simplicity, is it more challenging to demonstrate virtuosity in the way chefs can with French or Italian food, for example?

**MM:** I don't believe that Portuguese cuisine is simple at all. It is very well known around the world since the establishment of the spice route by travellers and merchants centuries ago, and we have renowned Portuguese restaurants in many cities around the world. I believe that those who experience our cuisine will appreciate and love it as much as French or Italian food.

**FT:** Spanish cuisine has been through several metamorphoses over the last couple of decades, from haute cuisine to molecular and now back to more traditional roots. Would you say Portuguese food has had a similar culinary evolution?

**MM:** Portuguese gastronomy is going through the same

**FT:** 葡萄牙菜式本身較為簡單，相對於法國菜或意大利菜，廚師在製作葡萄牙菜時是否較難展現出精湛的廚藝？

**MM:** 我認為葡萄牙菜一點都不簡單。自幾個世紀前旅行家和商人在世界各地買賣香料以來，葡萄牙菜便成為了全世界其中一種廣為人知的菜系，同時各大城市都紛紛設有著名的葡式餐廳。我相信任何人只要品嚐過葡萄牙菜，都將會欣賞和喜歡它的味道，就如愛上法國菜或意大利菜一樣。

**FT:** 過去幾十年，西班牙美食出現了幾次翻天覆地的變化，包括從高級美食轉變到分子料理，目前又回歸到傳統的根源。你認為葡萄牙菜有沒有發生過類似的轉變？

**MM:** 與西班牙相比，葡萄牙的地理面積較小，因此雖然葡萄牙菜式亦正在經歷著同樣的轉變，但是並沒有那麼明顯。此外，葡萄牙的人口只有1,100 萬人，因此在引入和接受新口味方面亦較為困難。葡萄牙人比較喜歡原汁原味的菜式，並將這份原味推廣至全世界（雖然葡萄牙菜未有其他歐洲菜般普及）。



“I believe my dedication and hard work, as well as my will to keep learning and evolving, are the biggest qualities of my success”

「我相信專心致志、努力不懈地工作，再加上願意學習和改進的心態，是我得到這份榮譽的最大因素」



evolution although is not so evident because it has a smaller geography compared to Spain. Also, Portugal has only 11 million people, which makes it harder to introduce and accept changes in its cuisine. People tend to stick to the original gastronomy and pass it on all over the world, although in a smaller dimension compared to other European cuisine.

**FT:** You won 'chef of the year' and 'European cuisine young chef' titles, and also awards at culinary competitions. What qualities enabled you to achieve this success? And what achievements remain unfulfilled for you? Are you interested in working in other places around the world?

**MM:** I believe my dedication and hard work, as well as my will to keep learning and evolving, are the biggest qualities of my success. While I feel very fulfilled, there is always more to accomplish every day. I love all the cuisine I prepare, and am a true food lover, no matter what culture it is from.

**FT:** 你曾經榮獲「年度最佳主廚」和「歐洲美食年輕主廚」名銜，並且在多項烹飪大賽中獲獎。是什麼特質讓你贏得這些成就？你還有什麼目標仍未達成？你希望到世界其他地方工作嗎？

**MM:** 我相信專心致志、努力不懈地工作，再加上願意學習和改進的心態，是我得到這份榮譽的最大因素。雖然目前我感到很滿足，但是每天都總會有想完成的事。我喜歡自己所製作的每一道菜式，並且時刻都衷心地熱愛美食，不會受到食物來自什麼文化背景所影響。



# Mountain Magic

The Savoie region in France is renowned for unique cuisine that takes inspiration from its close European friends, Switzerland and Italy, which it has adapted with its own traditions



*Smoked sausage*

One of our interviewees in this issue of foodtalk is Chef Arnaud Dunand Sauthier of Maison Dunand, who is inspired by the distinctive cuisine of his homeland in the Savoie region of the French Alps. But what kind of food is the region best known for?

With a wealth of lakes and rivers running through it, this part of south-eastern France inevitably offers a feast of fish dishes. These include trout, perch and char, which are often roasted with white wine, cream and shallots.

Fondue savoyarde is a popular sharing dish in the Savoie region, using local cheeses alongside others such as Gruyère, Beaufort, Emmental, and Comté melted together, with bread for dipping into the delicious

## 山澗魔法

法國薩瓦地區一向以其獨特的美食而聞名，當地的菜式取材自瑞士和意大利這兩個鄰近的歐國好友，再加入本地的傳統元素，成為別樹一格的特色菜餚

我們今期的其中一位受訪者是 Maison Dunand 餐廳的大廚 Arnaud Dunand Sauthier，而他烹調美食的靈感正正源自其家鄉 - 坐落於法國阿爾卑斯山的薩瓦地區，不過究竟這個地區最有名的菜餚是什麼呢？

這個位於法國東南部的地區得天獨厚，水資源豐富，坐擁多個湖泊，亦有多條河流流經此地，自然能呈獻一系列鮮美的魚



*Chocolate truffles*





flavours. A popular meat dish is the traditional diot, a smoked pork sausage that can be cooked in multiple ways but most commonly simmered in white wine with garlic and onions, and served with polenta and Dijon mustard.

Chocolate truffles (not the fungus variety) also originated from the Savoie region, believed to have been first created in the city of Chambéry in 1895. They are made with a chocolate ganache rolled into balls, dipped in melted chocolate and dusted in cocoa powder.

Another sweet favourite is bilberry tart, which sees a pastry base filled with the luscious fruit. With the region overgrown with the fruit during summer, it's no surprise residents have been making this dessert for years.

With deep rooted foodie traditions such as these, the region of Savoie is certainly a destination to add to your culinary travel list.

料理，例如以鱒魚、鱸魚及鮭魚等入饌，而這些魚類通常配以白酒、忌廉和紅蔥烤焗。

薩瓦地區其中一款廣受歡迎的美食就是可供多人一同分享的薩瓦芝士火鍋，當中古老也芝士、波佛特芝士、安文達芝士和康堤芝士等多款當地出產的芝士共治一「鍋」，再配以麵包，蘸上濃郁美味的芝士汁。而另一款同樣深得人心的肉類菜式就是經典的薩瓦香腸，這是一種能以不同方式烹調的煙燻豬肉香腸，不過通常會加入白酒、香蒜和洋蔥一同燉製，再配以意式波倫塔玉米粥及第戎芥末醬。

而松露朱古力（不是指菇菌類的那種松露）同樣源自薩瓦地區，據說最早於1895年在尚貝里面世。這款朱古力的製作方式是將朱古力甘納許搓成球狀，再蘸上融化的朱古力，最後灑上朱古力粉。

另一款大家都很喜歡吃的甜品是山桑子撻，這是一款佈滿香甜山桑子的糕點。由於薩瓦地區在夏季盛產山桑子，因此這種甜點能常見於當地也不足為奇。

薩瓦地區的美食傳統根深蒂固，絕對是大家美食之旅的必去目的地之一。 🍷







Signature seafood soup with Oscietra caviar, sea urchin and potato

# Passion and Perseverance

For Chef Arnaud Dunand Sauthier of Maison Dunand, celebrating seasonality, his restaurant team and adopted home of Thailand is as important as highlighting the culinary traditions of his birthplace in the French Alps

**FT(Foodtalk):** You are from the Savoie region in the French Alps, where you apparently started cooking from around 12 years old. What was it that made you want to create in this way from such an early age? Do you remember what you first cooked?

**ADS(Arnaud Dunand Sauthier):** I think simply because I loved eating. To be honest I don't really remember what I was cooking, probably just simple recipes such as quiche lorraine, pasta and that kind of thing. More important for me is the moment I start working in professional kitchens. I immediately fell in love with the ambiance and the spirit of the big kitchen team.

**FT:** You went on to work under some respected chefs such as Georges Blanc at his restaurant in Vonnas, Marc Veyrat at L'Auberge de L'Eridan and Jean-Francois Piege at Les Ambassadeurs in Paris. Can you define what you learned from these culinary giants?

## 熱誠與堅持

對 Maison Dunand 的主廚 Arnaud Dunand Sauthier 來說，除了重視時令食材、餐廳團隊成員的發展，及烹煮出集各家大成的泰國美食之外，他更希望能將故鄉法國阿爾卑斯山的烹飪傳統發揚光大

**FT(Foodtalk):** 您來自法國阿爾卑斯山的薩瓦地區，並在大約 12 歲便開始接觸烹飪。是什麼原因讓你從小便與烹飪結下不解之緣？你還記得自己首次完成的菜式嗎？

**ADS(Arnaud Dunand Sauthier):** 我相信與烹飪結緣的原因很簡單，就是喜歡美食。坦白說，我已經忘記了自己製作過什麼菜式，可能只是一些簡單的菜餚，例如法式鹹派、意粉之類。但我認為更重要的，是讓我有機會在專業的廚房裡工作，當中的環境和團隊成員的合作精神，使我深深愛上了烹飪這門藝術。



“ In 2016 when we knew Michelin was coming we totally focused on winning our first star, but were surprised to immediately receive two! ”

「2016 年，當我們發現米芝蓮即將登陸泰國時，便全力以赴希望爭取首粒星級榮譽，而且出乎意料地最後竟然得到兩粒星的評級！」

**ADS:** The first thing you learn with all the great chefs is their rigour. Every day is a new challenge. Also the passion, which they always share with their team. It may not always be easy working with outstanding chefs, but it's always worthwhile.

**FT:** You spent nine successful years at renowned restaurant Le Normandie at the Mandarin Oriental Bangkok. What was your culinary strategy when you started at this venerable establishment, which opened in 1958?

**ADS:** When I arrived at Le Normandie in 2012, I was very impressed by the restaurant and its legacy. The first task for me was to create a team capable of taking Le Normandie to even greater culinary heights. It took a few years before we were able to achieve this. But thanks to my great team – my second family as I called them – success came easily after that.

**FT:** 你曾經跟隨過一些德高望重的主廚工作，例如 Vonnas 餐廳的 Georges Blanc、L'Auberge de L'Eridan 的 Marc Veyrat，以及巴黎 Les Ambassadeurs 的 Jean-Francois Piege。你可否分享一下你從這些烹飪巨匠身上學到什麼知識？

**ADS:** 從這些傑出的主廚身上學到的首要知識，便是他們一絲不苟的態度，視每一天都是全新的挑戰，以及他們時刻感染著團隊的那份工作熱誠。雖然與出色的主廚工作並非一件輕鬆的事，但卻是事業中難能可貴的經驗。

**FT:** 你曾經在曼谷文華東方酒店的著名餐廳 Le Normandie 中工作了九年。在這間於 1958 年開業的古老餐廳工作時，你的烹飪策略是什麼？

**ADS:** 我在 2012 年加入 Le Normandie，當時餐廳本身以及它的固有特色深深吸引著我。我的第一項工作是建立一隊能令 Le Normandie 在餐飲上更上一層樓的團隊。雖然我花了幾年時間才達到這個目標，但確實多得出色的團隊所給予的支持，使我視他們如家人般看待。此後，所有工作都漸入佳境。



“ I don't really follow trends, but cook what I like to eat and use the best ingredients available from my producers at that given time ”

「我並不是一個喜歡追逐潮流的人，相反只會運用當時生產商所提供的最優質食材，來烹調自己喜歡的食物」

**FT:** During your time at Le Normandie you won two Michelin stars. Was it always your intention to make the restaurant a Michelin star winner and how did you achieve it?

**ADS:** My target was to stake our claim as one of Asia's best restaurants, but when I started at the restaurant, Michelin was not yet present in Thailand. In 2016 when we knew Michelin was coming we totally focused on winning our first star, but were surprised to immediately receive two! Of course it was wonderful, but at the same time a bit scary, as everybody immediately came to judge if we deserved this accolade or not.

**FT:** You have said that your new restaurant Maison Dunand will be a representation of your personality, inspired by your international travels and the Savoie region where you grew up. Can you explain more?

**ADS:** We will open two restaurants, a bistro which will be more casual, and a fine dining venue. For the fine dining I will be able to enjoy more creative freedom. I really want to take diners on a journey around my experiences and



*Ravioli with fondue, pine consommé and Chartreuse*

**FT:** 在 Le Normandie 工作期間，你榮獲了兩粒米芝蓮星。讓餐廳獲得米芝蓮星級評價是你一直以來追求的目標嗎？你如何達到這項成就？

**ADS:** 我的目標是希望我們能夠成為亞洲其中一間最優秀的餐廳。當我加入餐廳時，米芝蓮仍未在泰國設立星級評價。2016 年，當我們發現米芝蓮即將登陸泰國時，便全力以赴希望爭取首粒星級榮譽，而且出乎意料地最後竟然得到兩粒星的評級！這當然令我們喜出望外，但同時由於大家都爭相前來餐廳，欲親身感受我們是否值得這項榮譽，因此亦讓我們感到有點壓力。

**FT:** 你曾經表示你的新餐廳 Maison Dunand，是根據你在世界各地間遊歷的經驗，以及你長大的薩瓦地區為背景而開設，因此將能代表你的個性。請問可否解釋一下？

**ADS:** 我們將會開設兩間餐廳，分別是一間較輕鬆休閒的小酒館，以及一間高級的餐飲場所。我將能更自由地創作菜式，並且衷心希望透過美食，帶領客人體驗我的經歷以及認識我的家鄉薩瓦地區。相比 Le Normandie，我將需要改變我的烹飪風格，其中雖然會保留一些現有的招牌菜，但我亦打算創作更多新穎菜式。

“ I see many chefs around the world who think too much about beauty on the plate and not enough about the taste of the food itself. We should go back to a real food, which tastes good but may not always be ‘Instagrammable’ ”

「我發現世界各地很多廚師都過於講究菜式的美感，而忽略了食物本身的味道。  
我們應該返璞歸真，重新注重食物的味道，  
不必太講究外觀是否適合放在社交媒體上分享」

also my region of Savoie. I will need to modify the style of my cooking compared to Le Normandie –while some of the existing signature dishes will be available, I intend to create many new ones.

**FT: Can you describe how you developed your signature dish – seafood soup with Oscietra caviar, sea urchin and potato?**

**ADS:** When I arrived at Le Normandie there was a signature dish that had been created in 1978 by renowned French chef Louis Outhier, consisting of caviar and scrambled eggs. It was good, so I kept it, but after some time I started to think how I could make it even better. I took the classic French caviar and potato recipe and created a dish around it, making it lighter and more umami with the addition of fresh uni (sea urchin). It's a signature but also pays homage to French cuisine with the incorporation of classic Champagne sauce.

**FT: Your hometown of Savoie's location close to Switzerland and Italy must produce unique cuisine. What are some specialties, for those not familiar with it?**

**FT:** 你可否形容一下你是怎樣創作招牌菜式「奧賽佳魚子醬、海膽配薯仔海鮮湯」？

**ADS:** 在我加入 Le Normandie 時，餐廳已擁有一款在 1978 年由著名法國大廚 Louis Outhier 創作，以魚子醬和炒蛋製作而成的招牌菜式。這道菜式相當美味，因此我將它在餐單上保留下來。而在不久之後，我便決定構思如何才能令這道菜式更上一層樓。於是我運用了經典的法國魚子醬和薯仔食譜來創作一道菜式，並添加了新鮮的 uni（海膽）使味道更輕盈鮮味。我在這款招牌菜中加入了經典的香檳醬，藉此向法國美食致敬。

**FT:** 你的家鄉薩瓦位置鄰近瑞士和意大利，因此定必擁有獨特的美食。可否為不熟識這些美食的朋友，列舉一些特色菜式？

**ADS:** 1892 年之前，薩瓦、皮埃蒙特和部分瑞士地區都屬於同一個王國。此後這些地方雖然分道揚鑣，但是我們亦能在彼此的美食中找到很多相似之處，其中包括芝士、冷盤、燉肉等等。在薩瓦，我們會製作玉米粥和意大利粉，就如瑞士和意大利奧斯塔谷的火鍋芝士一樣。這些都是簡單輕鬆的菜式，主要以湖魚、融化芝士和香草為材料。

**FT:** 在曼谷居住了接近 10 年，當地有什麼最吸引你？過去幾十年，當地的食物成為了全世界其中一些最受歡迎的美食，你對這些美食有什麼看法？





**ADS:** Before 1892, Savoie, Piedmont and a part of Switzerland was a same kingdom. We were later divided but you can still find a lot of similarities in our cuisines. This includes cheese, cold cuts, ragout and more. In Savoie we use polenta and pasta, in the way we have fondue cheese like in Switzerland and Aosta Valley in Italy. These are simple and comforting dishes, mainly based on lake fish with melted cheese and herbs.

**FT:** Having lived in Bangkok for almost 10 years, what do you like about the city? How do you feel about its food, which has become one of the world's most popular cuisines over the past couple of decades?

**ADS:** I love Thai food and Thailand in general. Bangkok is such a vibrant city, full of energy. The dining scene here really received a boost when Michelin arrived. Of course, traditional Thai food was already perfect, but now we can see the emergence of Thai fine dining, using the country's best ingredients to create new dishes while retaining the original taste and principles. In 10 years Thai food will without question be one of the world's great cuisines.

**FT:** What is your philosophy towards seasonal produce, do you use it as far as possible, or is it impossible to create a top-quality menu without resorting to using out of season ingredients?

**ADS:** I only use seasonal products. While my menus change from day to day, I consistently follow the seasonality of the countries where I obtain my ingredients. This always been very important for me.

**FT:** Sustainability has also become a buzz word in the culinary world – how does this impact what you do?

**ADS:** While I use 80% imported products, mostly from France and Japan, I am totally bio-sustainable, with meat and vegetables coming from small farms in France, and fish sustainably line caught from small boats. Unfortunately, it all needs to be brought in by air. While it is still difficult to find consistent quality produce in Thailand, over the past 10 years I have seen a lot of improvement and am using more and more local ingredients.

**FT:** What culinary trends have you recently observed or anticipate over the coming months?

**ADS:** I don't really follow trends, but cook what I like to eat and use the best ingredients available from my producers at that given time. The culinary scene is too gimmicky; I like to give my guests food which creates pleasure and comfort and reminds them of their childhood or travels. I see many chefs around the world who think too much about beauty on the plate and not enough about the taste of the food itself. We should go back to a real food, which tastes good but may not always be 'Instagrammable'.



**ADS:** 我很喜歡泰國，亦鍾情於泰國菜。曼谷是一個朝氣勃勃、活力十足的城市。當米芝蓮登陸泰國時，這裡的餐飲質素確實有所進步。雖然傳統泰國菜本身已是相當出色的菜系，但是當運用當地最優質的食材來創作更多新穎的菜餚，同時保留原有的味道和特色時，泰國美食可謂百花齊放。在未來10年，泰國美食無疑將會成為世界一流的菜式。

**FT:** 你對時令食材有什麼見解？你會盡量運用時令食材嗎？如果不依靠時令的食材，便無法炮製出一流的菜式嗎？

**ADS:** 我只會運用時令的產品。雖然我每天都會安排不同的菜單，但時刻都會按照食材供應國家的季節性來製作菜式，這是我必定會遵照的原則。

**FT:** 在烹飪界，可持續發展已成為了一個相當流行的用語，這對你帶來了什麼影響？

**ADS:** 雖然我採用的食材有80%都是進口產品，主要來自法國和日本，但是我完全支持生物可持續的方針。因此我們餐廳的肉類和蔬菜皆來自法國的小農場；而鮮魚則是從漁船上以可持續魚線捕獲的魚類。很可惜，這些食材都需要以空運方式運送。雖然在泰國仍然很難找到品質能保持一致的產品，但在過去10年，我看到本地產品已大幅改善，同時我亦選用了越來越多本地食材。

**FT:** 據您最近的觀察，或者你預料在未來幾個月裡，烹飪界會出現哪些趨勢？

**ADS:** 我並不是一個喜歡追逐潮流的人，相反只會運用當時生產商所提供的最優質食材，來烹調自己喜歡的食物。烹飪的潮流太花巧了，因此我喜歡為客人準備能帶來快樂和舒適的食物，讓他們能藉此懷緬昔日或旅行時的美好時光。我發現世界各地很多廚師都過於講究菜式的美感，而忽略了食物本身的味道。我們應該返璞歸真，重新注重食物的味道，不必太講究外觀是否適合放在社交媒體上分享。🍴

## 15 Years of Excellence



PastryGlobal Food Service Limited has marked its 15th anniversary on 1 February 2022. Along the journey, we have experienced many highs, some lows, and lots of challenges. Throughout, it is a credit to both former and present PastryGlobal colleagues alike! The team has shown concerted efforts, enduring diligence, and flexibility to making worthy contributions to achieve the accomplishments we take pride in today. Without their dedication, PastryGlobal would not have achieved its vision. Looking forward to the many years to come as we continue to work side by side to achieve even greater success!

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*Pastry* Global Food Service Limited  
嘉寶食品有限公司

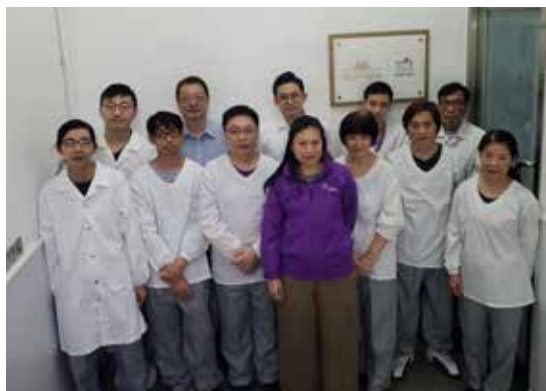
嘉寶食品有限公司於2022年2月1日迎來成立15週年的大日子。回顧這旅程，我們經歷了許多順境、逆境和挑戰。在此，我們多謝嘉寶每位一起走過、共事過的同事！全賴整個團隊齊心協力、勤奮不懈、靈活打拼、造就了嘉寶今天引以為傲的成績；沒有他們的投入和努力，嘉寶就無今天的成就。期待著未來的許多年裡，我們繼續並肩工作，再創佳績！



PastryGlobal Team Photo



# ce - Leading the Way









Beef fillet with black truffle

# An Appetite for Innovation

Taking a distinctly modernist approach to the restaurant industry, Eric Jiacheng Hu, Executive Chef, V11 Steak, with Shihao Catering Management Company, explains how his chain of steak restaurants have become so successful

Photography courtesy V11 Steak, Shihao Catering Management Company

**FT(Foodtalk):** You studied at the Culinary Institute of America, regarded as one of the top culinary schools in the USA – can you describe that experience and what you gained from it?

**EJH(Eric Jiacheng Hu):** The experience at the Culinary Institute of America greatly broadened my horizons, enabling me to gain knowledge about the best cooking equipment and latest cooking methods of the time. As well as being able to systematically master and consolidate my professional cooking knowledge, I learned to innovate cuisine more scientifically as part of my research and development process.

**FT:** You spent around ten years working at steakhouses earlier in your career – is that where you developed your

## 對創新的渴求

世豪餐飲管理公司旗下的 V11 Steak 餐廳行政總廚 Eric Jiacheng Hu，以獨特的現代主義經營手法，將連鎖牛扒餐廳經營得有聲有色

**FT(Foodtalk):** 你曾經入讀美國其中一間頂級的烹飪學校「美國烹飪學院」，可否描述一下你的學習經歷以及從中有什麼收穫？

**EJH(Eric Jiacheng Hu):** 在「美國烹飪學院」學習讓我眼界大開，並有機會接觸到各種最頂尖烹飪工具和學習最新的烹飪技巧。除了能夠有系統地掌握和增強我的專業烹飪知識外，我亦學會了以較科學的方法，透過研發來創作新的菜式。

**FT:** 事業初期，你花了約十年時間在牛扒餐廳裡工作。你是否在當時便培養出對牛扒的熱愛，以及讓你朝著這個方向發展？

“ I don't think I have had a magic code behind our success! It is more about sticking to our original plan, and steadily moving forward to achieve this goal ”

「我一直都不認為成功背後存在一條神奇的方程式！  
相反，我們致力按照計劃經營，以逐步朝著目標邁進」

**passion for steak, and inspired your venture in this area?**

**EJH:** It wasn't then that I developed the passion; to be honest during that time I regarded steak as just like any other delicacy. But it was because of this experience that I gained a deeper understanding of steak and the different cuts and cooking methods. I learned it takes professional skills to cook steak well, every time. Accumulating knowledge and experience in a competitive market allowed me to gradually develop my passion for both steak and the wider food industry.

**FT: Can you explain why you co-founded Shihao Catering Management Company in 2013? What was the business opportunity you identified?**

**EJH:** At that time, while seeking business opportunities, I felt western food had very promising prospects in Shenzhen's catering market. So I decided to start my business specialising in this sector, and combined my 10 years of professional experience with a team with common aspirations and business philosophy.

**EJH:** 事實上，那時我還沒有愛上製作牛扒。當時我認為牛扒和其他美食沒有什麼分別。但正是因為當時的經歷，讓我對牛扒以及不同的部位和烹飪方法有了更深入的了解，並且認識到每份牛扒都需要專業的廚藝，才能烹調得盡善盡美。激烈的競爭環境讓我累積了不少知識和經驗，因而漸漸對牛扒以至餐飲業產生了一份情愫。

**FT:** 您可以分享一下為什麼會在 2013 年與朋友共同創立世豪餐飲管理公司呢？當時你發現到什麼商機？

**EJH:** 在正值尋找商機之際，我發現西餐在深圳的餐飲市場中大有可為。因此決定透過與一個擁有共同目標和經營理念的團隊合作，並憑藉我 10 年的專業經驗，從這方面入手開展我的業務。

**FT:** 你經常往返國內外不同地方，以在成立自己的餐飲集團前先研究世界各地不同類型的餐廳。那麼你在研究中有什麼發現是能夠在經營期間付諸實踐？

**EJH:** 不論在本地還是海外，雖然所有成功的餐廳在經營時某程度都會推陳出新，但我認為他們都有一個共通點，就是時刻







Smoked salmon tart

“ Customers are now interested in the entire restaurant experience, and increasingly demand authentic, high quality cuisine ”

「客人現在很注重整體的用餐體驗，並越來越講究正宗的味道和食物的質素」

**FT:** You travelled extensively, home and abroad, to research as many kinds of restaurants as possible before setting up your own F&B group. What were your key findings which you then put into practice?

**EJH:** I believe all successful restaurants, whether domestic or overseas, and in spite of their often considerable variations, have one thing in common. They always focus on how to meet the needs of their diners, providing the best quality food possible. After I opened my own restaurant, I adhered to these principles in terms of research and development.

**FT:** After setting up Shihao Catering you created the Shihao Steak brand, followed by the V11 steak brand, which now has nine outlets. How do you differentiate between the two brands? How has V11 become so successful?

**EJH:** In terms of product structure, there is little difference between the two brands. For customer demographics, V11 steak diners tend to be younger, which was our original intention, creating the brand specifically to attract this age group consumer. Since starting my business in 2013, I don't think I have had a magic code behind our success! It is more about sticking to our original plan, and steadily moving forward to achieve this goal. In the face of

都會致力滿足客人的要求，並盡量提供最優質的食物。在我開設了自己的餐廳後，在研發方面我一直都遵照著這個原則。

**FT:** 在成立世豪餐飲管理公司後，你設立了世豪牛扒品牌，之後還有 V11 牛扒品牌，目前分店已達九間。你會如何區分這兩個品牌？為什麼 V11 能擁有如此驕人的成績？

**EJH:** 在產品結構方面，兩個品牌之間有著細微的分別。從客人年齡層來看，V11 以年輕食客為主，而這亦是我們原先的計劃，務求將它經營成為一個專門以年輕消費者為對象的品牌。自從在 2013 年成立自己的業務以來，我一直都不認為成功背後存在一條神奇的方程式！相反，我們致力按照計劃經營，以逐步朝著目標邁進。即使面對競爭和誘惑，我們亦傾向謹慎經營，而不是倉卒行事。

**FT:** 牛扒這個行業，包括牛扒餐廳以及一系列的肉類採購工作，過去幾年的發展相當蓬勃。你認為背後的原因是什麼？

**EJH:** 如此驚人的增長，我相信背後有兩個原因。首先，本地市場對肉類的需求不斷增加；第二，生活水平提升，令更多人明白到牛肉在健康和營養上的價值。

**FT:** 在餐飲業裡，你一直都支持創新。可否提供一些例子以說明你如何在經營中發揮創新能力？你亦相當注重可持續發展和避免浪費食物，可否描述一下在實際經營中這起著什麼作用？

**EJH:** 我們嘗試為傳統的中式美食加入創新元素，並尋找方法以能更有效地運用食材。此外，我們亦透過運用西方食材來開

“Reducing waste is part of the eco-friendly lifestyle we follow,  
and an effective measure in promoting sustainable development”

「減少浪費不僅是環保生活方式的一部分，亦是促進可持續發展的有效措施」



competition and temptation, we have played safe rather than against making hasty moves.

**FT: The steak industry, including both steakhouse restaurants and availability of a wide range of meat to purchase, has grown exponentially over the past few years. Why do you think this is?**

**EJH:** I think there are probably two reasons for this dramatic increase. Firstly the growth of meat consumption in the domestic market, and secondly, the improvement of living standards, so that many more people recognise the health and nutritional value of beef.

**FT: You are a big fan of innovation in the food industry. Can you give some examples of how you employ this in your businesses? Sustainability and avoiding food waste are also import to you, can you describe what this means in real terms?**

**EJH:** We look to innovate traditional Chinese cuisine, and improve how we utilise ingredients more effectively. We have also introduced many ingenious innovations with Western ingredients. The cheese-beef pancake we have developed, for example, has become our best-selling dish. Customer have loved all the new dishes they tried at our

創新的菜式。舉例而言，我們研發的芝士牛肉煎餅已成為最暢銷的美食，而且我們餐廳提供的所有新菜式，客人都相當喜歡。在可持續發展方面，避免浪費食物無疑是相當重要的一環。需知道地球資源有限，對食物的不合理需求和浪費，只等於以不可接受的方式將這些資源消耗掉。減少浪費不僅是環保生活方式的一部分，亦是促進可持續發展的有效措施。

**FT: 你說過自己很注重食物的天然味道。在你分店裡用餐的客人，對此有什麼看法？**

**EJH:** 客人現在很注重整體的用餐體驗，並越來越講究正宗的味道和食物的質素。為了給客人良好的第一印象和滿足他們的需求，不論是創新規劃和研究過程，還是實際的烹調程序，我們都會盡量保留食物獨特和天然的風味。客人經常向我們說世豪牛扒的食物既好味亦價錢相宜，因此相信我們的經營方向十分正確。







Miso cod

restaurants. In terms of sustainability, there is no doubt that avoiding food waste is vital. Unreasonable demand and food waste represents an unacceptable consumption of limited resources. Reducing waste is part of the eco-friendly lifestyle we follow, and an effective measure in promoting sustainable development.

**FT: You have mentioned that the natural taste of food is crucial to you. How would customers see this when they dine at your outlets?**

**EJH:** Customers are now interested in the entire restaurant experience, and increasingly demand authentic, high quality cuisine. To make a good first impression, and satisfy our diners, we retain unique and natural flavours as much as possible, both in our innovative planning and research process as well as the actual cooking itself. We often receive customer feedback that the food at Shihao Steak is tasty and affordable, so feel we are on the right track.

**FT: You are planning to open two new Shihao stores in 2022, focusing on F&B trends and current innovations. Can you give examples of what we can expect to see?**

**EJH:** It is precisely because of consumers' increased appetite for new culinary trends that as catering practitioners we should keep up with this expectation and constantly look to develop our product structure. As well as taking this approach at our new restaurants, customers can expect to taste a variety of Chinese flavours.

**FT: What's your favourite steak cut, and the perfect way to cook it?**

**EJH:** I prefer a well-marbled rib-eye, charcoal-grilled in the traditional way!

**FT:** 你計劃在 2022 年開設兩間新的世豪分店，並以餐飲潮流和創新為主要賣點。你能列舉一些例子，以讓大家可以期待一下嗎？

**EJH:** 由於消費者對餐飲新潮流的需求越來越大，因此身為餐飲從業人員，我們必須緊貼他們的期望，以不斷發展我們的產品。客人除了可在我們的新餐廳中體驗到嶄新的餐飲潮流外，亦將能品嚐到各種不同的中式風味。

**FT:** 你最喜歡牛扒的哪個部位？最佳的烹調方法是什麼？

**EJH:** 我喜歡利用傳統的方法，烤製脂肪分布均勻的紋肋眼扒！👏



## Angliss Appreciation Dinner Leaves Delicious Aftertaste

An evening of great food featuring Président and Galbani ingredients alongside fun entertainment was enjoyed by an appreciative audience of catering and baking customers

A warm and lively appreciation dinner was recently held by Angliss Beijing Food Service Limited and Président at At Cafe in Beijing. Many customers from the catering and baking sector were invited.

After the event's opening, speeches were delivered on stage by Angliss Beijing Food Service Limited General Manager Hui Ding and Lactalis North China Regional Food Service Manager Hui Liu.

Participants were then served mouthwatering dishes incorporating a typically stylish French touch, including cheese platters, creamy duck liver mousse, roasted veal avocado salad, French seafood cream soup, slow-cooked beef tenderloin, tender roasted herb lamb chops with organic vegetables and margherita pizza. Three innovative desserts were also presented to appreciative diners: no-bake cheesecake, mille-feuille, and black sesame mousse.

Ingredients used to create the superb dishes included butter, cream cheese and light



### “總”伴身旁答謝宴 令你回味無窮

一個以法國總統品牌和格巴尼品牌法式菜式主為題，配合有趣互動遊戲的答謝晚宴，獲得餐飲和烘焙客戶的讚賞

安得利北京與法國總統品牌在北京愛特咖啡舉辦了一場溫馨熱鬧的答謝晚宴，並邀請了眾多餐飲及烘焙客戶等參加。

晚宴開場後，安得利（北京）食品貿易有限公司總經理丁暉、蘭特黎斯華北區餐飲經理劉慧分別於台上致辭發言。

現場為大家準備了一系列法式特色的佳餚，包括芝士拼盤、奶油鴨肝慕斯、烤小牛肉牛油果沙律、法式海鮮忌廉濃湯、低溫慢煮精備牛柳、嫩烤香草小羊排配有機蔬菜、瑪格麗特





cream from Président, while the fresh mozzarella and mascarpone cheese were from Galbani. The guests were able to taste the delicious food while having a great time chatting with industry colleagues.

Throughout the evening, small gifts were also presented to guests, while other activities such as a lucky draw and interactive games also took place. The highly enjoyable dinner ended on a note of laughter and fun.



薄餅，還有免焗芝士蛋糕、千層酥、黑芝麻慕斯三款創新甜品。

菜式呈現了總統品牌的牛油、忌廉芝士、淡忌廉，以及格巴尼品牌的新鮮馬蘇里拉芝士、馬斯卡彭芝士等產品在不同菜式中的應用。賓客們品嚐著美味食品，相談甚歡。

是次答謝晚宴亦為到場賓客精心準備了小禮物，晚宴過程中還有抽獎環節及遊戲互動等等，答謝晚宴於賓客們的歡聲笑語氣氛中完滿結束。🍷

## Angliss Guangzhou Stages Successful Winter Meat Tasting Conference

Angliss customers wowed by superb quality New Zealand and Australian meat brands including exquisite grain-fed sirloin, Wagyu, tenderloin and lamb shoulder

Angliss Guangzhou recently held Angliss Delicious Discovery's Winter Meat Tasting Conference at Feast Restaurant at Sheraton Guangzhou Hotel.

Kicking off the event, General Manager KK Tse gave the opening speech and invited Deputy General Manager Vivian Yeung to introduce the development history of Angliss Guangzhou to current and new customers. Jerry Shen, General Manager of Meat Business Development, Angliss Greater China, then presented the three major meat brands being highlighted: New Zealand Silver Fern, Australian Austige and Stoneblack, and performed an impressive meat cutting show.

Following the cutting, renowned western cuisine chef Liu Yahui came on stage and cooked six dishes for the guests. These included grilled Australian grain-fed sirloin, pan-fried Wagyu beef chuck roll cube, and



### 廣州安得利圓滿舉辦 冬季肉類品鑒會

由紐西蘭和澳洲優質肉類品牌帶來的上等谷飼西冷、和牛、牛柳和羊肩，均令安得利的顧客讚不絕口

廣州安得利近日於廣州粵海喜來登酒店的 Feast Restaurant，舉辦了 Angliss Delicious Discovery 冬季肉類品鑒會。

品鑒會開始時，廣州安得利總經理謝國基先生先向在場人士致辭，並且邀請廣州安得利副總經理楊玲女士，向一眾新舊顧客分享廣州安得利的發展歷史。







red wine-braised New Zealand Silver Fern lamb shoulder. The guests were full of praise for the exquisite dishes.

At the end of the event, Angliss sales staff and the chefs discussed the products and dishes with the many enthusiastic and impressed guests.

之後，安得利大中華區肉類業務發展總經理沈志龍先生，為大家介紹了三大重點肉類品牌，分別是：紐西蘭銀蕨、澳洲 Austige 和 Stoneblack，並且即場示範了出色的切肉功架。

示範環節後，著名的西餐名廚劉亞輝先生上台為來賓炮製了六款菜式，當中包括扒烤澳洲谷飼西冷、香煎和牛上腦粒，以及紅酒燉紐西蘭銀蕨羊肩，讓來賓大讚不已。

在品鑒會臨近尾聲時，賓客們踴躍地與安得利的銷售人員和主廚，並熱切地分享了對各種產品和菜式的意見。👏





### Mosu Hong Kong brings the ‘mmm’ to M+

The latest international outlet of two Michelin-starred Mosu Seoul, Mosu Hong Kong will open at the new museum of visual culture, M+, in late March. Featuring primarily seasonal tasting menus, the 40-seat restaurant will adopt signature elements from Mosu Seoul, in partnership with local hospitality group Lai Sun Dining. Mosu Hong Kong will be helmed by Korean head chef Shim Jung Taek.

[www.mplus.org.hk/en/mosu-hong-kong](http://www.mplus.org.hk/en/mosu-hong-kong)

### Mosu Hong Kong 為 M+ 帶來「mmm」

萬豪國際有限公司聯同 Rackson Hospitality Sdn. Bhd 開設檳城機場艾美酒店，提供 186 間客房和 14 間套房。此外，酒店亦將會帶來不拘一格的餐飲選擇，當中包括由一間全天營業的餐廳所提供的歐亞時尚美食自助餐、一間特色餐廳、一間提供新鮮烘焙糕點的咖啡廳，以及富有酒店品牌特色的 Latitude 酒吧。

### The Coffee Academics expands production capacity

Hong Kong's leading home-grown coffee brand The Coffee Academics has opened a new 12,000 sq ft roasting facility incorporating three state of the art Dutch coffee roasters that treble its production capacity. The Coffee Academics was also recognised with a 5-star rating by the Hong Kong Consumer Council. The brand now has the largest production capacity of any Hong Kong coffee company.

[www.the-coffeeacademics.com](http://www.the-coffeeacademics.com)



### The Coffee Academics 提升產量

香港頂尖的自家製咖啡品牌 The Coffee Academics，開設了一座佔地 12,000 平方尺的全新烘焙工場，當中設置了三部先進的荷蘭咖啡烘焙機，令他們的產量提升了三倍。此外，The Coffee Academics 亦獲香港消費者委員會給予 5 星級評價。在香港眾多咖啡公司中，The Coffee Academics 目前已成為產量最高的品牌。



## Michelin Guide gets a green star

The 2022 edition of the Michelin Guide has been announced, with 71 starred restaurants in Hong Kong and 15 in Macau, including 11 new additions or promotions to the list. This year's awards also included the new Green Star category, celebrating restaurants using sustainable practices, such as Roganic, which is committed to locally-sourced produce, a zero-waste policy and in-house herb and microgreen garden.

<https://guide.michelin.com/hk/en>



## 米芝蓮指南新增綠星類別

2022 年版的《米芝蓮指南》經已公布，分別在香港涵蓋了 71 間星級餐廳，以及澳門的 15 間，其中有 11 間是新入圍或星級得到提升的餐廳。此外，今年的獎項亦包括了新增設的綠星類別，以表揚推行可持續發展原則的餐廳。其中致力採購本地產品，推行零浪費政策，以及設有自家香草和微型菜園的 Roganic 餐廳，便是一個例子。

## East meets West at Rollie

The DPT Group has opened casual American-Japanese sushi restaurant Rollie, inspired by both the West Coast and Far East. Rollie comes from the group behind CARBS, a Detroit-style pizza joint. CARBS's second venture infuses the hip-hop and skate culture of the West Coast with the temaki (hand rolls), of Japan, with chef counter so diners can enjoy sushi-rolling at its finest.

[www.rolliehk.com](http://www.rolliehk.com)



## 東西匯聚在 Rollie

The DPT Group以西岸和遠東地區的文化為靈感，開設了一間休閒的美日式壽司餐廳 Rollie。Rollie 是由 CARBS（一間具有底特律風格的薄餅店）背後的團隊策劃，並成為了他們第二個餐飲業務，務求將西岸的 hip-hop 和滑板文化，與日本的 temaki（手捲）和廚師櫃檯特色融合起來，讓客人能品嚐到最頂級的壽司卷。

## city'super holds 23rd Annual Sake Fair

Hong Kong gastro-market city'super recently presented the 23rd edition of its annual 'Sakagura Fair', themed after a tourist trail visiting Japan's iconic breweries, with promotional offers and prizes at its four Hong Kong gastromarkets. Visitors were invited to discover over 300 sake and liqueur brands including some new to the Hong Kong market, appealing widely to both beginners and connoisseurs.

[www.citysuper.com.hk](http://www.citysuper.com.hk)

## city'super 舉辦第 23 屆清酒祭

香港美食市場 city'super 最近舉辦了第 23 屆「清酒祭」，並以參觀日本著名啤酒廠的旅遊路線為主題，在旗下四間美食市場提供多項推廣優惠和豐富獎品。活動期間，訪客將能認識到超過 300 個清酒和利口酒品牌，包括一些新引進香港市場的品牌。無論是清酒初哥還是專家，都紛紛慕名前來朝聖。





### Marina Bay Sands US\$1 billion reinvestment focuses on dining

Marina Bay Sands has embarked on a major reinvestment programme, spanning hotel rooms and suites, with a focus on new food and beverage offerings, as the recovery of global tourism continues. Dining concepts include a spectacular line-up of celebrity chef and signature restaurants, including Wakuda, created by legendary Chef Tetsuya Wakuda and restaurateur John Kunkel of the 50 Eggs Hospitality Group

[www.marinabaysands.com](http://www.marinabaysands.com)

### 濱海灣金沙酒店重新投資 10 億美元，大力發展餐飲服務

隨著全球旅遊業日漸復甦，濱海灣金沙酒店已展開了一個大型的再投資計劃，當中涵蓋酒店房間和套房，並將主力發展全新的餐飲體驗。其中的餐飲概念邀請了多位名廚和多間特色餐廳坐陣，包括由傳奇級主廚 Tetsuya Wakuda 創立的 Wakuda，以及 50 Eggs Hospitality Group 的餐廳老闆 John Kunkel。



### Priority Pass and Thai Provide Premium Lounge in Thailand

Leading traveller experiences programme Priority Pass has announced a partnership with Thai Airways, which will see Priority Pass members gain access to three premium domestic Royal Orchid lounges at Phuket International Airport, Chiang Mai International Airport and Suvarnabhumi Airport. Visitors will be able to enjoy authentic Thai food, unique Thai ambience and the charm of Thai hospitality.

[www.collinsongroup.com](http://www.collinsongroup.com)

### Priority Pass 與泰航合作在泰國提供機場貴賓室

頂尖旅遊體驗計劃 Priority Pass 宣布與泰航合作，讓 Priority Pass 會員可在布吉國際機場、清邁國際機場及素萬那普機場，享用當中三個尊貴的皇家蘭花候機室。訪客將能藉此品嚐泰式正宗美食，感受獨特的風土人情，以及體驗熱情待客的魅力。



## Mandarin Oriental opens 'eccentric Izakaya'

Mandarin Oriental Hyde Park in London has completed its latest renovation programme and unveiled a new dining concept, The Aubrey London. The Aubrey London, which replaces Bar Boulud, is described as "an eccentric Izakaya" with two distinct bar experiences and accompanying Japanese cuisine. This is a partnership with Maximal Concepts, the award-winning international restaurant group with its roots in Hong Kong.

<https://mandarinoriental.com/London>



## 文華東方酒店開設「奇特的居酒屋」

倫敦海德公園文華東方酒店最近的翻新工程經已竣工，並推出了一個名為「The Aubrey London」的全新餐飲概念。獲譽為「奇特的居酒屋」的 The Aubrey London 是與 Maximal Concepts (一個以香港為基地的著名國際餐廳集團) 合作營運，目前已取代了 Bar Boulud，為客人提供日式美食和兩種截然不同的酒吧體驗。

## Asia's best female chef award announced

Japanese chef Natsuko Shoji of Été is the 2022 recipient of Asia's Best Female Chef Award. Voted for by the 300-plus members of Asia's 50 Best Restaurants Academy, Shoji will be honoured as part of the 10th annual Asia's 50 Best Restaurants awards. Blending fashion and gastronomy, her delicate creations have earned acclaim from celebrities and renowned chefs.

[www.theworlds50best.com](http://www.theworlds50best.com)



## 亞洲最佳女主廚大獎公布

來自 Été 餐廳的日本主廚 Natsuko Shoji，獲選為亞洲最佳女主廚大獎的得獎者。Shoji 是由亞洲 50 大餐廳學院的 300 多位成員投選出來，並將於第 10 屆年度亞洲 50 大餐廳大獎中，獲授予這份榮譽。她將時尚與美食二合為一，精緻的菜式獲得一眾名人和著名廚師讚不絕口。

## The Standard to open Asian flagship with extensive F&B

The Standard brand's flagship hotel The Standard, Bangkok Mahanakhon, will open May 2022. Located in Bangkok's central business district, the property offers 155 rooms and an array of restaurant, lounge, bar and nightlife offerings. These include the Standard Grill and Thailand's first Mott 32, as well as cocktail venue The Parlor, while the rooftop will house Ojo, a Mexican inspired restaurant.

[www.standardhotels.com/bangkok/properties/bangkok](http://www.standardhotels.com/bangkok/properties/bangkok)

## The Standard 開設提供多元化餐飲體驗的亞洲旗艦酒店

The Standard 品牌的旗艦酒店 The Standard, Bangkok Mahanakhon 將於 2022 年 5 月開幕。酒店位於曼谷的中心商業區，提供 155 間客房和一系列餐廳、酒廊、酒吧和夜生活熱點，其中包括 Standard Grill、泰國首間 Mott 32，以及雞尾酒酒吧 The Parlor，而酒店天台則設有墨西哥特色餐廳 Ojo。





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# foodtalk

Angliss Food Service is proud to represent the following brands for Greater China markets. We have offices in Hong Kong, China, Macau, Malaysia and Singapore to serve all food service and retail customers.

Hong Kong Partners:





Hong Kong & China Partners: \_\_\_\_\_



DAIRYMONT



China Partners: \_\_\_\_\_



Own Brands: \_\_\_\_\_



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