

OUR COMMON SKY

A journey since 1963

WHERE
EAGLES
FLY



OUR
COMMON
SKY
Where Eagles Fly

Great Eagle Centre, 1983



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Great Eagle Centre, 2023



OUR COMMON GROUND

With its roots as a humble fishing village and salt producer,
Hong Kong drew little attention to itself before the turn of the 19th century.
At the beginning of the twentieth century, the population stood at less than 400,000.
However, just before and after the outbreak of the Sino-Japanese War,
Hong Kong became a refuge for thousands fleeing Mainland China.
As Britain increased its focus on tea, silk and trade for other commodities
from China and the Far East, Hong Kong developed into a common ground,
drawing people from Mainland China and other nearby regions
who came in search of new business opportunities and better lives.
Hong Kong's population continued to grow
substantially until the Japanese invasion in 1941.

Mr Lo Ying Shek

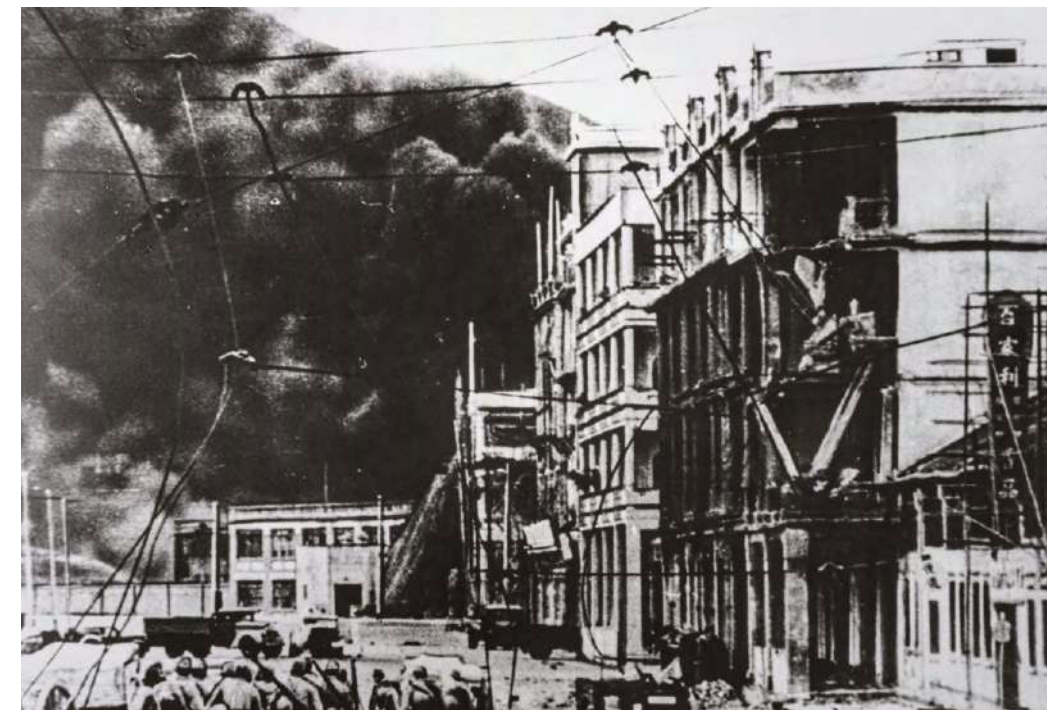
Founder of the Great Eagle Group





A city in flames

Hong Kong, 1940s to early 50s



In 1941, Japan occupied Hong Kong. Severe food shortages forced many residents to flee to Mainland China, resulting in the emigration of more than a million people.

Following World War II and the Japanese occupation, Hong Kong lay in ruins. With many buildings damaged or destroyed, residents faced a severe shortage of living quarters, and especially low-cost housing.

The situation intensified with the return of residents who fled during the war and occupation. As a result, many were left homeless.

Opposite: Cochrane Street, Central District, 1941- courtesy of The University of Hong Kong Libraries. *Above:* Japanese forces advancing in North Point, 1940s - courtesy of Public Records Office, Government Records Service.

A city reborn Hong Kong, mid 1950s to 70s

In Hong Kong, large-scale industrial development began to take root in 1951, reshaping the city's economic structure.

The pace of growth began to gather momentum in 1955, and accelerated in the mid 1960s. Existing industries continued to prosper, while new trade sectors emerged and thrived. From 1963 to 1970, the number of factories increased by 67% and the number of workers increased by 15%.



Above: Queen's Road Central, 1965. *Opposite:* Central District & Victoria Harbour, 1950s - courtesy of The University of Hong Kong Libraries.



A self-made man starting from scratch

At the age of 7, Mr Lo Ying Shek left his hometown in China with his father, who went overseas to seek his fortune. That was not unusual in the 1920s, when many Chinese left their families behind to make their livelihoods – travelling to Southeast Asia, including Thailand.

After moving to Thailand, Mr Lo did not receive a formal education as he had to work long hours every day to help out his family, including a job making shrimp paste when he was only 14. Despite this, he studied hard and learned quickly – covering a few years' worth of syllabus material in only a year. However, life was hard and the family was poor.

Eventually, the Lo family opened a small shop trading in groceries and textiles. As the eldest son of the family clan, Mr Lo headed the family business as it branched out to Shanghai, Guangzhou and Hong Kong.

Despite the growth of the family business under his leadership, Mr Lo had his eyes set on bigger achievements.

In 1938, he left Thailand and emigrated to Hong Kong with his wife Madam Tao Soh-ngun (also known as Madam Lo To Lee Kwan). Their only possessions were ten thousand dollars, big hearts and indomitable spirits. Like many new Hong Kong residents, he rented a small 80 sq. ft. room, sharing a cramped old flat with common utilities.

Life in a new city was difficult – especially as he only spoke Teochew and a little Thai dialect – but he was no stranger to hardship. Learning on his past experience, Mr Lo opened a trading shop for the Lo family in

Sheung Wan called Lo Shui Hing.

The shop was a success and soon expanded into trading of other profitable commodities. By 1950, he had opened two textile factories to complement his growing retail trade; and by 1955, he had made his first HK\$1 million. With a

prudent and pragmatic approach – and by keeping his eyes and ears open – Mr Lo diligently saved up capital for future opportunities.

During the Japanese occupation of Hong Kong, many homes and houses were destroyed or left to decay as the population fled the city. When people began to return after the war, they faced a severe shortage of housing and many were left homeless. Carefully assessing the situation around him, Mr Lo determined what Hong Kong needed most. When he had saved up enough, he started his own property development business in 1956, initially focused on small residential and industrial properties.

Expanding the business with the purchase of additional land for industrial and residential buildings, he laid the groundwork

for the formation of the Great Eagle Group in 1963. When the Group was listed on the Hong Kong Stock Exchange in 1972, it had a net asset value of over HK\$40 million, a market capitalisation of HK\$120 million, and assets including Valley Villa, Emerald Garden, and several small development projects, such as Pine Villa, Lakeside Villa and Hoover Industrial Building.

From words to action

In traditional Chinese families, fathers and sons spoke

“Stay focused and work hard.”

infrequently, and rarely engaged in physical displays of affection. The Lo family was no different. Our late Founder seldom spoke about his achievements, but instead chose to lead by example. He firmly believed in the importance of childhood education. He and Mrs Lo brought up their nine children with love and encouragement, nurtured them with care and built their characters around diligence, decency, persistence and appreciation of resources – traits still evident in their children and grandchildren.

Dr K.S. Lo, our present Group Chairman, recalls his father as a man of few words and a big heart, who fervently supported the development of his family, his employees and his legacy. Dr Lo and other family members fondly recall the Founder's motto, “Stay focused and work hard, and things will fall into place.”

Mr Lo Ying Shek's reputation for fairness and honesty won him the respect of leading businessmen. Despite his success, he remained modest, shy of public exposure and flaunting wealth, a philosophy still reflected in the Group's business today.

Although this emphasis may be seen as overly traditional, the Group believes its commitment to honourable, prudent, responsible and pragmatic business remains one of its key strengths, and a solid strategy in a changing, challenging environment. Duty, dignity, honour and gentlemanliness remained sources of strength for the Group when faced with crises and difficulties in later years.

As a listed company focused on creating

value for shareholders, the Group's vision extends beyond the scope of our own operations. We believe our future is intertwined with the development of society and the world. Just as our Founder built his career alongside Hong Kong's industrial and economic transformation, the Group looks forward to creating a sustainable future that benefits both our business and society as a whole.



Above: A Hong Kong construction site, 1960s. *Bottom:* The Founder at the ground-breaking ceremony of Great Eagle Centre.



金馬倫山忠靈社日軍投降遭斬卸
人戰勝系職難求物資極缺情堪憂
各地貨物海陸來求貿易運輸轉口開
中青少年勞力平輕型工業應運興
抗戰勝利內戰起官信禍國財經靡
毛紡成衣精工製糖食糧同興起
車船航空交通通暢郵遞傳播播機
越嶺越浪偷渡來港建木屋展生涯
安置新生建新區災民徙入日富裕
公家醫院收費廉善助病人康復轉
病理研究病源明發明良藥人長生
法無特權律平等貧富自由求安寧
文字無級差苗生諸詩諫代省振新
強普教育公德厚高等學府商優秀
讀書不成浪蕩子暗墮家庭失教兒
人趨立場廢死刑刑輕助長罪惡生
舊宅新落建新樓摩天大廈競雲霄
藝涌碼頭完成後巨船貨輪起卸忙
海底隧道通南北地下鐵路貫東西
東涌時裝露極微花柳衣著知雅興
瑞士名錶譽世餘日本產品放地電
兒童恩物電玩具流行短步話是恩
香江出產日新行飾珠球五大洲
旅遊健體大開心康即神止見世面
贈贈勤勉美食府免稅名品購物場
建達工商從業員聚議會神日康忙

離亂港民歸回轉收拾殘垣建新城
日薪二元換斤米生活艱苦望前頭
煙丸路高無恒產天然港口展雄才
輪將落後國家去按來資源供應用
上海工業發香港紡織帶頭開大地
電氣玩興應運生外銷南洋供歐美
內建城郊每角落外通全球各都市
風高物煙失火成燒家燬宅苦荒千
公屋新卸接建建豐不足食廣有餘
和營醫務診診護立名利所存秋專長
人口膨脹非家福避學節育及時興
為非作歹害人損貴職犯法同受刑
私私專制多禁惡鎖喉結舌難償願
新與科技難致機精良產品趕潮流
入會吸毒犯毒和毒害人害己受損棄
人如趨德仲張日生無恐懼惡難興
工商發達財旺長東方明珠耀亞洲
世界貨櫃吞吐站美荷冠華香季軍
海上走廊海水面輪渡穿快密聯繫
港製輪船大指善韻潛其活力彰
香絲出口佔榜首價廉物美非偶然
購禽走獸市公仔戲藝樂動靜美
買方付錢得享受賣方收銀添添籌
文化交流研討後工商技藝日演進
賽車賽馬長光顧酒席嘉賓樂洋洋
不鐵發放好消費揚家天堂無華夢

《名城崛起》——創辦人羅鷹石先生手書，撰述他的心路與香港走過的歷程。



Mr & Mrs
Lo Ying Shek
and their
9 children,
1963.

鷹君集團於1963年創立，並於1972年正式在香港交易所上市。在香港植根這60年間，由主力以地產業務為核心到今天的多元化發展；由香港西環一間細小的寫字樓，到今天橫跨亞洲、北美洲、澳紐和歐洲的國際版圖，可說是見證了香港的發展和全球逾半世紀的變遷。這一切的成就，始於一個人的遠見和毅力，始於羅鷹石先生。

顛沛童年 不磨壯志

生於1913年中國潮州普寧，羅先生自小就因生計而跟隨父輩遠走海外，離開熟悉的家鄉。7歲移居泰國，從14歲開始在一間蝦醬廠做童工，日復日地長時間工作，錯過接受正規教育的機會。青少年時期，他已經要捲起衣袖，代表家族穿梭上海、廣州、香港和泰國做生意。這種在今天聽來匪夷所思的生活，在中國那個貧窮動盪的世代十分普遍，但這位少年的意志絕不普通，因為錯失了童年教育，他珍惜每一個學習的機會，從書本中、工作中、生活中、做人處事中不斷吸收知識，學懂是非，培養頑強鬥志和誠信踏實的人生態度。心懷壯志的他，在埋頭苦幹時，不忘留意周遭時局，耐心地等待時機。他從沒抱怨自己童年的艱辛和身為長子要背負的家庭重擔，而是將之視為人生一課，這亦令他日後即使擁有卓越成就，依然秉持低調、儉樸的本質。

同城 同地 同處

1910-40年代，世界時局極為動盪，30年之間，第一次和第二次世界大戰先後爆發。當時羅氏家族在泰國已擁有一盤不俗的生意，但羅先生覺得人生不應就此止步，要追求更高成就。1938年，他和太太杜素吟女士（亦稱羅杜莉君女士），帶著港幣1萬元現金，由泰國來到香港，他們和許多當年落戶香港追求人生新一頁的移民一樣，生活非常拮据，長期節衣縮食，兩夫婦在大笪地一幢唐樓分租了一個80平方尺的小房間，就此與香港結下深厚的緣份。

早期，他們不諳廣東話，在香港找生活殊不容易，但從不向困難低頭的羅先生，很快就適應了。胼手胝足地，他代家族在上環開了一間名為「羅瑞興」的貿易店。沒多久，二戰爆發，香港淪陷，日治時期局勢混亂，謀生亦十分艱辛，妻子唯有獨自帶着幾名年幼子女徒步走到廣州避難，讓丈夫可以專心獨留在港拼搏。這樣困難的歲月，他們都捱過了，而且因為努力不懈，生意經營得薄有微利，創業路上又邁進了一小步。

羅鷹石先生從商一直謹慎務實，廣結善緣而且觸覺敏銳。二戰和日治後的香港滿目瘡痍，百廢待舉，他深信這正是

大力發展的黃金時機，於是動用了辛苦積累下來的一筆資金，開始進行收購。1950年，他名下已有兩家紡織工廠，正好配合他不斷增長的零售貿易生意。5年過去，羅先生擁有了他人生第一個100萬，取得了大展拳腳的鑰匙。

時局瞬間萬變，羅先生卻非常懂得把握時機。二戰時期香港有近百萬人逃離，樓房不是空置失修，就是殘破不全。戰後，人口極速回流，加上中國內亂，大批難民湧入香港，大量人居無屋，睡無遮瓦之所，乘着香港戰後急需重建的契機，羅先生在1956年踏足房地產業務，回應香港市民的住屋需求。開初時，他只是專注買入小型廉價住宅和工廠物業，其後更自購土地進行工業和住宅的建築，又學會用樓花和分期付款方式籌集資金，培養好土壤，為鷹君集團的誕生播下種子。

來港打拼25年，羅鷹石先生在1963年創立鷹君集團，並且以不足10年時間，讓集團在香港成功上市，當時資產淨值約為港幣4000萬元，市值達港幣1.2億元。發展至1996年底，鷹君集團已是香港20大市值的地產上市公司，這都是羅鷹石先生長年恪守信念、堅韌不懈、默默耕耘的成果。

言行 身教 傳承

羅鷹石先生的童年，令他深信教育的深遠影響始於幼童，所以他對兒女從小就灌輸勤奮做事，正直誠信的價值觀。現任集團主席羅嘉瑞醫生回憶中的父親，就是一個以身作則的人，他不多說話、不浪費、不浮誇、堅持專注做好眼前事。「低頭努力將事情做好」就是父親最常對他說的話，也成了他的座右銘。

「低頭努力將事情做好」

這個由創辦人傳承下來的教誨，不但一直引領着羅氏家族，也成為了集團的文化遺產。窮其一生，羅鷹石先生都以集團、家庭、員工的共同利益為先，給予無限支持。他的正直誠信、務實和承擔的精神，也是集團逾半世紀以來的營商之道，成為集團日後面對危機和困難時的重要力量和支柱。鷹君集團在商界中履行真、善、美的信念，並致力為股東創造長遠價值，集團的願景不只限於業務層面，更放眼於社會和未來，將羅鷹石先生的理想和價值觀，在不同時空延續。



OUR COMMON HOME

When our Founder first arrived in Hong Kong nearly a century ago,
he decided to make the city his home,
and the base for his success and future legacy.
Having grown together for generations,
the Group is proud to still call Hong Kong our home.

Rising tide

Hong Kong's industrialisation



Above: Hong Kong industrial workers, 1960s - courtesy of Public Records Office, Government Records Service.

In the immediate post-war years, Mr Lo Ying Shek was quick to recognise the lopsided supply and demand equation that has made Hong Kong's property market one of the most lucrative in the world. He was firmly into the property business.

After World War II, Hong Kong's economy evolved into an industrialised trading economy. This rapid industrialisation was brought about by a large inflow of labour, mainly from mainland Chinese immigrants demanding relatively low wages, together with changes in the patterns and content of external trade. The quantity and relatively high quality of the ethnically homogeneous, literate and skilled labour force contributed to the rapid growth of labour-intensive manufacturing industries.

A number of real estate developers were established during the period, as demand for housing and living quarters increased significantly. The Founder was amongst them, but he saw beyond the demand of inpouring population and capital. He saw Hong Kong's industrial transformation and its growing role in the region, and decided to focus on industrial sites in his early real estate portfolio.

Industrial property played a major role in the company's good fortunes, especially in the 1970s. Although the spotlight often fell on the more glamorous commercial space of Hong Kong's Central business district, the backbone of the economy remained the thousands of small manufacturers who fuelled the colony's export machine.

Sensing a growing demand for small factory units (500 to 1,000 sq. ft.), the Group began constructing high-rise flatted factory complexes that dominated the city's industrial districts. Although a global oil shock in 1973 severely impacted the local economy, Hong Kong's resilient manufacturing sector regained its feet by 1976, and industrial property experienced heavy demand once again – just as Great Eagle's developments came on stream. In the seller's market of 1976, the Group alone was responsible for developing over 16% of Hong Kong's new industrial footage.

The Founder was one of the few developers who succeeded in making these visionary moves with foresight and faith in Hong Kong's growing economy. His intuition and strategic insight not only solidified his reputation, market position and asset base, but he also contributed to the long-term development of Hong Kong.

An artistic impression of our early industrial developments





Above: The Founder at the Great Eagle Centre Topping-out Ceremony, 2 February 1983.

Standing by Hong Kong

Great Eagle Centre

Great Eagle came to life with small offices in Sai Ying Pun and Des Voeux Road West, and a team of around 20 staff. The Group did not have a headquarter building until the completion of Great Eagle Centre in 1983.

In 1980, the current Chairman, Dr Lo, gave up his career in medicine and returned to Hong Kong to work for Great Eagle, learning about its corporate finance and hotel businesses. Soon after his return, however, the property market crashed in 1982-83, pushing the Group into insolvency.

Working hard on damage control, Dr Lo reached out to establish credibility and trust with banks, and even paid back bank interest from his own pocket. His ability and honesty made a good impression on banks, especially HSBC – which supported Great Eagle through its debt restructuring.

To restore its financial strength after the 1984 crisis, the Group sold many of its developments, including Ventris Place, Bellevue Place and Park Place; and it even sold a few floors of Great Eagle Centre. These floors were never bought back as a reminder not to bite off more than one can chew, and to drive home the importance of sustainable income and prudent long-term planning.



Building on quick wits Tregunter Tower 3

With the support of the Lo family, and the help of HSBC and other banks, a rights issue allowed the Group to strengthen its financial health from 1984 to 1989. Dr Lo made quick decisions and took advantage of swift, profitable property sale and purchase transactions to rebuild its capital base, including Regents on the Park on Kennedy Road, Birchwood Place on MacDonnell Road, and The Brentwood on Repulse Bay Road. These projects put Great Eagle on the path to recovery.

In 1986, the Group acquired the entire Tower 1 and Tower 2 and a few units of Tower 3 of Tregunter, a luxury residential complex in Hong Kong's exclusive Central Mid-levels. As part of its post-acquisition review, the Group discovered that the site had not been fully developed. Working swiftly, Great Eagle purchased the remaining units of Tower 3 it did not already own, intending to introduce a redevelopment plan after acquiring 100% ownership.

In 1987, the Group completed the purchase and a revised plan was prepared, submitted and approved. The new Tower 3 stood 66 stories high, and was recognised as the world's tallest residential building until Trump World Tower was built in New York in 2001.

In 1988, the Group sold the entire Tregunter complex, including the new plan for Tower 3, to a Malaysian buyer for HK\$1.8 billion – resulting in a handsome capital gain of more than HK\$1 billion, and marking a strong return to financial health following the dark clouds of 1984.





Building on faith Citibank Plaza

The 1984 crisis was a wake-up call for the Group, driving home the importance of recurrent income from commercial buildings, which acts as a stabiliser during tough times in the property market.

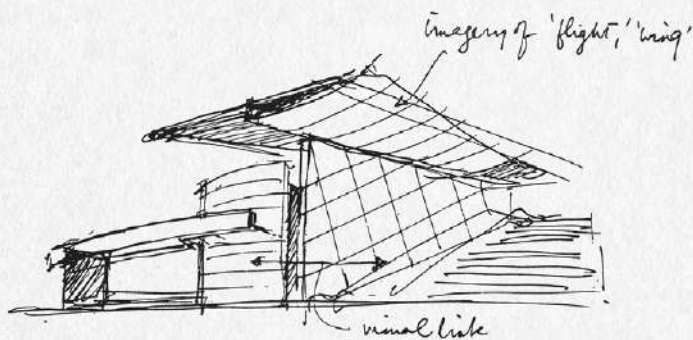
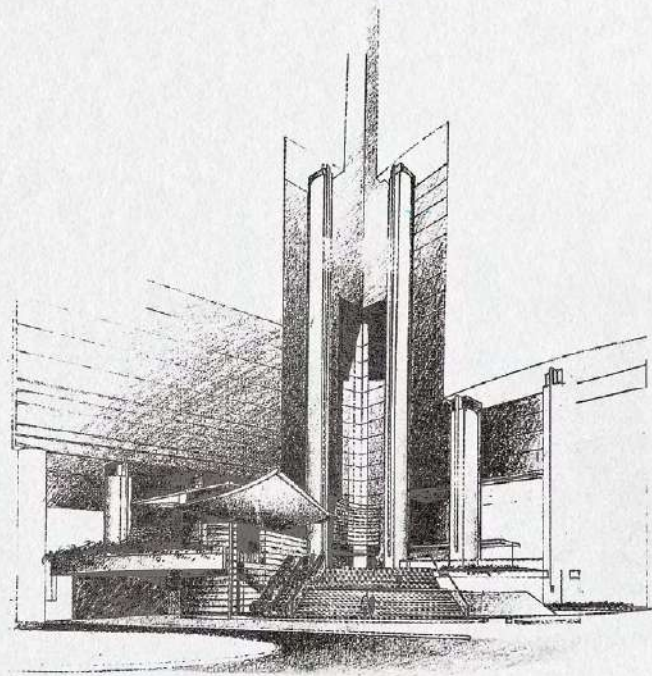
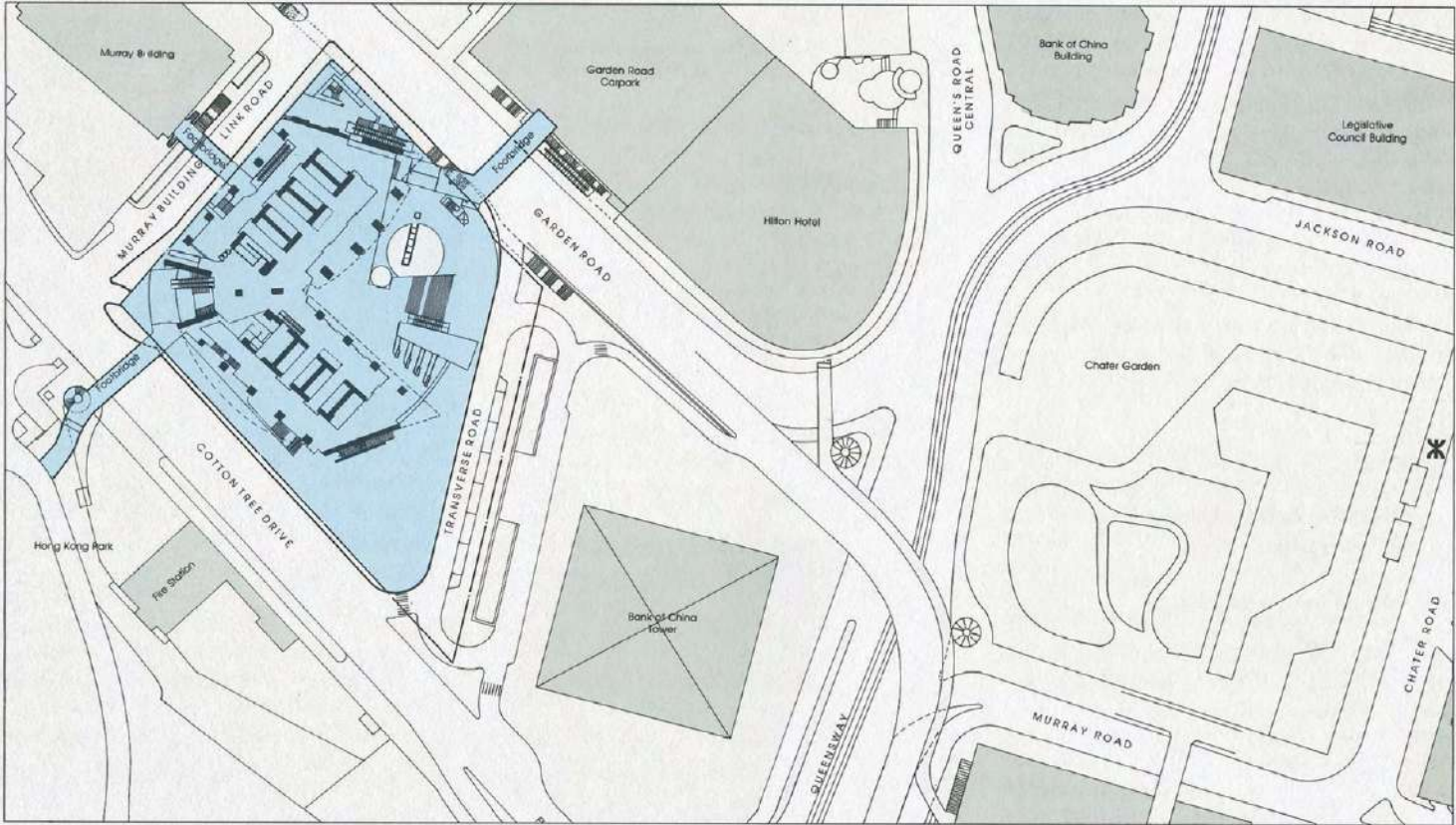
In July 1989, a site at 3 Garden Road, that was previously part of the Murray Barracks, was put out for tender. However, the tender came at a sensitive time when Hong Kong was facing challenges in political stability. Reflecting the low confidence of the market, only a few bids were received for this prime location. Fresh from the sale of Tregunter, the Group suddenly found itself in a position to bid for the site – and won at a relatively conservative price.

Aware of Citibank's intention to move back into Central, the Group realised the site at 3 Garden Road would be the perfect location for the bank's operations. Great Eagle structured an attractive deal to engage Citibank as a joint venture partner, including naming rights and the option to expand its office space at a preferential rate – giving the bank added flexibility and guaranteed space for future expansion. After securing an anchor tenant, as well as loans from both Citibank and HSBC, the development quickly began to attract attention from other prestigious international tenants.

Hong Kong quickly resolved its 1989 crisis of confidence, and the success of the Citibank Plaza project reinforced Great Eagle's reputation for quick thinking and nimble action, allowing it to capitalise on attractive opportunities.

Three Garden Road, Central 1,638,000 sq. ft.

1989-1992



Iconic structure

Today, Citibank Plaza (now renamed as Three Garden Road), is still regarded as one of the most prestigious and iconic Grade A office buildings in the Central CBD – the banking and financial centre of Hong Kong. With a total gross floor area of 1.6 million sq. ft., it was one of the largest commercial complexes at the time of its development.

The asymmetrical twin-tower, designed by world renowned architect Rocco Yim, embraces an open plaza with an emphasis on flowing curves and rounded corners instead of sharp angularity.

The plaza is within close proximity of businesses, hotels, restaurants, entertainment and cultural facilities.





First intelligent building

This intelligent building's advanced features, including raised-flooring and fibre optic connectivity, made it a triumph of engineering and a forerunner of its time. It not only won a most highly respected silver award from the Hong Kong Institute of Architects in 1994, but in 2020 it became the first existing building in Hong Kong to be awarded Platinum level WELL certification – meeting strict standards in air, water, light, nourishment, movement, thermal comfort, sound, materials, mind and community.

In 2022, the building was awarded the highest Platinum score for an existing building in Hong Kong by BEAM Plus, which gave it full marks in five categories including “innovation”. The building has also been recognised for its Excellent Class Indoor Air Quality for 13 consecutive years.

Even today, Three Garden Road is one of the rare buildings in Hong Kong to have achieved “double platinum” ratings for both BEAM Plus and WELL building standards.



Opposite: The Atrium. Above: Environmentally friendly architecture. Below: Raised-flooring, a forerunner of its time.

Building on perseverance

Langham Place



This was the second project for the Land Development Council (LDC), now known as the Urban Renewal Authority, which held a 50/50 share with Great Eagle. The project was located in Mongkok, the crowded and bustling heart of Kowloon – called “The busiest place on Earth” by the Australian Broadcasting Corporation in 2011, with an average density of 130,000 people per sq. km..

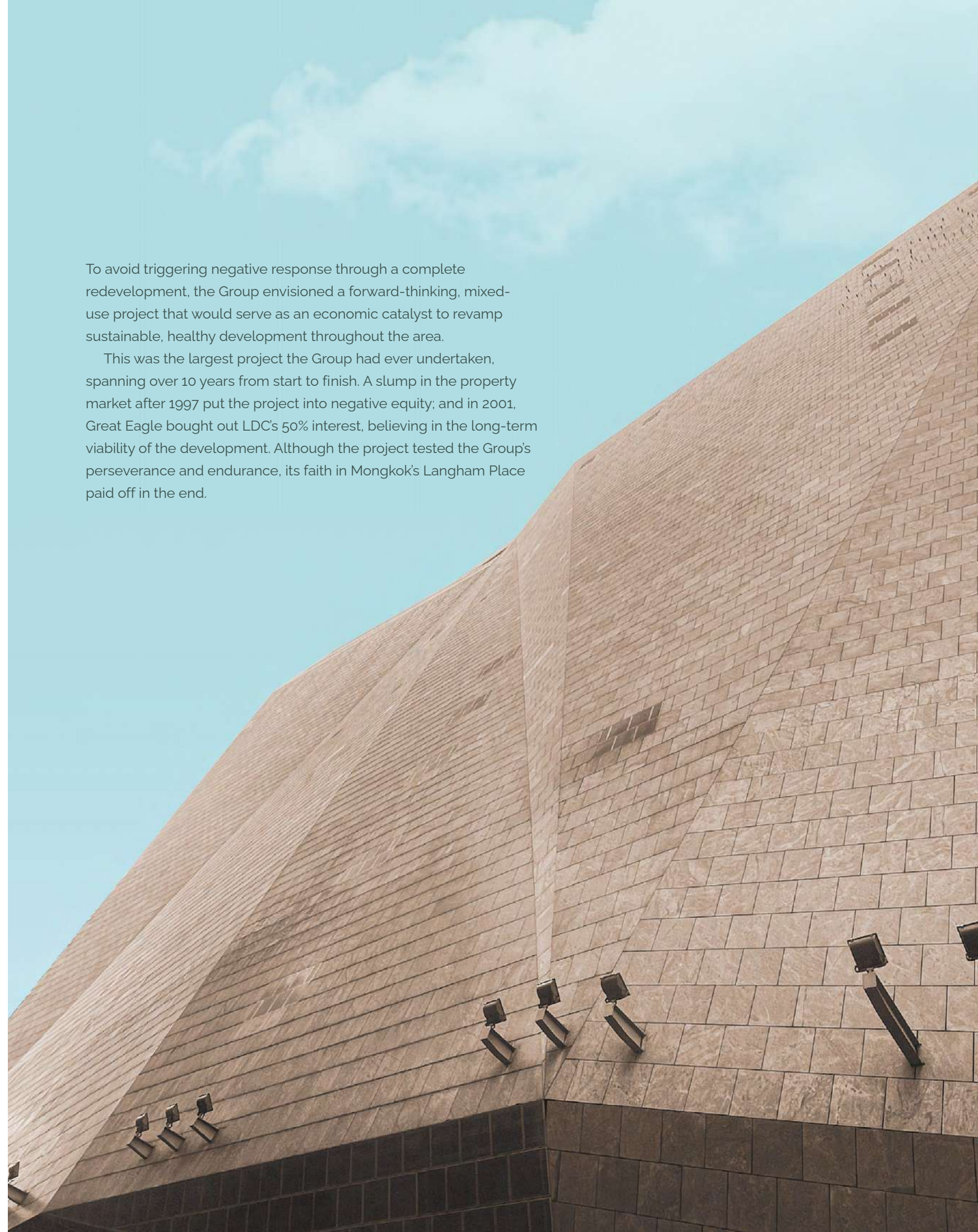
Spanning six streets, including Argyle Street, Shanghai Street, Reclamation Street, Shantung Street and Portland Street, the area was crisscrossed with small alleyways and old buildings – including tenements dating back to World War II. A jumble of shops and markets offered a diverse range of goods and services, including nightclubs, gambling dens and brothels.

Despite its chaotic, ancient infrastructure, this was an iconic and historic neighbourhood with a unique charm that attracted locals and tourists alike. It was also home to the original “Bird Street”, an open-air market and haven for bird enthusiasts, who formed an important part of local culture during the time.

Left: The Langham Place complex. *Opposite:* Gargantuan rock pile façade - one of the Mall’s signature features.

To avoid triggering negative response through a complete redevelopment, the Group envisioned a forward-thinking, mixed-use project that would serve as an economic catalyst to revamp sustainable, healthy development throughout the area.

This was the largest project the Group had ever undertaken, spanning over 10 years from start to finish. A slump in the property market after 1997 put the project into negative equity; and in 2001, Great Eagle bought out LDC’s 50% interest, believing in the long-term viability of the development. Although the project tested the Group’s perseverance and endurance, its faith in Mongkok’s Langham Place paid off in the end.





Langham Place is a landmark multi-purpose complex featuring an exciting blend of retail, office, lifestyle and dining outlets.

The complex

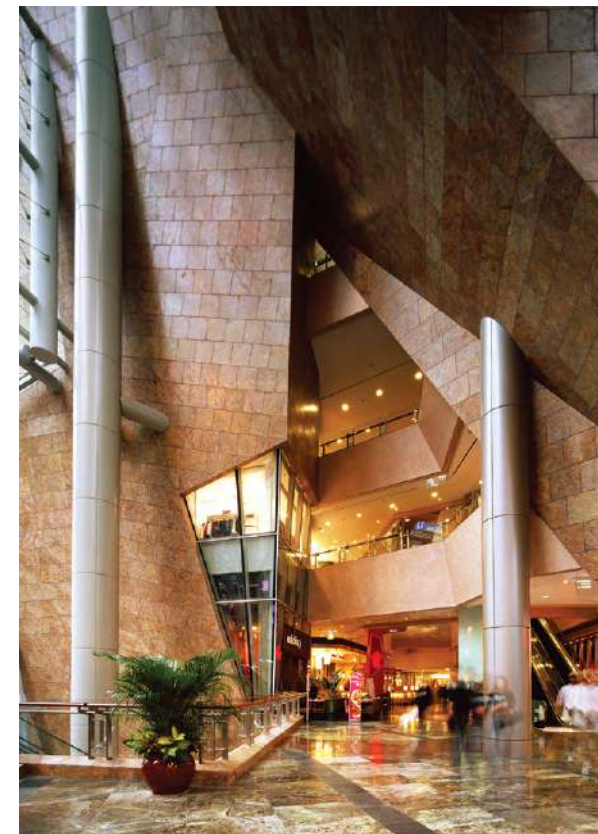
Its state-of-the-art features include the 76-metre Xpresscalators, Hong Kong's longest shopping mall escalators, which whisk shoppers between the 4th and 12th floors. The Mall targets a younger (aged 15-40) audience, which took a few years to cultivate through its deliberately curated tenant mix. It has since earned an excellent clientele and reputation, and has been awarded numerous international shopping mall design and performance commendations.

One of the most popular meeting points in Kowloon, the Mall has also been the venue for the New Year's countdown in Kowloon West for many years. The development includes the Cordis, Hong Kong, a five-star hotel showcasing modern architectural design, curated artwork and sculptures – offering luxurious, world-class hospitality in the heart of Mongkok.

Langham Place Office Tower was the tallest office building on the Kowloon peninsula at that time, topped by a signature illuminated dome that has made it a landmark in the city's skyline.

The development also serves as a multi-use community facility, featuring open spaces and a public transportation terminal connected by pedestrian walkways.

Opposite page, left: Spiral ring layout bazaar, 9th-12th floor. Opposite page, right: 60-metre high Grand Atrium.



A song for the birds

The original Bird Market was located on Hong Lok Street, also known as “Bird Street”. Despite its name and heritage, this narrow and frenetic old street wasn’t the most suitable environment for birds or humans. After relocating to Yuen Po Street, the market was reborn as a new 3,000 sq. m. Bird Garden, complete with traditional Chinese architectural elements, curated flora and public spaces.

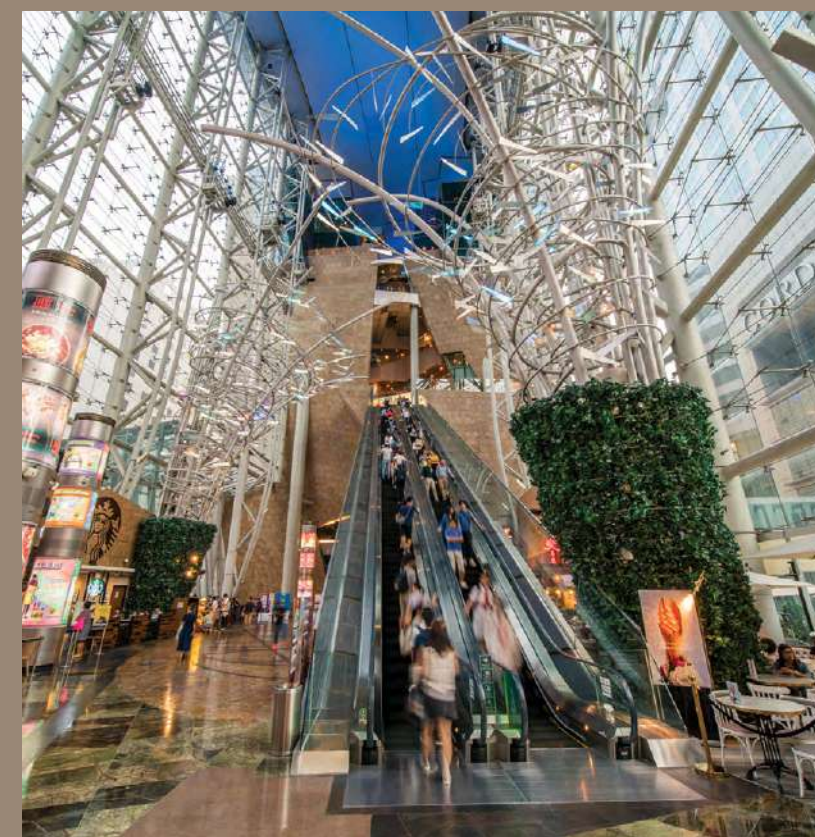
Home to more than 70 shops, wholesalers and traders selling birds, songbirds and related supplies, visitors can find sparrows, canaries, magpies, robins, parrots, budgies, parakeets and even rare and exotic species. The garden is a paradise for bird lovers, and a popular place for locals and tourists to relax and experience a more melodic side of Hong Kong.



Look up! Mongkok’s vertical retail landscape

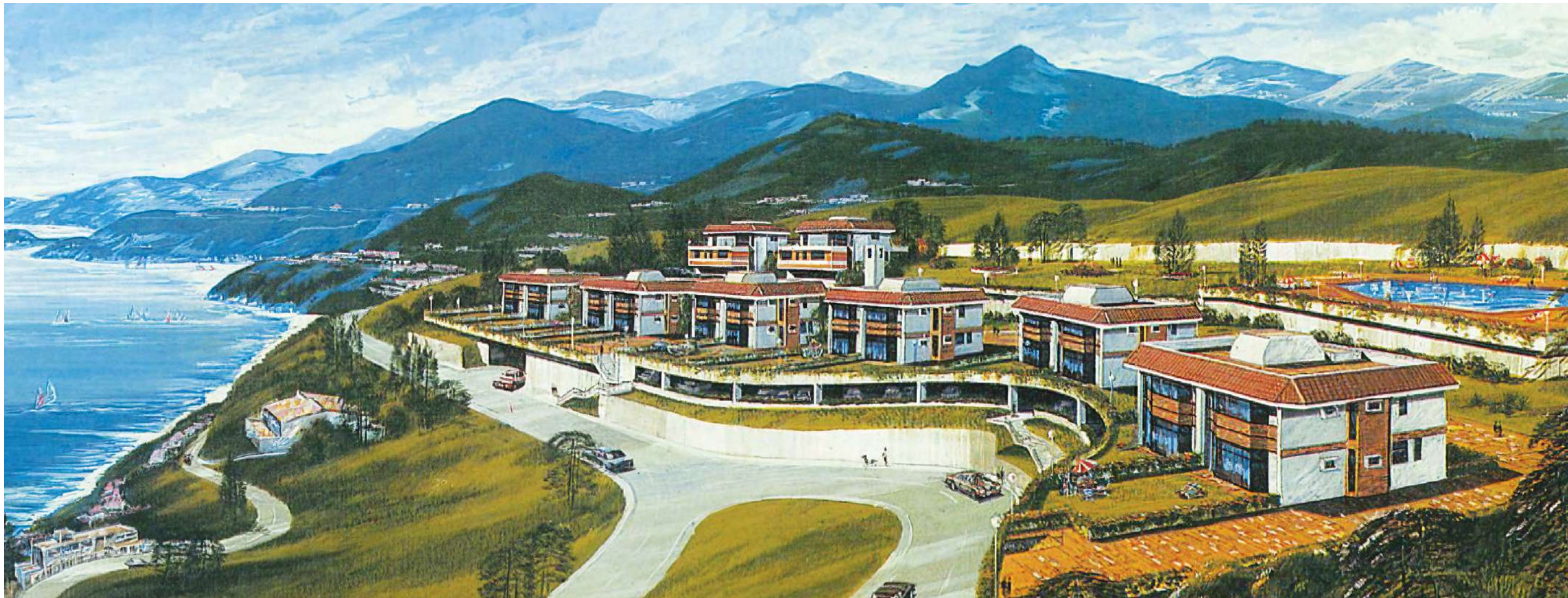
In the process of transforming a bustling Mongkok district into a trendy retail landmark, the Group and its architects took care to preserve the area’s unique and distinctive street scene. The resulting design recreates Mongkok’s vibrant urban ambience with a series of lattice shops: small 20 sq. m. stores with shelved walls. This vertical spiral rises 13 storeys high, encompasses an innovative high-rise retail setting, and expresses the Mongkok shopping experience in a bright, organised and modern interpretation.

The mall also incorporates green initiatives that contribute to the sustainable development of the environment and the community. It obtained the highest Final Platinum rating under the BEAM Plus EBV2.0 Comprehensive Scheme, achieving an impressive 100% result in the Energy Use category.



Opposite page, left: The old “Bird Street”. Opposite page, right: The present-day Bird Garden. Left: The Xpressscalers, the longest shopping mall escalator in Hong Kong as of 2023.

Only the finest homes



Early developments

Over the last 60 years, Great Eagle has developed a number of residential buildings in Hong Kong, including luxury residences in some of Hong Kong's most scenic and exclusive districts. These projects include Pine Villa, The Riviera, Villa Tahoe, Lakeside Villa and Dragon Lake Villa along Clear Water Bay, Belleview Place, Park Place in Island South, Emerald Garden in Pokfulam and Watford Villa on the Peak.

Left: Dragon Lake Villa - artist rendition, 1986.

Eaton Residences

The Founder owned a house on 100 Blue Pool Road in Happy Valley, which he purchased in the late 1950s. Years later, he decided to redevelop the house into a block of 36 apartments for rental. Valley Villa was completed in 1980, and was the Group's first residential development.

Rebranded as Eaton Residences, the brand now owns two serviced apartment buildings on Blue Pool Road and Village Road, with a total of 106 rental units. All units are artfully furnished, featuring stylish decor and furniture plus fully equipped kitchens, which deliver unparalleled comfort to discerning residents seeking long-term leases or flexible stays as a hotel alternative.



Watford Villa

Hong Kong residential developments are one of the cornerstones of our business, and we are highly critical when it comes to project selection. Location, distinctive features, suitability, livability and brand essence are core deciding factors, and only premium quality options are considered. Watford Villa on the Peak, completed in 1978, was a good example.

The development consisted of six luxurious, tastefully-designed townhouses in a serene location on the Peak, overlooking the sea and rolling greens of Aberdeen Country Park. A record sale price of HK\$20,000 per sq. ft. in 1997 stood as a true testament to its value and quality. The proceeds were used to fund Great Eagle's diversification into the international hotel business, beginning with the acquisition of five luxury hotels in London, Australia, New Zealand and North America.

Recent projects



ONTOLO, Pak Shek Kok, Tai Po, Hong Kong

Spanning over 29,000 sq. ft., this landscape is a masterpiece designed by Neil Porter, co-founder and Chief Landscape Architect of the renowned British landscape architecture practice Gustafson Porter + Bowman.

An homage to the home, ONTOLO balances modern aesthetics, natural features and the finest craftsmanship to articulate each and every detail of its thoughtful design.

Ho Man Tin project, Kowloon, Hong Kong

Located above the Ho Man Tin MTR station, the proposed development comprises 990 luxury residential units, carparking spaces, a residents' clubhouse and landscaped area, with a gross floor area of approximately 742,000 sq. ft.. Construction of the residential towers is in progress, and the development is scheduled for completion by 2024.



Early domestic hospitality base



Throughout the 1980s, Hong Kong's economy flourished, growing at an average annual rate of 7.1%. Its average per capita gross domestic product had already outgrown that of many Western countries.

With tourist arrivals rapidly growing throughout the 1980s, the hotel industry enjoyed a period of extremely high occupancy rates, averaging some 84.2% – substantially above the global average of 66%. Local property and hotel investors actively invested in new hotels to capture the increasing number of visitor arrivals; and between 1983 and 1992, the number of hotel rooms available in Hong Kong grew by 90%.

Great Eagle's hospitality venture began in 1976, when we acquired the Regal Hotel site in Tsim Sha Tsui East, followed by the Kai Tak site in 1977. The renowned Meridien Hotel Group was brought in as management, and a 3-star Michelin Chef was engaged to appeal to Hong Kong's international and affluent clientele. However, during the 1984 crisis, the Group was forced to sell the Regal Hotel group.

In 1987, the Group acquired the Astor Theatre in Jordan. It was converted into a commercial complex consisting of a mini-theatre, shopping mall and hotel, an unconventional mixed-purpose compound in the heart of Kowloon. The hotel marked the birth of Eaton, which subsequently evolved into the Eaton Workshop group in 2016, with a mission to transform hospitality into a force for creativity and social and environmental impact. Eaton Workshop is driven by its vision of a kinder world, which provides optimal conditions for people and communities to be fulfilled, setting a new trend and ethos in the hospitality industry.

Opposite: Eaton Hotel - a multi-purpose compound in Jordan, 1987. Above left: Regal Airport Hotel, 1970s. Above right: Regal Palace Hotel, 1970s.

同地同心同德

大半個世紀前，鷹君集團創辦人羅鷹石先生來到香港尋找機會時，已視香港為自己的家。在這座承載着歷史、文化和回憶的城市中，羅先生珍惜善待每一個機會，視為罕有難得的考驗。他的努力、遠見與策略洞察，為自己建立了牢固的事業基礎，更和香港同步，以香港需要為集團發展藍圖，撰寫新篇章。

機遇造就未來

二戰結束，百廢待興，至50年代，香港的工業伺機崛起，有潛力蛻變成工業化城市。羅先生留意到這個難得的機會，毅然將業務重點轉移到發展工廠大廈，迎合工業急劇發展的需求，締造香港60-70年代的工業奇蹟。

工業起飛，加上大量勞動人口南下，香港人口銳增，住屋需求亦大幅增加。羅先生繼續讓業務緊貼城市同步發展，建築工廈之外，也銳意開發其他地產項目，尤其主力發展高級商業樓宇和優質住宅，為香港轉型成為商務經濟作好部署。

成立20年後，集團正式擁有自己的旗艦大廈——鷹君中心。大廈於1983年落成，座落於灣仔北核心商業區，毗鄰香港會議展覽中心，是80年代率先聳立區內的甲級商業大廈，前臨維港而立，擁遼闊海景，多年來見證著時代變遷，是香港天際綫上的地標商廈。

有危自有機

置身時代洪流，總不能永遠一帆風順，香港和鷹君亦不例外。10多年的黃金歲月後，集團因發展過速，加上中英談判和香港前途問題，迎來前所未有的重擊。1980年初，香港房地產市場極度不穩，在泥沼中不少公司業務崩潰，鷹君也難以獨善其身，陷入嚴重財政危機。

現任的集團主席羅嘉瑞醫生臨危受命，以務實和誠懇的態度跟銀行謀求對策，更以私人資產償還銀行利息，贏得了信心，獲銀行支持為集團進行債務重組。

靈心見性 遇難越強

在創辦人及銀行的支持下，羅醫生果斷地將集團多項物業出售，包括雲地利台、寶晶苑、雅柏苑和鷹君中心部分樓層，重建資本基礎，強化集團的財務實力。數年間，業務迅速回穩，

而且在市道低迷時趁機買入優質資產，建成不少代表作，包括：地利根德閣、萬國寶通廣場和朗豪坊。

地利根德閣位近豪宅林立的港島半山，集團於1986年購入後覺察到按地積比率有加建擴展的空間，迅速完成改建藍圖，並看準時勢當機立斷，轉售給馬來西亞財團發展，短短2年時間，套現港幣18億元，獲利逾港幣10億元。

1989年中，香港政府招標中環花園道3號的一塊優質地皮。這塊罕有的中環核心地皮，在正常市況下的作價不是集團所能負擔的，但時值香港政商信心下滑，各地產商出價空前保守，鷹君終以極低價成功中標。及後鷹君設計了一個和花旗銀行（時名萬國寶通）合作的雙贏方案，成功說服花旗銀行首次以借貸人夥伴及租客的身分參與項目，兼享命名權，成功攤分了發展成本，更築成了香港首幢智能商廈，雲集世界級金融租戶。鷹君商廈，從此揚名。

至於朗豪坊，是市區重建局的第二個重建計劃，亦是鷹君集團史上最大的發展項目。重建範圍橫跨亞皆老街、上海街、新填地街、山東街和砵蘭街等共6條街道。除了縱橫交錯的小巷和老舊建築外，更是知名的雀仔街所在地，區內紅燈區、夜總會和妓寨林立，龍蛇混集。鷹君集團以重塑社區為藍本，注入前瞻性的多功能綜合概念，集商場、商廈和酒店於一體，既保留了當區的獨有特色，又大大提升了區內的可用空間、交通配套和持續健康發展的能力，締造了一個劃時代的標誌性項目。項目由開始到完成共歷10多年，跨越了亞洲金融危機及沙士疫情，終以不屈的毅力將破落城貌破格重建，朗豪坊如今聳立於旺角鬧市，正是鷹君遇難越強的見證。

家為大 客為先

視香港為家，集團早年在住宅項目上也有不少代表作，而且集中在優質地段，包括創辦人位於藍塘道100號的首幢物業（後改建為逸東軒住寓），山頂的和福別墅（1997年以全港熱論的港幣2萬元破紀錄呎價出售），清水灣、港島南區和半山一帶的低密度高級別墅。時至近年，住宅發展依然一脈相承，重質重美，吐露港的ONTOLO朗濤和興建中的九龍何文田項目都是建築與現代藝術美學的結晶，為住客帶來持續優質生活。

經濟起飛，香港旅遊業日益興旺，每年吸引數以萬計旅客到訪，鷹君同樣重視，也看準時勢，開展了酒店業務。由早期的兩間富豪酒店、逸東酒店至後來易名為朗廷的鷹君酒店，都以優越的待客之道贏得口碑，為日後酒店集團進軍世界的計劃打好根基。



OUR COMMON WORLD

In 1997, sale proceeds from the disposal of Watford Villa, an upmarket residential development, provided funding for the Group to diversify into the luxury hotel business and establish an international footprint. It captured some of the best opportunities of its time, as hotel property values were depressed worldwide.

*Globalising the
luxury of the
gilded era*

Langham
Hospitality
Group



Above: The Langham, London, 1865.

The legendary Langham brand bears a legacy of more than 150 years, tracing its roots back to the opening of The Langham, London – Europe's first "Grand Hotel" and the largest building in London at the time.

Timeless elegance

The first Langham

“It seems to have everything man, woman or child – and even, as you tell, dog and cat – could desire, all under one roof.”

King Edward VII, (then Prince of Wales), when he officially opened The Langham, London in 1865.



Over the years, the Langham has hosted royal, political and cultural dignitaries such as French emperor Napoleon III, as well as celebrated wits and authors Oscar Wilde and Mark Twain.

Standing an impressive ten stories and 156 feet high, The Langham, London featured 15,000 yards of Persian tapestry, hot and cold running water in every guest room, the world's first hydraulic lifts (known as “rising rooms”) and even an early form of air-conditioning.

After World War II, the property was purchased by the BBC, which used it as office space until 1986. It was renovated and reopened as the Langham Hilton Hotel in 1991.

Above: The luxurious Drawing Room of The Langham Hotel in the 19th century. Opposite: A guest room at The Langham, London, present-day.

Many features of the original hotel were faithfully restored to their former glory, including details such as real gold leaf hand-applied to the columns and ceiling frieze in the Ballroom. Original staircases and balustrades featuring the famous “LH” motif were also carefully refurbished.



Longtime admirers of the hotel for its classic grace and unparalleled history, Great Eagle took advantage of an opportunity to purchase the hotel in 1996, and committed to maintaining the Langham's international competitiveness while reaffirming its uniquely British style of hospitality.

In 2009, the Group proudly unveiled the magnificent results of its extensive five-year refurbishment programme, including a stunning lobby, dazzlingly restored Palm Court, as well as exquisite suites and guestrooms that capture the original charm, comfort and luxury of this grand hotel.

The Langham
and Langhams



Rebranding
Great Eagle Hotels
under the Langham brand

Building on The Langham, London's unique positioning and extraordinary reputation, the Group rebranded a number of hotels in its portfolio, including the Great Eagle Hotel in Kowloon, under The Langham brand creating the Langham Hospitality Group. Subsequently, luxury hotels on all four continents, have been included into the Langham brand. To broaden the Group's audience and markets, three more brands have been created: the upscale Cordis brand, the midscale Ying'nFlo brand in China, and the innovative Eaton Workshop brand.

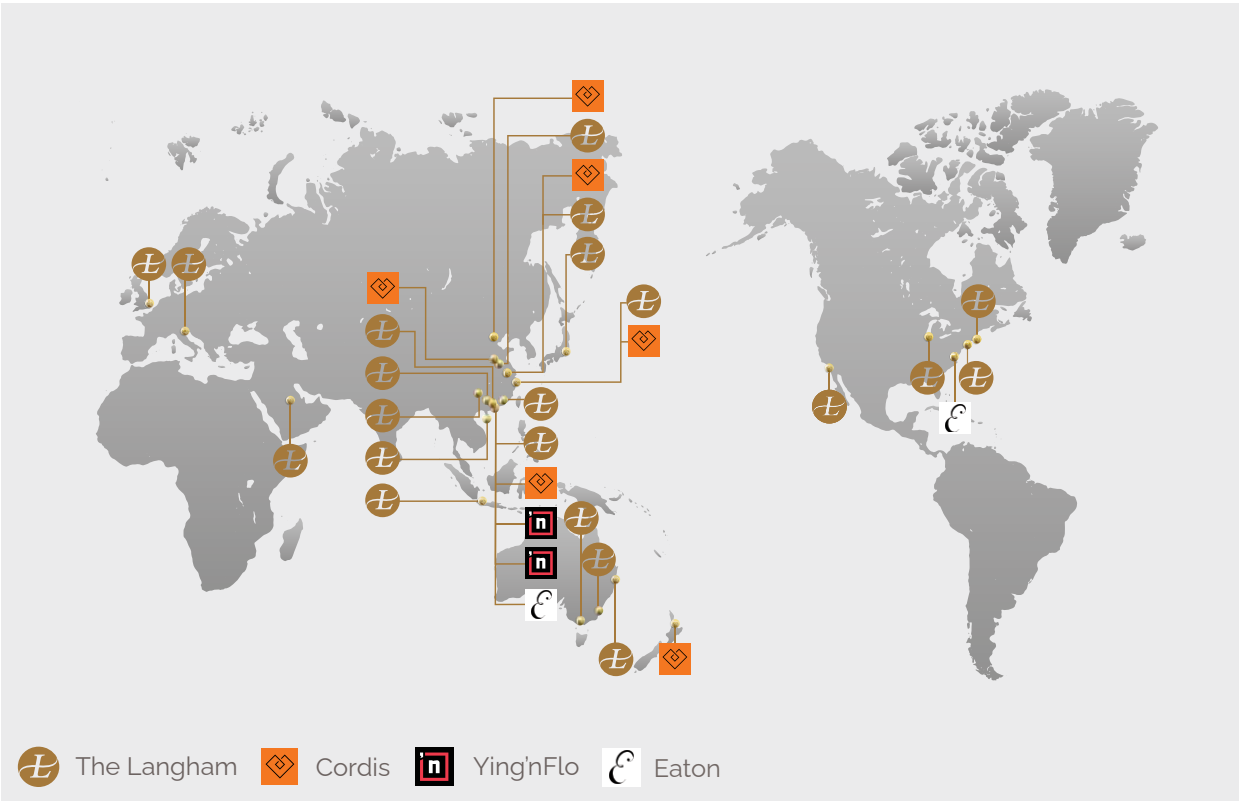


Left: Mr Brett Butcher, Chief Executive Officer, Langham Hospitality Investments Ltd.

Our hotels around the world

The Group's extensive international hotel portfolio currently spans four continents with more than 10,000 rooms, including luxury and upscale hotels branded under the Langham and Cordis brands in Hong Kong, Jakarta, London, New York, Chicago, Boston, Los Angeles, Sydney, Melbourne, Gold Coast, Auckland, Shanghai, Beijing, Shenzhen, Guangzhou, Haikou, Ningbo, Xiamen, Hefei, Changsha and Xuzhou; two Eaton hotels in Washington DC and Hong Kong; two Ying'nFlo properties in Hong Kong and the huge Chelsea hotel in Toronto.

Hotel development projects in Venice, Italy; and Diriyah, Riyadh, Saudi Arabia will be completed in 2025 and 2026. Meanwhile, The Langham, Tokyo, Japan is scheduled for completion in 2027. The Langham, Diriyah is a managed property developed in partnership with the Diriyah Gate Development Authority of Saudi Arabia.



The Langham, Boston



Originally built in 1922, the building once housed the Federal Reserve Bank of Boston. Restored and reimagined as a new American classic, utmost care was taken to ensure that the many features of the original Boston style were retained, including the rusticated granite exterior, the painted coffered ceiling and the original bank seal left from the days as the Federal Reserve Bank of Boston. The elegantly appointed new lobby is decorated in jewel tones, with a cosy fireplace, ample seating and New England-inspired décor. Original two story brass-embossed windows accent the bi-level living and sleeping quarters. The property was acquired in 1997, and opened as The Langham, Boston in 2004. The hotel was reopened in 2021 after an extensive US\$200 million renovation. Today, The Langham, Boston houses an iconic 268-piece art collection that pays homage to the building's financial ties and local heritage, showcasing 126 works that are intimately linked with Boston's rich cultural and historical background.



Above: Former Federal Reserve Bank's Grand Hall, and Grana - the classic family restaurant in The Langham, Boston. *Bottom:* The Langham, Boston, re-opened in 2021. *Opposite:* The Federal Reserve Bank of Boston, 1922.



The Langham Huntington, Pasadena, Los Angeles



Nestled in the picturesque San Gabriel Mountains foothills, this Langham has an exciting history dating back to 1907. First opened as the Hotel Wentworth, it was purchased in 1911 by the railroad tycoon and art collector Henry Huntington and was renamed as the Huntington Hotel a beautiful winter resort set in 23 rolling acres of landscaped gardens and lawns. It became a favourite retreat for writers, political leaders and sports personalities though this era was brought to an abrupt end by the Great Depression. But its glory was resumed by the late 1930s as an all-year-round luxury destination. When it joined the Langham portfolio in 2008, great attention was paid to restoring its historical details, including America's only covered Picture Bridge since 1932. Fully restored in 2020, the bridge is now a dynamic museum piece with 41 replica oil paintings on display.

The Langham, Shanghai, Xintiandi

Located in the heart of the vibrant Xintiandi, this property is Langham's first presence in Mainland China. The design itself is a collaboration of historic gems and modern marvels, including a pink chandelier comprised of 127 lamps, as well as lobby columns decorated with motifs of Fei Ma ("flying horses" in Chinese) delicately laser-cut into the bronze columns, emulating natural tree bark. An abstract landscape painting depicts a sea of clouds viewed from a mountain vista, focusing only on the beauty of a single cluster of grass, while a sculpture by prolific contemporary Chinese artist Qu Guangci explores contradictions of society, politics, history and art.



The Langham, Chicago



This hotel occupies the famous IBM Building, the last American building designed by midcentury modern master architect Mies van der Rohe. In 2008, the building was named an official Chicago Landmark by Chicago's City Council, as it embodies the modern architectural philosophy pioneered by Mies in a mature and archetypical example of a Miesian skyscraper. The Langham Chicago is honoured to occupy this renowned property, which has been carefully renovated into the beautiful Langham Hotel. The hotel has won international acclaim since its opening in 2013. While housed in an iconic modernist building, the hotel maintains the sensibilities of the original Langham in London. It features a lobby experience custom-designed by Dirk Lohan, the grandson of Mies van der Rohe, and a bespoke fine art collection curated by Lauren Rottet of Rottet Studios.



Opposite: IBM Building featured in the book Mies van der Rohe: A Critical Biography, 2nd Edition, 2014.

The Langham, Venice

Acquired in 2018, the project is located on the island of Murano in Venice and is a combination of restoration to historic structures and new build construction to further reinforce the Langham's prestigious branding in Europe. The final design was worked on by world-renowned architect Matteo Thun, and the hotel will be completed in 2025.



The Langham, Diriyah

A managed property developed in partnership with the Diriyah Gate Development Authority. Upon completion in 2026, it will become a modern tribute to the past, celebrating traditional Najdi Architecture while paying respect to the rich cultural heritage of Saudi Arabia.



The Langham, Tokyo

Located in close proximity to the landmark Roppongi Hills Midtown, The Langham, Tokyo is designed to stun and impress. Imagined by renowned architects Kengo Kuma & Associates, the project features an innovative twisting high-rise tower design, and will offer unobstructed views of Mt Fuji in Tokyo upon its anticipated completion in 2027.



Wherever the location, The Langham has always been at the forefront of luxury hospitality. Sophistication never goes out of style.

Pink roses in every hotel lobby: a refined British way to say "Good Day."

Ginger flower fragrance in all The Langhams: an alluring and unmistakable welcoming scent.

The Langham name promises the epitome of modern luxury, delivered with genuine service, a passion for innovation, a dash of sophistication and a fine appreciation of the senses.

Our hotels are defined by how they "Celebrate the Everyday", characterising true luxury by helping our guests celebrate their most significant milestones.

Style that transcends space and time

The Langham's quintessentially English elegance makes it so beloved by its international clientele. Many of its rituals have become part of the British experience, including Afternoon Tea at Palm Court, a bespoke tradition since 1865. Celebrating the finery and sophistication of a bygone era, Palm Court blends old world elegance with modern comfort and service to create a luxury experience that is uniquely Langham.



Below: The Langham's Palm Court Lounge in the 1920s. *Right:* Palm Court, present-day.





Left: The Langham, Boston.
Right: The Langham, London.



From fine hotel owner to quality hotelier

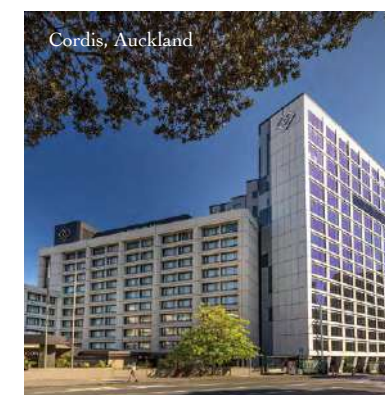
The Group's hotel portfolio encompasses a family of distinctive hospitality brands which includes hotels, restaurants and spas, located on four continents. In addition to "The Langham" brand, the Group owns three other affiliate brands.

Cordis Hong Kong, Auckland & Shanghai

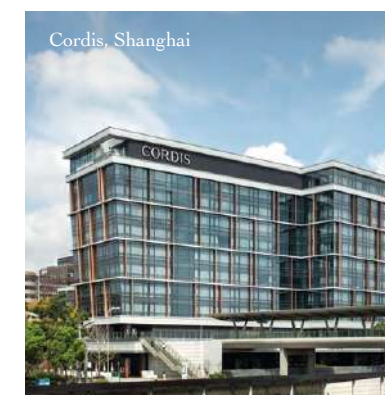
An approachable upscale hotel brand with a service style that is heartfelt and intuitively generous. All Cordis properties are located in the heart of the local community in stimulating destinations around the world. Delivering a unique "Cordis Experience", guests will bring home not only fond memories of the hotel but also its unique local culture and essence. Wellness and well-being are the central ethos of this modern brand.



Cordis, Hong Kong



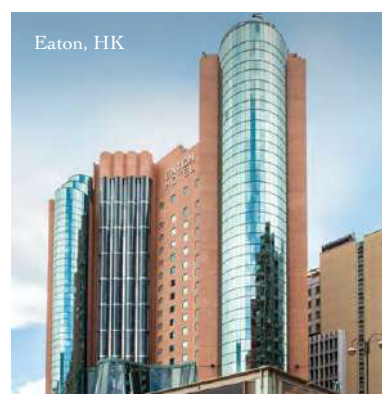
Cordis, Auckland



Cordis, Shanghai

Eaton HK, & Washington DC

Eaton exists at the nexus of hospitality, impact, culture, and wellness. Its mission is to transform hospitality into a force for creative, social and environmental impact, while creating optimal conditions for the fulfilment of people and communities.



Eaton, HK



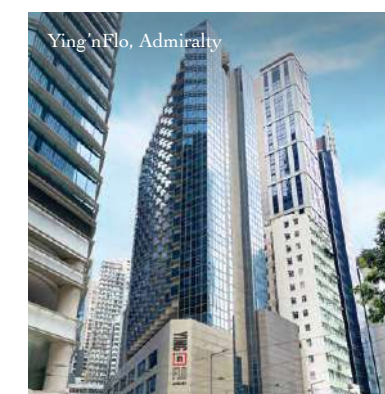
Eaton, Washington DC

Ying'nFlo Wanchai & Admiralty, Hong Kong

An upper midscale hospitality brand with a sociable lifestyle approach accented with emerging music and art. Ying'nFlo captures the bold optimistic spirit of Millennials and GenZers around the world, combining simple, stylish design with a strong social vibe.



Ying'nFlo, Wanchai



Ying'nFlo, Admiralty

Our Hospitality Journey

1976	1977	1984	1994	1997	2003	2005
Acquired a site in Tsimshatsui East, Hong Kong for the first Regal Hotel	Acquired a site in Kai Tak, Hong Kong for The Regal Airport Hotel	Sold shareholding in Regal Hotels (Holding) Ltd	Acquired Hong Kong Renaissance Hotel (renamed Great Eagle Hotel in 1998)	Acquired Sheraton Towers Southgate Hotel, Sheraton Auckland Hotel and Towers, Hotel Le Meridien in Boston (later rebranded as The Langham, Melbourne; Cordis, Auckland and The Langham, Boston)	Langham Hotels International established in Hong Kong and started hotel management business	The Langham, Auckland opened The Langham, Melbourne opened
1980	1990	1996	1998	2004	2008	
Spun off Regal Hotels (Holdings) Ltd for separate listing	First Eaton Hotel opened in Jordan, Hong Kong	Acquired The Langham, London, and Delta Chelsea Inn (later renamed Chelsea Hotel) in Toronto	The Great Eagle Hotel opened in Hong Kong, rebranded as The Langham in 2003	The Langham, Boston opened after renovation Langham Place Hotel, Hong Kong opened (Now Cordis, Hong Kong)	Acquired Ritz-Carlton Huntington Hotel and Spa in Pasadena (reopened as The Langham, Huntington)	

2009	2010	2012	2014	2015	2016	2017	2018	2019	2021	2022	2023
The Langham, London renovation completed	The Langham, Shanghai, Xintiandi opened	The Langham, Sydney joined the portfolio Assumed management of The Langham, Shenzhen	Assumed management of Langham Place, Ningbo Culture Plaza and Langham Place, Xiamen The Langham, Chicago housed in the landmark Mies van der Rohe IBM Building opened The Langham, Fifth Avenue launched in New York Assumed management of Langham Place, Guangzhou Spun off Langham Hospitality Investments in a separate listing	Acquired Langham site in San Francisco Acquired Eaton site in San Francisco Launch of a new brand – Cordis Hotels and Resorts	First Cordis hotel in Mainland China opened in Hongqiao, Shanghai Assumed management of Cordis, Beijing Capital Airport Rebranded The Langham, Auckland to Cordis, Auckland	Acquisition completed for development site in Roppongi, Tokyo for a mixed-use Langham Hotel Condominium Acquired a mixed-use site in downtown Seattle for The Langham Assumed management of The Langham, Haikou	Eaton HK rebranded under Eaton Workshop management Eaton Washington DC opened Acquired a luxury hotel site in Venice Assumed management of The Langham, Hefei	Assumed management of Cordis, Dongqian Lake, Ningbo	A new hotel brand, Ying'nFlo, launched in Hong Kong Assumed management of The Langham, Gold Coast	The Langham, Boston reopened after extensive renovation New Pinnacle Tower extension of Cordis, Auckland opened Assumed management of The Langham, Jakarta and Langham Place, Changsha	Cordis, Xuzhou opened (as managed hotel) A second Ying'nFlo launched in Hong Kong



Capital sustainability

Beyond its existing property and hospitality businesses, the Group also leverages the capital market to raise funds, providing financial flexibility to support further business development. Through the spin-offs and asset injection exercises of the Champion REIT and Langham Hospitality Investments, the Group collectively raised over HK\$23 billion cash.



Champion REIT: Hong Kong & London

Spun off by the Group and listed on the Hong Kong Stock Exchange in 2006, Champion REIT is a real estate investment trust formed to own and invest in income-producing office and retail properties, with a focus on Grade A commercial properties in prime locations. The trust aims to provide investors with stable and sustainable distribution, in addition to long term appreciation of assets. The Group currently has a 69% interest in Champion REIT.

Currently, Champion REIT owns a portfolio of approximately 3 million sq. ft. Gross Floor Area of landmark properties including Three Garden Road (formally known as Citibank Plaza). This modern, glass and steel office complex comprises Champion Tower - a 47-storey building, ICBC Tower - a 37-storey building, as well as a retail podium; and it offers the largest available floor plate in Central, Hong Kong's financial hub.

In line with the Group's sustainability policy, it considers long-term perspectives that benefit both its business and the community. Recognition of our efforts include Double Platinum Building Recognitions won by Three Garden Road, its global WELL building platinum standard and the highest BEAM Plus score. The property is one of only a few buildings in Hong Kong to hold this "double platinum" rating.

Also in Champion REIT's portfolio is Langham Place, an integrated commercial development in Mongkok, Kowloon. Comprised of a 59-storey Grade A office tower and a 15-storey shopping mall, the project is a defining landmark in the area and one of the largest urban renewal projects in Hong Kong. The mall is also the first property in Hong Kong to have obtained EDGE level 1 (post-construction) certification.

Champion REIT's footprint also extends into overseas property. It holds a 27% interest in 66 Shoe Lane, London, a premium grade A building generating stable long-term rental income in the heart of the city of London.

Opposite: Ms Hau Shun, Christina. Chief Executive Officer, the manager of Champion REIT.

THE LANGHAM
HONG KONG

CORDIS
HONG KONG

Eaton

Langham Hospitality Investments

In 2013, the Group spun off its three Hong Kong hotel properties through the creation of Langham Hospitality Investments (the "Trust"). Listed on the Hong Kong Stock Exchange, the Trust was the first fixed single investment trust in Hong Kong with a focus on the hospitality industry. The spin-off was a successful move that allowed the Group to unlock the value of its hotels assets and raise more than HK\$10 billion cash through the spin-off of the Trust to invest in other business areas. The creation of the yield-focused business trust provided investors with a new investment opportunity and a steady income stream.

The portfolio of the Trust comprises The Langham, Hong Kong, Cordis, Hong Kong and Eaton HK, all of which are situated on the Kowloon peninsula in Hong Kong, a vibrant commercial and leisure hub known for shopping, dining, entertainment and cultural attractions. Each hotel is also located near well-connected transportation hubs, allowing guests to enjoy access to other leisure and business districts. The Group currently has a 70% interest in the Trust.

鷹君向世界舉步的歷程，始於1997年。山頂和福別墅以當年破紀錄的呎價出售後，取得了可觀的資金，使集團可以把握西方經濟蕭條的時機，以低於市值的價錢在全球各地購入優質的高級酒店。今日，鷹君旗下擁有及管理共逾10,000間酒店客房，遍佈4大洲，立足歐洲、美國、澳紐、亞洲及中國主要城市。

朗廷酒店的流金歲月

倫敦朗廷酒店，是歐洲首家真正的經典豪華酒店Grand Hotel，於1865年開幕時，主禮的威爾斯親王(後來的英王愛德華七世)就因其設計裝潢為之驚艷，當年曾接待的貴賓包括拿破崙三世(Napoléon III)、大文豪馬克吐溫(Mark Twain)和王爾德(Oscar Wilde)。二戰期間更被英國廣播電台用作辦公室，見證了不少關鍵的歷史時刻。這座劃時代的永恆經典，是舉世首家酒店設置升降電梯和空調系統，而且每個客房也設有冷熱自來水。宏偉華麗的建築，美輪美奐的裝潢，總長15,000碼的波斯地氈、圓拱天花的雕塑、繞樑的手工真金葉雕飾、刻有LH徽號的扶欄和螺旋梯，全部精雕細琢，美不勝收。

鷹君一向對滿載歷史傳奇的經典建築情有獨鍾，當倫敦朗廷酒店在1996年出售時，集團志在必得，最終成功收購。並於2003年開始，斥巨資進行內部翻新，同時盡力保持原來優雅的英式風華。耗時5年後，重新啓業的倫敦朗廷，由大堂到餐廳酒吧，風情不減，若微觀細味，又不難發現注入了現代細節和含蓄的東方元素，巧妙對比，貴氣中帶溫馨的客房典雅舒適，尤其是全新Regent雙套房，既可盡覽Regent Park庭園美景，亦能享有極高私隱度。倫敦朗廷酒店，是英國酒店的現代經典，更是許多英國傳統的發源地，例如今日世界鍾愛的英式下午茶，正正起源於倫敦朗廷的Palm Court，早在1865年創下經典。

10年造就的國際品牌

倫敦朗廷的成功，只是鷹君塑造一個世界級酒店品牌的第一步。其後，朗廷在全球主要大城市陸續落戶，組成國際性的朗廷酒店集團。深厚的歷史背景、文化藝術的鋪陳、鉅細兼優的款客之道，均為賓客所樂道。

波士頓朗廷：前身是建於1922年的波士頓聯邦儲備銀行，建築用上當代風行的花崗岩，大堂奢華穹頂洋溢巴洛克風情，內有展館展出藝術家懷斯特的壁畫和268件藝術文物，當中126件緊扣波士頓的人文歷史。

洛杉磯朗廷：座落加州聖蓋博山麓的帕薩迪納，風光

如畫，20世紀初已是體育、文化和政界名人的渡假勝地。2008年由鷹君收購後，歷經10多年的分階段翻新，並盡力保留其歷史細節，包括全美國唯一的有蓋畫橋。

上海新天地朗廷：位於繁華地段的酒店，也是中國經典風格和現代藝術的展館。銅柱上寓意吉祥的飛馬藝術裝置、草在斑斕雲海中飛舞的抽象風景畫、以127盞燈組成的粉紅水晶吊燈和霓虹天使雕像，都充滿玩味。

芝加哥朗廷：IBM大樓是享負盛名的建築大師Mies van der Rohe在美國最後的作品，朗廷酒店成功收購後，既保留原有設計，亦貫徹了對原創者和芝加哥文化的尊重，長期和當地創意機構合作，展出多樣化的創意作品。

威尼斯、沙特阿拉伯和東京朗廷：預計於2025，2026及2027先後落成，令朗廷的國際版圖更廣更博。

以變應變

酒店業生態不斷演變，鷹君也發展出多元品牌，服務多元化的國際旅客，除了獨當一面的朗廷，集團還擁有康得思、逸東和Ying'nFlo等酒店品牌。

信可持續

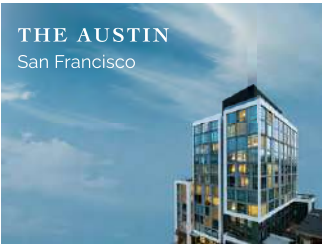
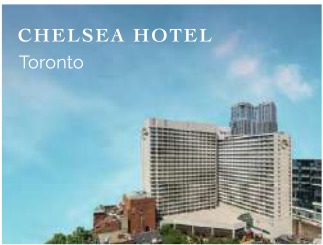
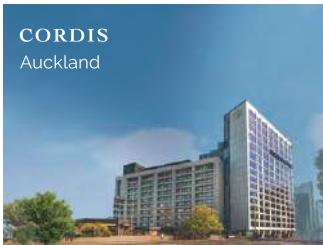
冠君產業信託 *鷹君持有69%權益

為投資者提供穩定和可持續的回報，達致長遠資本增值，是冠君產業信託作為一家負責任的上市信託的目標。冠君產業信託於2006年從集團分拆上市，目前擁有花園道三號和朗豪坊兩個龐大的香港地標式綜合物業，並以合資公司形式擁有27%位於倫敦市中心的66 Shoe Lane。集團透過分拆上市及注資冠君產業信託，共籌集現金達港幣130億元，透過積極管理旗下物業及選擇性收購，提高物業效益，提供穩定租金收入和可觀回報，同時推動實踐裨益社會的可持續環境管理，旗下的花園道三號在綠建環評既有建築(BEAM Plus 2.0版)中以最高評分獲得鉑金評級，連同WELL健康建築標準鉑金級，成為獲得「雙鉑金」認證的建築。

朗廷酒店投資有限公司 *鷹君持有70%權益

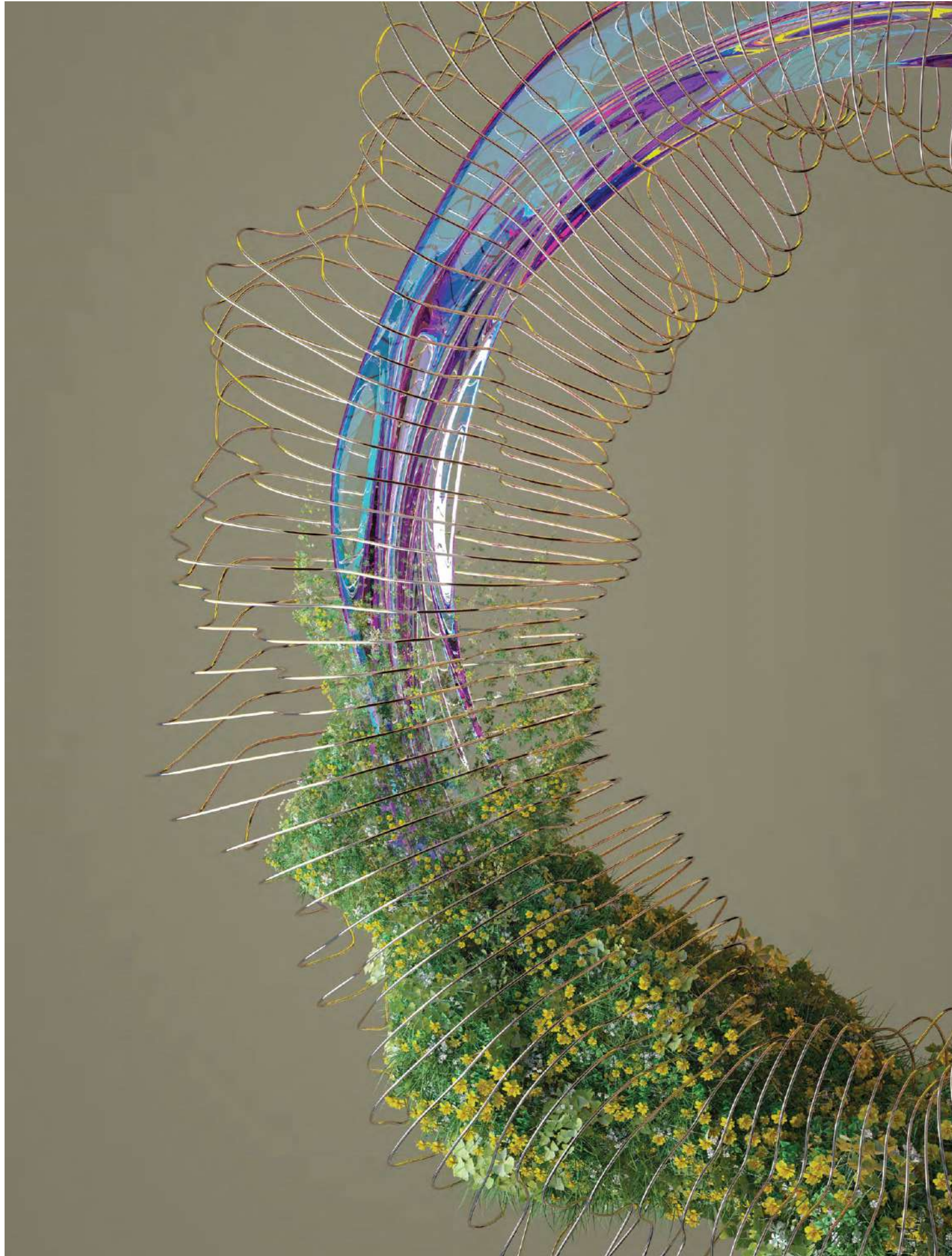
2013年從鷹君集團分拆，這是香港首個純酒店組合的投資基金，目標是向股東和持份者提供持續並具增長潛力的收益，提升酒店組合的價值。此項分拆成功籌集現金達港幣100億元。現有資產組合包括：香港朗廷酒店、香港康得思酒店及香港逸東酒店，全部位處九龍一線商業區。





OUR COMMON SKY

"Development that meets the needs of the present
without compromising the ability of future generations to meet their own needs."
The Group's sustainability policy was inspired by the report entitled "Our Common Future"
published by the United Nations in 1987.



Good for all All for good

As a member of the society and the world, the Group believes the actions and decisions of today will impact everyone under our common sky.

Long before sustainability became a popular topic in terms of green initiatives and environmental protection, the Founder stressed the importance of social good, particularly in early childhood care and development. To honour his wishes, the Lo Ying Shek Chi Wai Foundation (LYSCWF or the Foundation) was established in May 2010. The term Chi Wai in Chinese, selected by the Founder, implies "giving with kindness and brightness", a concept that remains the cornerstone of LYSCWF.



Above: Kick-off Ceremony for the Great Eagle Music Children Ensemble 2018



Early childhood care and development services
Healthy Seed

The early years of childhood (ages 0-6) are recognised as the golden window for the development of intelligence, personal character and social behaviour. In view of this, the LYSCWF is dedicated to providing Early Childhood Care and Development services, and in 2014 the Foundation established Healthy Seed.

Healthy Seed inspires stakeholders to capitalise on this golden period, helping children unleash their full potential and enhance their abilities through the provision of parenting education and professional training programmes for caregivers.

Our goal is to facilitate the holistic development of children in five key areas: ethics, intellect, social skills, physical strength and aesthetic sense. Healthy Seed also encourages society to recognise the importance of instilling positive attitudes and values in children, which in turn creates a positive social environment filled with constructive energy.

Since its establishment in 2014, over 510 institutions and approximately 100,000 recipients have benefitted as of December 2022. Our efforts have produced encouraging results, positive testimonials and real-world impact.

Driving community change

Great Eagle Music Children Ensemble

The Group has continuously supported the Music Children Foundation ("MCF"), a Hong Kong charitable organisation established in 2013 that aims to provide free-of-charge, high-quality music programmes to underprivileged children in Hong Kong aged 16 or below.

"Great Eagle Music Children Ensemble" (the "Ensemble"), an advanced music programme for graduates of MCF, was established in May 2018 with the sponsorship of the Great Eagle Group.

The Ensemble consists of around 60 string, wind and percussion instruments players, who are taught by professional musicians. In addition, a vocal group of approximately 20 children is coached by professional vocalists. The programme aims to train children with music talent through regular lessons and performance opportunities.

Outstanding graduates have the opportunity to advance their studies through master classes, exchange programmes, large-scale performances and scholarships. MCF hopes to make music a part of everyday life for grass-roots families and children, and this program has become an agent of positive change in Hong Kong's underprivileged communities.

Cultivating a new generation of sustainable science talent

Marking the significant milestone of the Group's 60th anniversary, we established the Great Eagle Group Scholarship: our commitment to the youth of tomorrow. The Group has pledged to donate a total of HK\$2 million – HK\$1 million each to The Hong Kong University of Science and Technology and City University of Hong Kong – to nurture local talent in the fields of sustainable development, environmental management and energy science.



Transforming the hospitality industry

Eaton Workshop's Ethos

Building on its legacy as one of the first hotels developed by the Group, Eaton was rebranded as Eaton Workshop, a global hospitality company built to uplift the human spirit in pursuit of a better world for people and planet. Eaton redefines hospitality as a force for good and a means for community, creativity and culture.

Eaton is at the forefront of a new movement in business supported by the Group, where the Triple Bottom Line is measured by financial, social and environmental standards. Eaton has achieved the green architectural standard LEED Gold at its existing properties and are certified Platinum under EarthCheck standards. Eaton has won numerous accolades for cultivating a diverse and welcoming work environment. Eatons support local creatives, innovators and nonprofits as they engage with the hotel's physical spaces and robust cultural programming.



Defining workstyles

Eaton Club

With a mission to transform the workplace into a hub that combines productivity and creativity together with social and environmental impact, Eaton Club represents an inspiring balance between a private members' club and a flexible working space.

Riding on the recent evolution of work-styles, Eaton Club caters to different work styles, while providing opportunities for socialising and networking as an individual or a company. Tenants and the public interested in contributing and collaborating for a better future can attend talks and seminars hosted by Great Eagle on social and sustainability topics. Now operating in 3 locations in Hong Kong, the cultural hub concept is set to expand to other Great Eagle venues worldwide.

Invest in our future

We are standing on the cusp of a thrilling new era as innovations brought by scientists, engineers and entrepreneurs are transforming our world, reshaping industries and enhancing our daily lives. Seizing opportunities for sustainable growth, we have entered the world of venture capital investment, with a focus on unconventional ideas that align with our sustainability principles.



Investing in green technology

We seek out opportunities in green energy, robotics, advanced manufacturing, semiconductors, artificial intelligence and quantum computing, and invest in exceptional technologies capable of transforming industries, enhancing human productivity and empowering societies.

The Group has invested in electric vehicles since 2014, and was an early investor in a California-based EV startup now known as Lucid. Listed on the NYSE, Lucid is a sustainable mobility company that prioritises efficiency to make the best possible use of the world's limited resources.

Investing in venture capital and fund management

Experienced fund management professionals are entrusted with the responsibility of overseeing our venture capital investments. These professionals not only bring a wealth of industry insight, but also an extensive network of connections that can open doors to promising opportunities. We aim to identify ground-breaking ideas, nurture entrepreneurial talent and contribute to the advancement of transformative technologies. We also believe that this model could be ultimately applied to the management of our commercial and hotel properties portfolio.

Investing in biotechnology

We identify and back visionaries developing innovative solutions in fields such as disease diagnosis, cancer treatment, drug discovery, gene editing and cell therapy. Our aim is to discover effective preventive measures, early detection methods and more affordable treatments.

GenieBiome was established by a team of internationally renowned medical professors and clinician-scientists from City University of Hong Kong, and uses novel microbes as diagnostic markers and potential remedies for different diseases, including colorectal cancer, obesity, hyperlipidemia, autism and eczema.

Cognitact is a biotechnology spin-off from The Hong Kong University of Science and Technology that translates cutting-edge research efforts into risk prediction, diagnostics and monitoring tools for neurodegenerative diseases, aiming to achieve early and pre-symptomatic detection of Alzheimer's disease through a simple blood test.

Our corporate culture



In a diverse, global market, business performance is driven by many factors. Building on the pillars of globalisation, reliability, excellence, adaptability and teamwork, we remain true to the corporate values passed down by our Founder.

Business ethics

As a well-established multinational corporation with a rich history, Great Eagle strives to continuously create value for the Group and its staff, business partners and investors. The Founder's emphasis on family and staff are common values shared throughout the Group, and our business practices are based on the principles of truth, goodness and beauty. Against a backdrop of rising geopolitical challenges and rapid technological advancement, the Group is evolving with the times to achieve its long-term vision.

People and humanity - Truth

Great Eagle embraces the uniqueness of each individual. We respect our people's different backgrounds, and value their talents on equal ground. As a Group, we believe that communication, team spirit and a healthy work-life balance are essential to fostering our corporate culture. We built office interiors which are stimulating, inspiring, and accessible to all - filled with plants and greenery that breathe life and colour into the workplace environment. By integrating culture, humanity and sustainability into our company's fabric, we create spaces that not only inspire creativity but also foster a sense of community and connection across our employees. We encourage idea exchange and celebrate our shared success through regular social events that bring staff together across departments and seniority levels.

Sustainable growth - Goodness

For more than a decade, the Group has been committed to enacting environmentally conscious, resource-conserving strategies and practices. The Group initiated implementation of a Climate Leadership Strategy – a vision that aims to ensure the Group becomes a well-recognised and respected climate leader in Hong Kong and Asia.

The Board plays a critical role in setting the Group's overall direction and evaluating its ESG-related risks, while the Group's Sustainability Steering Committee determines and monitors the Group's material ESG issues, and sets the Group's sustainability policy and implementation policy. We also empowered the Sustainability Steering Committees for the Hotel Division.

As part of our ongoing commitment to sustainable growth and our desire to further the development of sustainable financing in Hong Kong, net proceeds from our sustainable finance mechanisms will be used to fund or refinance eligible projects that relate to green buildings, energy efficiency, renewable energy, climate change adaptation, waste management and recycling, sustainable water management, socio-economic advancement and employment generation, and pandemic response.

Art and culture - Beauty

Art and culture form an integral part of Great Eagle's DNA. Great Eagle's properties and hotels proudly showcase over 7,000 artworks in the form of lithographs, paintings, sculptures and more.

Our hotel art collections have launched the careers of many emerging artists. The Group's global collection features artwork from renowned artists such as Ju Ming, Wu Guanzhong, Jiang Shuo, Wang Guangyi, David Hockney, Alex Katz, Jaume Plensa, and many more local and international artists.



「既能滿足我們現今的需求，又不損及下一代滿足其自身需求的發展模式。」

聯合國大會於1987年發表的《我們共同的未來》報告中對可持續發展的定義，就是鷹君未來持續發展的願景。

與人為善 同濟未來

羅鷹石先生的童年經歷，使他特別關注幼兒培育，也領悟到幼兒階段是全人成長的關鍵，家庭和社會對孩童影響尤深，可惜很多家庭為了謀生，沒法得到適切的協助。羅鷹石慈慧基金的成立，就是為了達成他的意願。

幼兒培育及發展：慈慧幼苗

慈慧幼苗成立於2014年，是慈慧基金內一個以幼兒和家庭為對象的組織，致力培育0至6歲的兒童。慈慧幼苗實踐以教育改變未來，為不同階層的孩子創建夢想，建立正面價值觀及良好品格，利用互動平台、培訓課程等，啟導幼兒建立正向人生。8年間，約10萬人受惠，受惠團體及機構超過510個。

帶動社區變奏：鷹君音樂兒童合奏團

音樂可以改寫孩子命運。這信念促使鷹君由2013年起支持「音樂兒童基金會」，為16歲以下的基層兒童提供免費的優質音樂課程。2018年更贊助成立「鷹君音樂兒童合奏團」，由專業音樂家帶領管弦敲擊樂學員和合唱小組，透過大師班、音樂交流團、大型表演及獎學金等，為優秀的基層孩子提供深造的機會，孩子也因音樂而得到快樂自信。

另外，鷹君特別重視人才培訓，藉着成立60周年，集團在香港科技大學和香港城市大學設立共值港幣200萬元的獎學金，持續培育香港專才。

探索 重塑 全新商旅體驗

超越酒店的體驗：Eaton Workshop

現代旅客除了追求舒適安寢的處所，更希望共融其中，深度體驗當地文化，這正是Eaton Workshop的創辦理念。Eaton Workshop經常舉辦藝術音樂活動和展覽，邀請跨領域的知識份子和文化創意工作者，營造共享社群，革新酒店服務常規模式。

重塑工作新模式：Eaton Club

位置優越、設施先進齊全、靈活共享優質資源、強化社交網絡，是現代商企對工作空間的期盼。Eaton Club前瞻趨勢，於繁華商貿中心區設共享辦公室，注入集團引以

為傲的國際酒店管理模式及現代藝術風格，並經常舉辦座談會和展覽會，促進結聚同道人。

投資向未來

科技的巨輪，帶動着我們一代。預見未來變革，鷹君集團早已透過創科資產管理，踏上創新之途。

世界創科大局一日百變，要在這領域成功，創新思維重要，實務歷練亦不能少。鷹君在創科路上秉承集團從穩健中進取的營商原則，廣集專家協作，借助他們的專業和市場卓見，確認具突破性的高潛質創科項目，踏實地爭取創科成果。

要永續未來，持續性和創新視野均屬關鍵。集團已實施氣候領導策略，以2045年達至淨零排放為目標，並將可持續發展理念全方位融入業務決策及營運之中，推動聯合國可持續發展目標。最近更向一家獨立非牟利機構亞碳智匯(ACI)牽頭贊助200萬港元，以支持亞洲自願碳市場的發展。

創新方面，集團著力探索綠色能源、機器人、晶片、人工智能、量子計算等機遇，投資於提升人類生產力為目標的革新科技，兌現鷹君實現綠色地球的承諾，更早於2014年參與投資電能車，在2021年更成為美國電能車LUCID的先導投資者。另外，鷹君以治未病為目標，大力支持本港大學的醫研團隊，推動生物科技，涵蓋研發腸道益生菌、癌症藥物和治療方法、基因編輯和細胞療癒等。

企業管治與文化

放眼未來、把握現在。董事會和管理層致力於維持高標準的企業管治常規，以專業及誠信的態度經營業務，為集團及股東帶來長遠利益。

對鷹君集團而言，營商之道，除了持續穩定增長的盈利，捕捉瞬息萬變的發展機會，還更多一重「真善美」的原則：至真，是以真誠之心培育人才，一起成長，讓同事能學以致用、與時並進、坦誠相處。至善，是着力發展時，不忘善待環境，創造永續發展的條件，導向集團的未來，為下一代而努力。至美，演繹了鷹君的氣度，也孕育着美好生活的氣息。藝術品是集團旗下物業與酒店不可或缺的一部分，讓鷹君的天空下，增添多一道至美的風景綫。集團多年來上下團結一致，對外對內同心同德。不少同事轉眼已服務集團數十年，還孜孜不倦，從榮耀與風浪中，見證集團成長，也實踐了抱負。





The Board

Great Eagle's Board of Directors comprises 15 members: 7 Executive Directors and 8 Non-Executive Directors, 5 of whom are Independent Non-Executive Directors. Most of them have been with the Group for decades. Sharing common goals and values, they are the guardians of the Group's principles and mission.

Left to right, top to bottom:
Ms Diana Ferreira CESAR (Independent Non-Executive Director), Mr LO Hong Sui, Antony (Executive Director), Mdm LO TO Lee Kwan, also known as Tao Soh-ngun (Founder and Non-Executive Director), Mr ZHU Qi (Independent Non-Executive Director), Prof POON Ka Yeung, Larry (Executive Director), Mr LO Hong Sui, Vincent (Non-Executive Director), Mr KAN Tak Kwong (Executive Director & General Manager), Dr LO Ka Shui (Chairman & Managing Director), Mr CHU Shik Pui (Executive Director), Mrs LEE Pui Ling, Angelina (Independent Non-Executive Director), Prof WONG Yue Chim, Richard (Independent Non-Executive Director), Mr LO Chun Him, Alexander (Executive Director), Dr LO Ying Sui (Non-Executive Director), Mdm LAW Wai Duen (Executive Director), Mr HO Shut Kan (Independent Non-Executive Director)



Dr Lo Ka Shui
Chairman and Managing Director

Message from the Chairman

Our Founder, Mr Lo Ying Shek, established the Great Eagle Group in 1963 with a vision to build solid foundations with virtue and integrity in the common ground of Hong Kong.

Born into a world of chaos and poverty, he never had the benefit of a proper education, nor the benefit of a stable childhood. Nonetheless, he learned the essential values of – first and foremost – how to be a good man, and soon after, a genuine leader. A leader who unfailingly walked the talk.

As we celebrate the Great Eagle Group's 60th anniversary, we pay tribute to him, and many others who joined his journey, as we remain true to the common values and ideals that we all share.

We are rightly proud of our achievements here in Hong Kong and around the globe, but we also remember and learn from challenges faced along the way. We shall never forget those who offered a helping hand at critical junctures; and we remain forever grateful to our business partners, financial supporters, family members and of course, every single one of our colleagues, past and present.

I feel now is the right moment to affirm my personal commitment to our Founder's principles of honesty, perseverance, decency, professionalism and an unwavering belief in the good of humanity.

Rising from humble beginnings, our collective determination has allowed us to evolve in the face of constant challenges. And as we look towards the future, we will embrace these changes and capitalise on opportunities that shape our destiny under a common sky.

I sincerely invite you to continue on this amazing journey together.

我的父親羅鷹石在1963年於香港創立了鷹君集團，一直和香港同心同德，以誠信真善的理念，建基立業。

生逢亂世，父親的童年相當貧困動盪，沒有接受正規教育的機會。然而，他從自學中學到做人的道理和立身處世應有的情操與價值，也以身作則，帶領鷹君走向真善美。

今年是集團的60周年，我們衷心向這位偉大的創辦人 and 導師致敬，也向一直和鷹君同行，共持相同理想和信念的諸位致謝。

走過60年歲月的鷹君，今日環顧香港和世界，有不少足以自豪的成就，也經歷很多挑戰和挫折。在銘記箇中智慧和經驗之餘，我們更銘記在關鍵時刻伸出援手的每一位人士和機構，無論是商務上的合作夥伴，還是家人親友，對集團過去、現在的每一位同事，我們都心存感謝。

鷹君由一間小型公司，藉著創辦人的堅毅和遠見，群策群力地造就了今日的成功，足跡遍及全球，殊非輕易。在這個結尾的章節，我展望未來，堅持並貫徹創辦人誠信勤奮、與人為善的君子原則，在同一天空下，謙虛地擁抱挑戰，穩中求變，創造機遇，願我們能看見更好更美的世界。



Dr Lo Ka Shui November 2023

羅嘉瑞醫生 2023年11月



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