

A commitment to building Hong Kong and developing new landmarks

During the year, Hong Kong's economy has been hard hit by the unprecedented challenges and difficulties resulting from the COVID-19 pandemic. The performance of the Group's property investment portfolio has inevitably been affected by the sluggish economy and the lingering pandemic. Nevertheless, the Group is committed to investing in Hong Kong and has undaunted confidence in the city's long-term prospects. It will further expand its diversified property investment portfolio through the development of new additions in the pipeline.

4 A number of large-scale integrated developments are underway. The most significant development is the prime commercial site atop the High Speed Rail Hong Kong West Kowloon Terminus, which was acquired through government tender for HK\$42,232 million in late 2019 when the city was hit by local social incidents. The site is Hong Kong's largest commercial land plot in recent years in terms of site area, with a developable gross floor area of 294,000 square metres (3.16 million square feet). It is strategically located atop the city's only High Speed Rail station, providing excellent transportation connectivity. Under the existing plan, the site will be developed into a landmark project, comprising about 260,100 square metres (2.8 million square feet) of grade-A offices and approximately 32,400 square metres (349,000 square feet) of premium shopping space. Subsequently, the Group disposed of a 50% interest of the office portion of the project to two long-term strategic investors: the Kwok Family Companies and Ping An Life. The retail portion of the project remains wholly-owned by the Group. The introduction of long-term strategic investors in the project should act as a catalyst to attract more multinational corporations and leading financial institutions to move their operations to this landmark project, thus further strengthening the reputation and market position of the project and that of the adjacent ICC as a key business and financial hub in both Hong Kong and the Greater Bay Area.

The Group has built several large-scale integrated complexes during the economic ups and downs in the past few decades. A

number of them have become Hong Kong landmarks, the two most notable of which are IFC and ICC.

IFC development in Central - 1996

In 1996, the Group participated in property development atop Airport Express Hong Kong Station in the form of a joint venture. The Hong Kong Station project, named IFC, boasts gross floor area of approximately 418,100 square metres (4.5 million square feet). Total investment (excluding interests) of the phased development amounted to HK\$23,000 million, which was the city's largest single development at the time. Before Hong Kong's handover, the Group decided to take part in a huge investment project and establish its first major investment property in the core of Central, representing a vote of confidence by the Group in Hong Kong's future.

The IFC development project comprises two grade-A office towers, a premium shopping mall, the Four Seasons Hotel and Four Seasons Place serviced suites. The One IFC office tower and mall were completed in late 1998, and the 88-storey Two IFC was the city's tallest and the world's third-tallest building on completion in 2003. The office towers become a bold icon on the Central waterfront.

As the Group's first major establishment in the core of Central, IFC was designed to closely meet the needs of customers. Since the target tenants for IFC were international financial institutions, the project team visited the financial centres in United Kingdom and the United States to learn about world-class specifications that suited the business needs of potential tenants. As a result, major amendments were made, including changing

ICC, West Kowloon
西九龙环球贸易广场



IFC, Central
中环国际金融中心



the original round foundation to a square one to better serve the needs of trading floors and to provide a more efficient layout amid surging construction costs.

Sitting above Airport Express Hong Kong Station, IFC was built to international specifications with state-of-the-art facilities, while providing an unrivalled view of Victoria Harbour, which drew multinational financial institutions, in particular. IFC has been popular among multinational financial institutions, registering high occupancy and generating favourable rental income over the years. The Hong Kong Monetary Authority acquired several high floors of Two IFC as its head office.

Investing in ICC atop Kowloon Station - 2000

Despite the dot-com bubble burst in 2000, the Group continued its developments in the city in a vote of confidence in Hong Kong's future. In September 2000, the Group won the tender for the development of Airport Express Kowloon Station Packages 5-7 ICC, which was the largest single project associated with Kowloon Station. The project boasted a gross floor area of 511,000 square metres (5.5 million square feet) among three towers.

From the planning and design stages to the construction of ICC, Hong Kong's economy experienced invisible waves, including the aftermath of the dot-com bubble burst and the SARS outbreak in early 2003. The ICC integrated complex was fully completed in 2010, comprising grade-A offices, a premium shopping mall, The Ritz-Carlton, Hong Kong, the Sky100 Hong Kong Observation Deck and fine dining restaurants on Level 101. The Cullinan

luxury residences, the W Hong Kong hotel and HarbourView Place serviced suites are situated in the other two blocks of the development. The ICC tower rises 490 metres above sea level, making it the city's tallest building. The skyscraper and the 420-metre Two IFC on the opposite shore form Hong Kong's premier landmark – the Victoria Harbour Gateway.

During the development of ICC, the project team also visited similar projects in other international major cities to ensure that its project design and specifications would meet the business needs of international corporations and financial institutions. After considering the office market supply and the project's floor plates, the Group set international financial institutions as its target tenants. Thanks to the efforts of the leasing team, three international investment banks, Morgan Stanley, Deutsche Bank and Credit Suisse, decided to relocate their Hong Kong headquarters from Central to West Kowloon, a place which was still in a development stage at the time, with the facilities yet to be formed. The Group's ICC office tower set a precedent for major international investment banks moving their headquarters outside Central, resulting in West Kowloon emerging as one of the most important business districts in the city.

Building homes with heart, building landmarks for Hong Kong

IFC and ICC have played a vital role for the Group, as well as for West Kowloon's development since 2000. IFC's premium location, high specifications and excellent facilities have attracted multinational financial institutions, broadening the Group's customer base. Subsequently, the full completion of ICC

made it an extension of Central, which marked the Group's skill set enhancement in building integrated developments. The team gained a deeper understanding of the business needs of international financial institutions, providing a valuable reference for building integrated complexes later on the mainland. In addition, IFC and ICC have enhanced the Group's property investment portfolio. Contributions from property sales and rental income are becoming more balanced, which have helped the Group weather the challenges during political and economic crises.

Situated in well-connected locations, IFC and ICC serve users' business and lifestyle needs within the integrated development, while enhancing economic activity in the area, creating vibrant community. They also showcase the quality of SHKP developments to consumers, helping SHKP build its premium brand.

Following the commissioning of the High Speed Rail Hong Kong West Kowloon Station in 2018, West Kowloon Station has formed a transportation hub of four railway lines, offering convenient access throughout Hong Kong, the Greater Bay Area and major mainland cities, along with excellent global connections. The strategic location of West Kowloon Station has now become more prominent. Upon completion, the future landmark project atop the High Speed Rail Hong Kong West Kowloon Station is expected to create significant synergy with the neighbouring ICC, further driving West Kowloon's evolution into a crucial commercial core of Hong Kong and the Greater Bay Area, while contributing to Hong Kong's sustainable future.

集团致力建设香港 积极打造多个地标物业

今年受到2019冠状病毒疫情爆发所影响，本地经济受到前所未有的挑战和困难。集团的物业投资组合表现无可避免地受到经济疲软及疫情持续的影响。尽管如此，集团对香港的长远前景充满信心，坚持继续投资香港，将通过发展新项目，进一步扩大多元化的物业投资组合。

集团现正兴建多个大型综合项目。其中最具意义的，是2019年年底，正值发生本地社会事件期间，集团通过政府招标，以422.32亿港元购入位于香港高铁西九龙总站上盖的优质商业用地。该地为香港近年来地皮面积最大的商业用地，可发展总楼面面积约294,000平方米（达316万平方呎），并位于香港唯一一个高铁站上盖，具优越的交通网络连接。按现有规划，将发展为地标项目，提供约260,100平方米（约280万平方呎）甲级办公楼，以及约32,400平方米（约349,000平方呎）的优质零售楼面。集团随后引入两个长线策略性投资者，即郭氏家族公司及平安人寿，向其出售项目办公楼部分共50%的权益；而项目中的零售部分则继续由集团全资持有。项目引入长线策略性投资者，可吸引更多跨国企业及领先金融机构进驻，进一步巩固项目及毗邻环球贸易广场作为香港及大湾区主要商业及金融枢纽的声誉及市场地位。

回顾过去数十年，经济时起时落，集团亦积极发展大型综合项目，兴建构建了多个香港地标，其中最具代表的可数国际金融中心及环球贸易广场。

1996年发展中环国际金融中心

于1996年，集团以合资形式参与机铁香港站上盖的物业发展计划。香港站项目命名为国际金融中心，总楼面面积约418,100平方米（约450万平方呎）。项目分阶段发展，总投资额（未计利息）达230亿港元，为香港当时历年来最大的单一发展项目。在香港回归前夕，集团决定参与这个庞大的投资项目，并首次在中环核心区建立重要投资物业据点，以实际行动对香港的前景投下信心一票。



国际金融中心发展项目包含两幢甲级办公楼、高级商场、香港四季酒店及服务式套房酒店四季汇。国际金融中心一期办公楼及商场于1998年底落成，而楼高88层的国际金融中心二期则于2003年落成，当时为全港最高大厦及全球位列第三高楼，两幢办公楼当即成为中环海滨新地标。

国际金融中心为集团在中环核心区的首个重要据点，项目设计力求紧贴顾客需求。由于国际金融中心的潜在租户为国际金融机构，项目团队特别前往英、美金融中心考察，了解最能符合潜在租户业务需求的世界级规格。因此，即使令成本大增，项目亦作出大幅改动，包括将已经打了的圆形桩改为方形，以便配合交易楼层的需要及提供实用户型。

位于地铁香港站上盖的国际金融中心，以国际级规格设计，配备先进设施，加上前临维港景致，成功吸引跨国金融机构进驻。项目多年来深受跨国金融机构欢迎，出租率维持高位，租金表现理想，而香港金融管理局更购入国际金融中心二期高层作总部。

2000年投资九龙站环球贸易广场

科网股于千禧年爆破后，集团凭着对未来的信心，继续建设香港。于2000年9月，集团投得地铁九龙站第五至七期发展项目环球贸易广场。该发展项目为九龙站规模最大的单一项

目，由三幢大楼组成，总楼面面积约511,000平方米（达550万平方呎）。

环球贸易广场从规划、设计到动工期间，香港经济出现暗涌，包括科网股热潮爆破的后遗症及2003年初爆发的“SARS”疫情。环球贸易广场综合发展项目最后于2010年全面落成，集合甲级办公楼、高级商场、香港丽思卡尔顿酒店、天际100香港观景台及位于101楼的高级餐厅。豪华住宅天玺、香港W酒店及服务式套房酒店港景汇则坐落于项目另外两幢大楼中。其中的环球贸易广场楼高海拔490米，为目前全港最高建筑物，与彼岸楼高420米的国际金融中心二期形成一道宏伟的香港地标“维港门廊”。

集团在发展环球贸易广场时，同样派了项目团队前往其他国际大城市参考同类项目，其项目设计及规格亦积极配合国际级企业及金融机构的业务需要。考虑到当时的办公楼市场供应及项目的楼层面积，集团最后锁定国际级金融机构为目标租户。在租务团队努力下，成功吸引到三家国际投资银行：摩根士丹利、德意志银行及瑞信，决定将总部由中环迁往当时仍处于开发阶段、配套尚未成形的西九龙。集团于环球贸易广场开创先河，成功吸引大型国际投资银行将总部搬离中环，令西九龙加快成为其中一个最重要的新兴商业区。

ICC (left) and Two IFC (right) form Hong Kong's premier landmark – the Victoria Harbour Gateway
由环球贸易广场（左）与国际金融中心二期（右）组成的香港地标“维港门廊”



以心建家 建设香港地标

国际金融中心和环球贸易广场，对集团以至西九龙于千禧年后的发展起着重要的角色。国际金融中心凭着优越的地理位置、高规格设计及优质配套，吸引了跨国金融机构进驻，亦成功拓宽了集团的客户基础。其后，环球贸易广场全面落成，成为中环的延伸，标志着集团兴建综合发展项目的能力进一步提升。团队亦对国际金融机构的业务需要加深了解，对随后在内地发展综合项目提供了宝贵的参考价值。此外，国际金融中心及环球贸易广场亦加强了集团的租赁物业组合，令集团的物业销售收入与租金收入更趋均衡，有助集团度过政经危机所产生的冲击。

另一方面，国际金融中心和环球贸易广场均交通便利，在综合发展项目内，照顾到用户的工作及生活需要，同时带动周边经济活动，令整个区域增添色彩。另外，两个地标物业亦向消费者展现“新地”发展项目的品质，建立“新地”优质品牌的形象。

随着香港高铁西九龙站于2018年开通，西九龙站成为四条铁路线交汇的交通枢纽，贯通香港各区、大湾区及内地主要城市，同时连接世界各地，而西九龙的策略性位置亦加倍突显。待位于香港高铁西九龙总站上盖发展中的地标项目落成后，将与毗邻的环球贸易广场发挥极大的协同效应，进一步推动西九龙成为香港以至大湾区重要的商业核心，为香港未来的持续发展作出贡献。



The Group's commercial site atop the High Speed Rail Hong Kong West Kowloon Terminus
集团位于香港高铁西九龙总站上盖的商业用地