

FEB 2019

# 商 睿

CGCC VISION

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## 培育平台助初創踏上青雲路 INCUBATION PLATFORM: GUIDING START-UPS TOWARDS SUCCESS

中總論壇：抓緊改革開放新機遇

CGCC Forum: Seizing New Opportunities  
from Reform and Opening-up

改革開放40年：成果與創新

40 years of Reform and Opening-Up:  
Achievements and Innovation

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The Chinese General Chamber of Commerce (Incorporated in Hong Kong and limited by guarantee)

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### 香港辦事處 Hong Kong Office

香港中環干諾道中24至25號4字樓  
(港鐵中環站A出口或香港站C出口)  
4/F, 24-25 Connaught Road, Central, Hong Kong  
(MTR Central Station Exit A / Hong Kong Station Exit C)  
Tel: (852) 2525-6385  
Fax: (852) 2845-2610  
E-mail: cgcc@cgcc.org.hk  
Website: www.cgcc.org.hk

### 廣州代表處 Guangzhou Office

廣州南沙區港前大道南162號中總大廈801室  
Room 801, 162 South Gangqian Road, Nansha, Guangzhou  
Tel: (8620) 3991-2168  
Fax: (8620) 3468-3839  
E-mail: info@gzo.cgcc.org.hk

### 特約供稿 Article Contributor:

香港經濟日報專輯組  
Hong Kong Economic Times – Supplement Team

### 廣告查詢 Advertising Enquiry:

Link-Up Design Ltd  
李先生 David Lee  
Tel: (852) 2151-0886  
Email: david@linkupdesign.com

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# 把握灣區機遇 放眼全球市場

## CAPTURING GREATER BAY AREA OPPORTUNITIES WITH AN EYE ON THE GLOBAL MARKET

蔡冠深 博士  
Dr Jonathan CHOI

金

豬獻瑞喜迎春，踏入己亥年，我謹代表中總祝各位諸事大吉、生意興隆、身體健康！

早前，我們就新一份財政預算案向特區政府提交意見書，當中特別提到冀當局能為中小企提供更全面財政支援，應對環球經濟不確定因素。我們亦期望當局透過增加創科資源投放並支援本港優勢產業發展，讓香港更有效參與大灣區及“一帶一路”區域合作，為工商界開拓新商機。

過去一年，環球政經局勢充滿不確定性，中美貿易、英國脫歐及其他地緣政治風險等，為全球經濟及營商環境帶來衝擊，香港經濟增長動力也見減慢。面對複雜多變的外圍環境，中央政府上月公佈多項穩經濟、促投資、擴內需等政策措施，加上粵港澳大灣區規劃綱要正式出台，有利港商企業拓展多元市場，抵銷外圍環境衝擊。我們將繼續協助會員及工商界把握國家發展機遇，爭取落實更多便利營商措施，共同迎接新一年新景象。

### 冀中美貿易關係明朗化

踏入新一年，我們樂見中美兩國重啟貿易談判，期望雙方儘快達成共識，讓港商真正放下心頭大石。事實上，內地不僅恢復向美國進口大豆、下調美國汽車及零部件適用稅率，更推出多輪關稅調降及市場開放措施，足見國家堅持擴大開放，積極與包括美國在內的經貿夥伴實現共贏合作。

然而，中美兩國能否於短期內就多個結構性議題消除分歧，始終存在不少變數。香港工商界除要密切關注貿易談判進展，也要着力開拓新市場機遇，特別是藉着國家新時代改革開放的契機，透過“一帶一路”和粵港澳大灣區等區域合作平台，廣泛建立多邊經貿聯繫，加強自身應對外圍不確定因素的韌力和靈活性。

### 發揮灣區中心城市角色

國家全力推動粵港澳大灣區建設，正正是香港提升產業競爭力的難得機遇。國務院港澳辦主任張曉明早前透露，大灣區發展規劃綱要經已完成，並指香港、澳門、廣州和深圳可作為“中心城市”，發揮輻射作用驅動周邊地區發展。這無疑反映了中央對香港全面參與大灣區建設的期許和支持。

改革開放40年來，香港積極參與其中，建立了國際金融、航運及貿易中心的領先地位，在法律仲裁、會計、項目管理等專業服務範疇也發揮重要優勢。在中央支持下，特區政府近年亦加快步伐推動創科發展，促進本港與內地科技合作，務求打造國際創新科技中心。至於灣區其他城市亦各具特色，結合香港作為全國最自由開放城市的優勢，可大大提升灣區全球影響力，形成高質量、高效率、高增值的世界級城市群。

對港商企業而言，大灣區不但是擁有近7,000萬人口、整體生產總值逾10萬億人民幣的龐大市場，更是通往其他內地省市以至“一帶一路”市場的關鍵。

### 助港商企業拓展新機遇

財政司司長即將公佈新一份《財政預算案》，中總早前亦向特區政府提交意見書，期望港府因應最新環球政經局勢，加強支援港商與大灣區及周邊地區深化合作。我們將積極爭取內地有關當局研究放寬市場准入條件、落實“港人港稅”及全面專業資格互認等安排，方便港商企業及人才北上發展。

面對外圍環境帶來的種種挑戰，香港工商界既要審慎應對風險，也要積極把握大灣區、“一帶一路”等區域合作機遇。我們期望工商及社會各界在新一年團結一致，積極融入國家發展大局，為抓緊新時代新機遇做好準備，與國家繼續攜手前行，“同發展、共繁榮”。📍



“國家全力推動粵港澳大灣區建設，正正是香港提升產業競爭力的難得機遇。香港可作為“中心城市”，發揮輻射作用驅動周邊地區發展。”

*The country's full commitment to developing the Greater Bay Area is a rare opportunity for Hong Kong to improve competitiveness of its industries. Hong Kong can serve as a "central city" to drive the development of surrounding areas.*

**O**n behalf of CGCC, I wish you all the best of luck, thriving business and good health in the Year of the Pig!

Over the past year, as political and economic uncertainties created headwinds for the global economic and business landscape, Hong Kong's economic growth momentum decelerated in tandem. New policy measures announced by the Central Government last month in response to the complex and volatile external environment, together with the just released development plan for the Guangdong-Hong Kong-Macao Bay Area (Greater Bay Area), will help Hong Kong businesses tap into diverse markets to offset external impacts. We will continue to assist members and the business community to lobby for more business facilitation measures for a promising new year ahead.

### Hoping to see greater clarity in Sino-US trade relations

As we embark on a new year, we are glad to see the resumption of Sino-US trade negotiations and look forward to an early consensus between the two countries. Indeed, the Mainland has not only resumed importing soybeans from the US and lowered the applicable tax rates for US vehicles and parts, but also introduced multiple rounds of tariff cuts and market liberalization measures, which clearly demonstrates her active efforts in achieving a win-win outcome built on cooperation with economic and trade partners, including the US.

Nevertheless, there will always be uncertainties as to whether the two countries can resolve their differences on a number of structural issues in the near term. Besides keeping a close eye on the progress of trade negotiations, the Hong Kong business community must also focus on tapping new market opportunities, broadly establishing multilateral economic and trade ties, and strengthening its resilience and nimbleness to address external uncertainties.

### Playing the role as Greater Bay Area's central city

The country's full commitment to developing the Greater Bay Area is a rare opportunity for Hong Kong to improve

competitiveness of its industries. As the Greater Bay Area development plan comes into play, Hong Kong can serve as a "central city" to drive the development of surrounding areas.

Hong Kong had actively participated in the country's reform and opening-up in the past four decades. The HKSAR Government has also stepped up its efforts in recent years to drive innovation and technology (I&T) development, with a view to making Hong Kong an international I&T hub. Leveraging on Hong Kong's strengths, other cities in the Greater Bay Area can greatly enhance the entire region's global influence and form a world-class urban cluster.

For Hong Kong businesses, the Greater Bay Area is not only a huge market with a population of nearly 70 million people and a total production value of over RMB10 trillion, it is also a key access to other Mainland provinces and cities as well as the "Belt and Road" (B&R) markets.

### Helping Hong Kong businesses capture new opportunities

The Financial Secretary is about to announce a new *Budget* and CGCC submitted a written submission to the HKSAR Government earlier, expressing our hope for stronger government support to deepen cooperation between Hong Kong businesses and the Greater Bay Area as well as the surrounding areas to cope with the latest global political and economic situation. We will drum up support from relevant mainland authorities to look into more measures to facilitate Hong Kong businesses and talent to seek growth opportunities up north.

Faced with challenges posed by external developments, the Hong Kong business community must vigilantly cope with risks and actively capture opportunities for cooperation in the Greater Bay Area and the B&R. We look forward to seeing concerted effort by the business community and the society at large in the new year to integrate into the country's development landscape. We should prepare ourselves for new opportunities in the new era, and continue to make inroads into the country for joint development and common prosperity. 🍀





# 中總論壇： 抓緊改革開放新機遇

## CGCC Forum: Seizing New Opportunities from Reform and Opening-up

國家改革開放40年來，內地經歷翻天覆地的變化，經濟、社會及民生均取得騰飛發展，在經濟領域上的成就尤其驕人，現已躍升為全球第二大經濟體。新年伊始，中總論壇邀請相關政府官員、專家學者深入剖析，探討在目前環球局勢和新一輪改革開放下，今年宏觀經濟的發展前景，以及國家新時代改革開放的方向重點和香港的角色定位。

Ever since the reform and opening-up of the country began four decades ago, the Mainland has been experiencing soaring economic and social development, as well as improved livelihood of people. The country is now the world's second largest economy. To mark the start of the new year, relevant government officials and expert scholars were invited to speak at the CGCC Forum to offer their insights and explore this year's macro-economic prospects under the current global landscape and the new round of reform and opening-up, the directions of the country's reform and opening-up in the new era, as well as the role of Hong Kong.







## 陳茂波： 撐企業、保就業、 穩經濟



回顧過去一年，財政司司長陳茂波坦言2018年大市難測、波幅難料，市場憂慮環球經濟前景，而近月國際股市波動，亦預示今年經濟挑戰重重。他表示，當前全球的主要風險因素依然是中美貿易摩擦、各個先進經濟體陸續收緊金融，以及英國“脫歐”與其他地緣政治風險。

陳茂波指出，內地整體經濟仍然穩健，估計全年可維持約6.5%的穩定增長。貿易摩擦對今年的外貿表現或有影響，但經過多年結構轉型，內地對外需依賴已降低，內需成為穩定經濟的重要力量。內地將繼續推動經濟向高質量發展，深化市場改革，推動全方位的對外開放，保持經濟在合理區間運行。

外圍環境方面，陳茂波預期，美國的擴張性財政政策對經濟的提振效果將逐漸減退，股市近月亦較為波動及敏感，反映市場對短期經濟憂慮，故美國經濟今年的增長速度相信較去年差。他進一步剖析歐洲的情況，英國“脫歐”進展仍需密切留意，而市場普遍預期歐元區經濟今年將進一步放緩。有見於亞洲多個經濟體的製造業採購經紀人指數近期都在強弱分界點徘徊，多個東盟經濟體經濟增長亦放緩，他認為區內貨物出口與生產活動近月表現轉弱。

面對外圍經濟下行風險增加，陳茂波表示，香港作為細小外向型經濟體，難免受到影響。他強調，特區政府將繼續多管齊下發展對外貿易，於具潛力的市場發掘商機、促進投資，協助企業把握“一帶一路”及粵港澳大灣區帶來的機遇。新一份預算案會致力於“撐企業、保就業、穩經濟”，善用財政應對逆週期措施，紓緩市民面對的困難，並抓住粵港澳大灣區的建





陳茂波 Paul Chan



梁兆基 George Leung



劉世錦 Liu Shijin

設和“一帶一路”倡議所帶來的機遇，融入國家發展大局，為香港經濟注入新動力。

## 梁兆基： 銀行業將進入 虛擬時代

對於未來銀行業的發展，香港上海匯豐銀行有限公司亞太區顧問梁兆基預言十年內將出現天翻地覆的改變，未來將邁向“手機銀行”時代，虛擬銀行將取代實體銀行成為主流。大數據、人工智能及生物科技的長足發展是其中關鍵，容許銀行利用指紋或面部識別客戶身份，再分析客人資產，給予投資建議。世界經濟論壇更估計，未來二十年將出現“存款之死”，因市民再不需要存款，而是在獲得金錢後便馬上被自動分配：繳費、供款、投資，全部瞬間完成。虛擬銀行的出現將帶來截然不同的客戶體驗，梁兆基稱，若金融機構不跟隨大勢將難以生存，實體分行與櫃員機勢將逐漸減少淘汰。

互聯網與智能電話的普及是虛擬銀行得以實現的關鍵條件。去年全球人口接近76億，而互聯網用戶則達40億，滲透率已達53%，與55%的城鎮化相符。而手機的使用者更高達51億，滲透率達68%，意味已普及至農

村。梁兆基指出，20世紀與21世紀的最大分野，是資訊流未來將取代貨物流成為GDP最大增長來源，網絡影響無遠弗屆，電子商務推動全球更緊密聯繫，而全球50%服務貿易目前已然電子化。

伴隨虛擬銀行的盛行，梁兆基預計全球將進入無現金社會。內地與印度是亞太區中促進無現金社會的主要貢獻者，支付寶、微信支付及印度的Paytm都是目前最多用戶的支付工具。隨着更多電子錢包在本港陸續面世，金管局的“轉數快”更有效連結各個支付平台，有望進一步加快本地無現金進程。

梁兆基強調，今後20年將透過金融科技實現銀行服務的轉型，未來香港應致力鞏固金融科技樞紐地位，否則難以維持國際金融中心的地位。目前香港於金融科技上的資金投放及競爭力尚不及新加坡，他呼籲政府協助業界急起直追。

## 劉世錦： “填窪地”釋放 發展潛力

從2010年開始至今，中國發展研究基金會副理事長劉世錦坦言，內地總體上處於經濟下行的態勢。他指出，內

地正經歷增長階段轉換，經濟由以往高速增長，轉向未來的中速增長。他認為，經過30多年的高速增長後，減速屬無可避免，參考日本發展經驗，增長減速符合國際發展規律，相反保持增長8%以上反屬違反常理。轉換期間經濟將呈現中高速增長，背後是需求、供給、金融結構的本質變化。隨着各方面的初步調整到位，中國經濟增速將會靠穩，質量亦會有所提升。

內地經濟於2016年觸底後，部分人期望經濟出現U型或V型反彈，但劉世錦認為觸底反彈不可能出現，亦不可能重回過去的高速增長。相反，內地經濟在觸底後將初步穩住，今後進入中速增長平台。他又提醒，適當降低增長預期有利於穩定增長，避免槓桿本身高的地方政府為尋求數字上的增長，而進一步擴大基建，最終只推高地方負債，令槓桿問題更為嚴重。

劉世錦認為今明兩年是重要階段，因為內地增長於此兩年間只要維持6.2%，即可實現2020年前建設全面小康社會的百年目標。他預計，此後經濟增長可能調整為5至6%之間。部分人或憂慮由此反映內地經濟出現問題，但劉世錦卻不以為然。他指出，增長速度高低屬相對概念，與所處增長階段潛在增長率掛鉤。因此，5%在中速增長階段已屬高速度，同時內地仍是全球增量最大的經濟體，



正在進行的轉型升級與創新發展亦為國際投資者提供龐大機會。

對於未來發展方向，劉世錦強調內地經濟需要找到新的增長動力，基建與房地產由於已過歷史峰值，未來增長潛力有限，效率下降，風險上升。今後重點應由以往“爬高山”改為“填窪地”。他提到，現時部分地方仍有行政性壟斷問題，導致競爭不足、成本高、效率低等結果；另一方面，因為收入分配差距過大，亦使部分人的需求潛力與人力資本尚未得到釋放。他表示，打破行政性壟斷、服務業對外以及對民營企業開放、國資充實社保等都屬內地的當務之急。

### Paul Chan: Supporting businesses, safeguarding employment, stabilizing the economy

Looking back on 2018, Paul Chan, Financial Secretary of HKSAR, admitted that both the market and its fluctuations were difficult to predict as there was anxiety over the future of the global economy. The volatility of the stock markets around the world in the past few months indicated that we will face economic challenges this year. According to Chan, the main risk factors of the current world economy will continue to be the trade conflicts between China and the US, the gradual financial tightening in various advanced economies, the Brexit, as well as other geo-political risks.

Chan pointed out that the overall economy of the Mainland has stayed robust and a steady annual growth of around 6.5% is expected. While trade conflicts may affect the external trade performance of this year, the Mainland has been much less dependent on external demand after years of structural reform, and domestic demand is now an important driver to stabilize the economy. The Mainland shall continue pushing its economy towards quality development, deepening market reform, promoting opening-up in all directions and maintaining its economy to operate within reasonable thresholds.

As for the external environment, Chan foresaw that economy-boosting effect

of the expanding fiscal policy in the US will gradually recede. In addition, the US stock market has been rather volatile and sensitive in the past few months. Therefore, the growth rate of the US this year is believed to fare worse than the last. He further analyzed the situation in Europe, noting that we should keep a close eye on the progress of Brexit, and the market generally expects further slowdown in the eurozone economy this year. As the recent Purchasing Managers' Indices (PMIs) of many Asian economies have been hovering around the neutral territory, and the economic growth of a few ASEAN economies have also slowed down, he believed that performance of export sector and manufacturing activities in the region would turn weak in these few months.

Chan reckoned that Hong Kong as a small external-oriented economy would find it difficult not to be impacted amidst stronger downward risk of the external economy. He stressed that the HKSAR government will continue to develop external trade in multiple directions and uncover business opportunities in markets with high potentials to promote investment. The new *Budget* will strive to “support businesses, safeguard employment, and stabilize the economy”, making good use of budgetary policies to respond to measures in a reverse cycle and to alleviate the hardship faced by members of the public. Opportunities offered by the construction of the Greater Bay Area and brought about by the “Belt and Road Initiative” (B&R) will be seized to inject new momentum into Hong Kong's economy.

### George Leung: The banking industry approaching the virtual age

Regarding the future development of the banking industry, George Leung, Advisor, Asia Pacific, The Hongkong and Shanghai Banking Corporation Limited predicted radical changes in the next decade. The future will be an age of “mobile banking”, and the mainstay role of brick-and-mortar banks will be replaced by virtual ones. Following gradual reduction in their numbers, physical branches and ATMs will be eventually eliminated. The rapid development of big data, artificial intelligence and biotechnology will be critical, as they allow banks to verify customer identity with fingerprints or facial recognition, as well as to analyze customers' assets and offer investment advice. The World Economic Forum has even predicted the “death of savings” in the next two decades because

everyone's money will be instantly distributed to payment, monthly contributions and investment the minute it is received.

The popularity of the internet and smartphones is the key criteria to materialize virtual banking. The penetration rate of the internet has now reached 53%, which is on par with the level of urbanization, which stands at 55%. At 68%, the penetration rate of mobile phones implies that the popularity of mobile phones has extended to rural areas. Leung pointed out that the biggest divide between the 20th century and the 21st century is that information flow will replace the flow of goods to become the biggest source for GDP growth. E-commerce will facilitate even closer global connection. At present, 50% of the world's service trade has been digitized.

Leung anticipated that the world will turn into a cashless society as a result of the prevalence of virtual banking. China and India are the major contributors in facilitating a cashless society in the Asia-Pacific region. As more and more electronic wallets are launched in Hong Kong, the “Faster Payment System” rolled out by the HKMA is effectively linking various payment platforms, which is hoped to further accelerate the progress of cashless development in Hong Kong.

Leung emphasized that the next twenty years will see the transformation of banking services through fintech. In future, Hong Kong should strive to solidify its position as a hub for financial technologies. Otherwise, it would be very difficult to maintain its standing as a global financial center. As of today, neither the capital investment that Hong Kong made in fintech nor its competitiveness in the discipline is a match to Singapore. He urged the government to help the industries catch up immediately.

### Liu Shijin: “Filling Gaps” to unleash growth potentials

Liu Shijin, Vice Chairman of the China Development Research Foundation, admitted that the overall Chinese economy has been on a downward trend since 2010. He reckoned that deceleration is unavoidable after 30 years of accelerated growth. With reference to the development experience of Japan, the growth and slowdown rates of China conform to international growth patterns. During the period of transition, the economy will demonstrate medium-to-high speed



growth, which is underpinned by demand, supply and the fundamental changes in the financial structure. As different aspects achieve appropriate adjustments, the growth rate of the Chinese economy will stabilize, and the quality of growth will also be enhanced.

The economy of China touched the bottom in 2016. However, Liu thought that the U-shaped or V-shaped rebound anticipated by some people will not occur. On the contrary, the Chinese economy will enter a medium speed growth platform from now on. He also noted that by appropriately lowering expectation on growth, it is more favorable for stable development; it also prevents regional government with high leverages to further expand sizeable infrastructures for the sake of pursuing numeric growth, which would end up in augmented regional debts.

Liu thought that the next two years would be an important stage, because China will be able to actualize the century-old goal to become a moderately affluent society by 2020 as long as the economy maintains a growth of 6.2%. He expected the economic growth would be adjusted to 5 to 6%. Although some people may be anxious that this would illustrate economic problems in the Mainland, Liu pointed out that the high or low speed of growth is indeed a relative concept, which is pegged to the potential growth rate of the current growth stage. As such, 5% is already quite a high speed during a medium growth stage. At the same time, China is still the world's top economy in terms of growth volume; its transformational upgrades and new development in innovation have also provided international investors with ample opportunities.

Speaking about the future growth direction, Liu emphasized that the Chinese economy needs to identify new growth drivers. As infrastructures and real estate market have both grown past their historic peaks, there will be limited growth potentials, reduced efficiency and increased risks. From now on, the focus should be placed on "filling gaps" rather than "climbing up". He noted that the issue of administrative monopoly still exists in some places, which leads to inadequate competitiveness, high costs and low efficiency. On the other hand, the very wide disparity in income allocation has resulted in inhibited demand potentials and human capital. He observed that by knocking down administrative monopoly, the service industries can be opened up not only externally but also for the participation of private companies. State-owned assets, social insurance, etc. are the top priorities of China.

## 改革開放新起點

### A Fresh Start for Reform and Opening Up



(左起) 胡偉俊、鄧志寰、蔡冠深、劉世錦及車品覺  
(From left) Larry Hu, Zhihuan E, Jonathan Choi, Liu Shijin and Herbert Chia

**論壇**設有對談環節，邀請中國發展研究基金會副理事長劉世錦、中國銀行（香港）首席經濟學家鄧志寰、香港科技園公司董事會成員車品覺及麥格里集團中國首席經濟學家胡偉俊，從多角度分析在新一輪改革開放下，香港及國家經濟發展迎來哪些機遇與挑戰。

### 劉世錦： 建立高標準經濟體系

改革開放40年取得巨大成就，劉世錦指出，關鍵在於建立了具中國特色的市場經濟體系，但他認為體系仍存在問題，還有改善空間。面對新一輪

的改革開放，內地經濟必須實現高質量發展，並建立相應的高標準體制，當中涉及貿易談判、公平競爭、國企地位、產業政策、政府補貼、知識產權、勞工待遇等眾多議題。劉世錦強調，這些問題都是無法迴避，亦不應因外國或國際壓力推動才去解決，而應按自身發展作自主解決，並展望未

來40年，內地經濟體制能夠再上新的台階。

未來內地經濟機遇還在於都市圈的興起，如京津冀、長三角、粵港澳大灣區等，劉世錦表示，這些都市圈概念着重的是特點和優勢。他舉例，深圳具備中高端科技的製造能力，香港擁有高水平的專業服務業，這些優勢都是其他城市不具備，再下一步是將這些優勢與大灣區以至整個國家經濟的需求對接，定可創造許多新機遇。

## 鄂志寰： 把握金融科技後發優勢

在新的改革開放起點上，鄂志寰認為，新一輪對外開放將側重於服務業，香港是服務業為主的現代經濟體系，相信能於未來內地進一步開放服務業過程中獲得更多機遇。同時，“一帶一路”作為國家經濟對外開放的重要引擎，香港亦可發揮與國際市場無縫對接的特點。鄂志寰又提到，大灣區是中國整個經濟體系中開放程度最高、GDP增長力度最大的區域，若未來五年能實現灣區各種生產要素、要素資源有效配置，可加強產業聚合以至優勢產業的崛起。

金融科技潮流撲面而來，鄂志寰坦言對傳統銀行帶來巨大挑戰，當前香港金融科技發展落後於周邊，故必須力追把握後發優勢。她樂見金融管理局推出相應政策措施，期望業界攜手造就銀行業根本變革。鄂志寰強調，未來香港銀行業必須做好金融科技這個板塊，才能抓住大灣區的發展機遇。

## 車品覺： 發展科技要以小為大

兩年前，車品覺認為香港科技發展處於冷啟動階段，但去年起特區政府着力支援創科企業，是非常重要的

一步。他指出，香港創科最缺是人才，但只要有機遇自能吸引人才，近年科技園帶動設立許多實驗室，引入大學合作、研發機構，令科技園漸漸有矽谷的感覺。

車品覺認為，科技必須以小為大，開發科技不應只着眼於頂層設計，而應尋找合適的切入點，從中加以延伸及擴大，並寄語業界要抱有“處身香港、放眼世界、善用國家資源和市場”的視野，方能真正與世界市場接軌。

科技研發固然重要，但車品覺提醒，由科技衍生的問題亦必須妥善解決，如個人私隱、數據安全、科技衍生的倫理問題等。因此，他認為未來除了要投入研發之外，更要提升管理科技的能力。

## 胡偉俊： 實現資源有效配置

談及對內地經濟短期的看法，胡偉俊比較樂觀，他指出，2015、2016年內地推行供給側改革，三年下來大宗商品價格翻倍、房地產庫存減半，足見行政措施有效。但他指出，在貿易戰的背景下，內地經濟將愈趨開放，行政措施效力亦愈來愈低，然而若不開放，經濟增長或告放緩，開放與不開放皆有風險，令內地經濟處於兩難局面。然而，若內地經濟預期每年5%增長，十年後中國經濟規模可媲美一個美國加兩個日本，仍具不少發展潛力。

中國經濟高速增長的階段已經過去，目前面對如在教育、醫療、土地及資本等範疇的資源錯配問題，如人民渴求高等教育，但不少博士生畢業後卻找不到工作，種種資源錯配影響經濟向前發展，往後40年中國應設法達致資源有效配置。🌀

For its dialogue sessions, the forum invited **Liu Shijin, Vice-Chairman of the China Development Research Foundation; Zhihuan E, Chief Economist of the Bank of China (Hong Kong); Herbert Chia, Member of the Board of Directors of Hong Kong Science and Technology Parks Corporation and Larry Hu, Head of Greater China Economics of Macquarie Group** to analyze from multiple perspectives the opportunities and challenges for Hong Kong's and the country's economic development in the new phase of reform and opening-up.

## Liu Shijin: Building a high-standard economic system the economy

China has made great achievements in its 40 years of reform and opening-up. Liu pointed out that the key was the establishment of a market economy system with Chinese characteristics, but he believes there is still room for improvement. Faced with a new phase of reform and opening-up, the Mainland economy must establish a corresponding high-standard system, involving numerous issues such as trade





negotiations, fair competition, status of state-owned enterprises, industrial policies, government subsidies, intellectual property, and labour treatment. Liu stressed that these issues cannot be avoided, nor should they be resolved due to foreign or international pressures. Instead, they should be resolved independently according to the country's own development.

The future economic opportunities in the Mainland lie in the rise of urban clusters, such as the Beijing-Tianjin-Hebei region, Yangtze River Delta and the Greater Bay Area. Liu said that the concept of urban clusters focuses on characteristics and strengths. Citing an example, he said that Shenzhen's medium/high-tech manufacturing capabilities and Hong Kong's high-standard professional services are strengths that are not available in other cities. The next step is to align these strengths with the needs of the Greater Bay Area and the entire national economy, which will surely create many new opportunities.

### Zhihuan E: Capitalizing on late-mover advantage in fintech

E believes the new phase of opening up will focus on the service industries. Since

Hong Kong is a modern economic system that focuses on services, it will gain more opportunities as the Mainland further opens up its service industries. Hong Kong can also provide a seamless connection with international markets in its role in the B&R, which is an important engine for the opening-up of the country's economy. She added that if the various production factors and key resources in the Greater Bay Area can be effectively distributed in the next five years, they can strengthen the rise of industrial clusters and advantageous industries.

In view of the onset of fintech, she admitted that Hong Kong is lagging behind the surrounding regions in fintech development, so it must strive to capitalize on its late-mover advantage. She also stressed that Hong Kong's banking sector must do well in fintech in order to capture the development opportunities in the Greater Bay Area.

### Herbert Chia: Paying attention to details for technology development

Chia believes Hong Kong's technology development was in a cold-start stage two years ago, but since last year, the HKSAR

Government has focused on supporting I&T enterprises, which is a very important step. He pointed out that Hong Kong is most in shortage of I&T talents, but it should be able to attract such talents as long as there are opportunities.

Chia believes for technology development, we must pay attention to details. We should not only focus on the top-level design, but also find a suitable entry point to extend and expand. He advised businesses to expand their horizon and make the maximum use of the country's resources and markets with their roots in Hong Kong and eyes on the world.

While technology R&D is important, he reminded that issues caused by technology must be properly addressed, such as personal privacy, data security, and ethical issues arising from technology. Therefore, he believes it is necessary to improve technology management capabilities.

### Larry Hu: Allocating resources effectively

Hu has a more optimistic view of the Mainland economy in the near term. He pointed out that since the supply-side reforms implemented by the Mainland in 2015 and 2016, commodity prices have doubled and real estate inventories have halved in the past three years, which is a demonstration of the effectiveness of the administrative measures. Nevertheless, he noted that given the trade war, the Mainland economy will become increasingly more open and administrative measures will become increasingly less effective, but without opening-up, economic growth may slow down. Therefore, opening-up and not opening-up are both risky. However, if the Mainland economy could grow at a rate of 5% per year, China's economic scale would be comparable to that of the US and would be two times as high as that of Japan in ten years' time, so it still has a lot of development potential.

China's economy has passed the rapid growth stage. At present, it is faced with mismatched allocation of resources for education, health care, land and capital. Such resource mismatches affect future economic growth. Hence, China should strive for effective allocation of resources in the next 40 years. 🌀







# 改革開放40年：成果與創新

## 40 years of Reform and Opening-Up: Achievements and Innovation

去年12月18日在北京人民大會堂舉行的慶祝改革開放40周年大會上，中央表彰100位對改革開放有卓越貢獻的人士，其中獲表彰的五位港澳人士之中，三位為中總前輩會長：王寬誠、霍英東、曾憲梓，足證中總成員積極參與改革開放和作出卓越貢獻。新一輪改革開放開啟國家經濟新時代，中總定當一如既往，繼續為祖國發揮積極作用。

At a meeting to celebrate the 40th anniversary of reform and opening-up held at the Great Hall of the People in Beijing on 18 December last year, the Central Government commended 100 people who have made outstanding contributions to the country's reform and opening up. Among the five from Hong Kong and Macau who were commended, three were the Chamber's previous Chairmen; they are K C Wong, Henry Fok and Tsang Hin-chi, providing evidence of the outstanding contributions made by the Chamber's members through their active participation. With the new phase of reform and opening-up kicking off a new era for the country's economy, the Chamber will continue to play an active role for the motherland.





王彭彥 Laurence Wong

## 王寬誠：考察內地先行者 KC Wong: A pioneer of Mainland visits

**廣** 深港高鐵開通，粵港一小時生活圈概念得以成真。今天交通的便捷，我們看來好像理所當然，但對於數十載前的人來說，已屬不可思議。例如王寬誠會長曾於1949年考察內地三個月，首站青島，乘的就是輪船。

### 親身北行 推動四化

時光荏苒，今天中國發展已是今非昔比，王寬誠亦已逝逾30載。身為

後人，本會常董王彭彥憶述祖父畢生功業時亦不無感慨：“爺爺心繫祖國，親身北上考察是他一直念茲在茲的事。”他坦言，當年資訊遠不如今天發達，大眾對中國的認識只能來自零碎的傳媒報導。亦正因此，才驅使王寬誠當年甫於建國之初，就擔當了北上的先行者。該次旅程歷時三月，王寬誠足跡遍及青島、濟南、天津、北京、瀋陽、大連及上海。遊歷後來化成長

文〈北行見聞〉，於1950年初刊於香港《大公報》。“雖然爺爺謙稱自己僅屬走馬看花，但文中所載仍是相當詳盡。”事實上，以當年港人對新中國無甚了解的情況，〈北行見聞〉實屬一份難得的觀察。

由60到80年代，王寬誠擔任了中總多屆會長，任內致力推動成立“中國‘四化’服務委員會”，為中國四個現代化在港提供支援力量。王彭彥更指，祖父當年更組織了不少考察團，鼓勵會員像他一樣親自北上考察，見識新中國發展潛力，同時鋪橋搭路，引領會員與內地幹部溝通交流，充分發揮本會的橋樑角色。值得一提的是，今天香港人飲用的東江水，正是當年王寬誠擔任中總會長期間，與一眾先賢專程赴廣州商談而來。王彭彥笑指：“爺爺這方面的貢獻，香港人每天都會感受到。”

### 延續培育人才精神

認投公債、開設國貨公司，王寬誠畢生多次以商人身份與內地共度時艱。但論更深遠的影響，應是他在1985年出資一億美元創立“王寬誠教育基金會”。王彭彥現為基金會董事，直指祖父當年最着重的就是培育人才。“因為教育影響的不只是一個人，而是可以人傳人的影響下去。”



1963年，王寬誠（前排右四）任第23屆本會會長時出席春茗團拜活動。  
In 1963, K C Wong (fourth from right, front row) attended the Chinese New Year feast and get-together when he was the Chamber's 23rd Chairman.



1964年，廣東省政府與港英當局簽訂東江供水協議，王寬誠（前排站者左二）在場見證。  
In 1964, Guangdong government and the British Hong Kong authorities signed the Dongjiang water supply agreement, with K C Wong (Second from left, front row) bearing witness at the scene.





1985、86年，基金會考選委員會在上海舉行工作會議。

In 1985 and 1986, the Foundation's selection panel held its working meeting in Shanghai.



王彭彥透露，基金會未來將致力於資助“一帶一路”交流，目前在香港理工大學已有相關項目。他指出，這其實亦是秉承了祖父致力擔當橋樑，促進國家改革開放的精神。感念國家在祖父逝世多年仍特意表彰，他也希望為港人多認識“一帶一路”貢獻己力，一如祖父當年引領港人認識內地那般。

**T**he opening of the Guangzhou-Shenzhen-Hong Kong high-speed rail has made the idea of a one-hour life circle in Guangdong and Hong Kong come true. The convenience of transportation today seems to be a matter of course, but it would be unbelievable for people dozens of years ago. One example is Chairman K C Wong's three-month visit in the Mainland in 1949. His first stop to Qingdao was by ship.

### Personal Mainland visits and promotion of four modernizations

K C Wong has passed away for more than 30 years. As his descendant, **Laurence Wong, the Chamber's Standing Committee Member**, was filled with emotions when recalling his grandfather's lifelong accomplishments: "My grandfather's heart was with the Motherland all long, so going north for a visit in person had always been in

his mind." He admitted that the public's understanding of China in the past could only come from piecemeal media reports. It was precisely this that drove K C Wong to become a pioneer of visits to the Mainland at the beginning of the country's founding. The trip lasted three months, with K C Wong stepping foot in Qingdao, Jinan, Tianjin, Beijing, Shenyang, Dalian and Shanghai. He later captured his experience in an article *Sights and Sounds from a Trip to the North* published in Hong Kong's *Ta Kung Pao* in early 1950. "Although my grandfather modestly claimed that what he gained was just a superficial understanding from cursory observation, his writings were very detailed."

K C Wong served as the Chamber's chairman for several terms from the 1960s to the 1980s. During his tenure, he strived for the establishment of the China Four Modernizations Service Committee to provide support for China's efforts in its four modernizations in Hong Kong. Laurence added that his grandfather organized a number of delegations to encourage members to gain insight into the new China's development potential and to pave the way for members to communicate with Mainland cadres, fully playing the Chamber's role as a bridge. It is worth mentioning that Dongjiang water that we drink today was a result of negotiations between K C Wong, together with other the former Chamber's members, and Guangzhou's authorities. Laurence remarked jokingly that: "Hong Kong people will experience

my grandfather's contribution in this area every day."

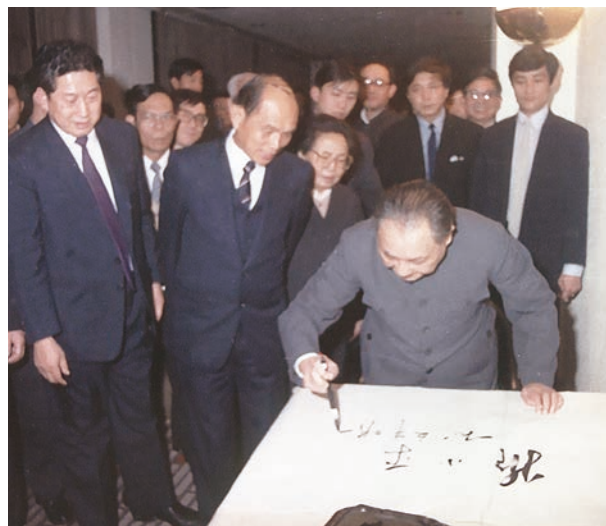
### Continuing the spirit of talent cultivation

As a businessman, K C Wong had repeatedly assisted the Mainland to tide over difficulties through assumption and funding of public debts and opening of Chinese products companies. However, his far-reaching impact should be his investment of USD100 million in 1985 to set up the K C Wong Education Foundation. Laurence, who is now a director of the Foundation, pointed out that his grandfather's topmost priority at that time was to nurture talents. "It was because education does not influence only one person, but the influence will be passed on from one person to the next and so on."

Laurence revealed that the Foundation will focus on funding "Belt and Road" exchanges and has started relevant projects at the Hong Kong Polytechnic University. He noted that this is in fact adhering to his grandfather's commitment to serve as a bridge for the country's reform and opening-up. He is grateful for the country's special recognition for his grandfather's contribution so many years after his death. Laurence hopes that Hong Kong people will learn more about the "Belt and Road Initiative" to make their own contribution, just as his grandfather took the lead in helping Hong Kong people understand more about the Mainland.



1980年12月28日，廣東省領導楊尚昆（左四）、劉田夫（左一）等人出席中山溫泉賓館開業慶典。  
On December 28, 1980, Guangdong provincial leaders Yang Shangkun (fourth from left) and Liu Tianfu (first from left) attended the opening ceremony of the Zhongshan Hot Spring Resort.



鄧小平於白天鵝賓館用膳後題字以茲留念。  
Deng Xiaoping wrote as inscription after enjoying his meal at the White Swan Hotel.

## 霍英東：開創內地酒店業先河 Henry Fok: Broke the ground for Mainland's hotel industry

**改**革開放在當年屬嶄新概念，外商早年投資內地困難重重，無論政府還是商人，都只能“摸着石頭過河”。當時廣東官員早早便認識霍英東會長，深感他對國家的擔當，遂共同摸索走出新路。

### 內地酒店業始祖

本會永遠榮譽會長霍震寰憶述，當年中山雍陌發現溫泉，父親視之為發展旅遊的契機，遂萌生建設賓館的念頭。雖然雍陌地處偏僻，但霍英東希望早日建成。但計劃經濟下，當時工人流行“做又三十六，唔做又三十六”的想法，為求如期完工，霍英東便以獎金鼓勵工人加把勁，終於短短一年間完工開業，蔚為佳話。而國人勤勞的特性亦讓他感嘆，國家終歸存有希望。中山溫泉賓館自此成為改革開放之標誌，中央領導亦多番前來參觀，當中自然包括改革開放“總工程師”鄧小平。鄧公亦正是在賓館後山的羅妹山道出“不走回頭路”之改革開放名言。

白天鵝賓館作為內地首家五星級酒店，是霍英東另一重要貢獻。霍震寰指出，改革開放一大重點為吸引外國旅客來華，奈何當時內地酒店有限，不利營商，亦有礙僑民回鄉。因此，其父便選址重要商埠廣州，闢建新型酒店，並且由自家設計與經營，引入現代化酒店管理模式。為讓管理層了解國際標準，霍英東又特意安排他們往香港、外地體驗考察，故當年白天鵝賓館被譽為“酒店業少林寺”，帶動了整個內地酒店業蓬勃發展。霍震寰亦謂，白天鵝賓館開業時，父親力排眾議，打破本地人前往酒店需單位介紹書之規定，讓市民自由進入，一睹改革開放成果。

### 搭橋鋪路打通經濟

酒店業以外，霍英東亦本着“路通丁財通”的想法，致力改善內地道路網絡。珠江河網交錯，當時澳門往廣州便需經過五個渡口，費時失事；不少道路亦為黃泥路，路途顛簸難行。有見及此，霍英東除資助興建番禺洛溪大橋外，亦建議交通廳透過收取過路費用補貼維修、建造開支，開“以橋

養橋，以路養路”之先河，從而促成大量修橋補路的工程，為改革開放所需的交通基建打下基礎。

霍震寰相信，隨着新一輪改革開放，國家將邁向更富強之路。他指出，由父親與當地政府合作發展的南沙，經過兩代人多年經營，已搖身變成香港與廣州的橋樑、粵港澳大灣區的中心。他提到，父親致力打造香港至南沙的一小時生活圈，隨着交通、住屋、辦公室、娛樂、酒店等完整配套相繼落成，南沙已吸引不少外商投資。他指出，南沙作為自由貿易區和國家級新區，未來可望對接世界，在“一帶一路”及粵港澳大灣區發展下發揮更大作用。

**R**eform and opening-up was a new concept in those years. For government officials and businesses, it meant they had to navigate in uncharted waters. At that time, Guangdong's government officials were already acquainted with Chairman Henry Fok. Deeply impressed by his commitment to the country, they joined efforts with him and found a new path forward.

### Forerunner of the Mainland's hotel industry

Ian Fok, the Chamber's Life Honorary Chairman, recalled that his father began to harbour the idea of building a hotel in



Yongmo, Zhongshan when hot springs were discovered there at that time. Although Yongmo was situated in a remote part of Zhongshan, Henry Fok wanted to build the hotel as soon as possible. However, given the planned economy, a popular thought among the workers at that time was “getting the same salary whether they work hard or not”, so Henry Fok offered financial incentives to encourage construction workers to work harder. In the end, the hotel was completed and commenced operation in just one year. The industrious nature of the Chinese people also impressed upon him that there was hope for the country after all. Since then, Zhongshan Hot Spring Hotel has become a symbol of reform and opening-up. Many Central Government leaders repeatedly visited the hotel, which naturally included Deng Xiaoping, the “chief architect” of China’s reform and opening-up. When he was hiking up the nearby Luosanmei Mountain, Deng said “There is no turning back now”, which is believed to be a pun on the situation of reform and opening-up.

White Swan Hotel, the first five-star hotel in the Mainland, is another important contribution of Henry Fok. Ian pointed out that a major focus of reform and opening-up was to attract foreigners to China, but the dearth of hotels in the Mainland at that time was not only unfavourable for business operations, but also discouraged the return of overseas Chinese. Therefore, his father decided to build a modern hotel in Guangzhou, a key trading port and introduced a modern hotel

management model, including the design and operation of the hotel. To enable the hotel management team understand the international standards, Henry Fok specially arranged for them to visit Hong Kong and other places to have direct experience, which was how the hotel got its “Shaolin Temple of the Hotel Industry” reputation. Ian added that his father went against all odds when he overcame the requirement for locals to obtain a referral letter from the authority before visiting the hotel, which enabled the public to visit the hotel freely to see the results of reform and opening-up.

### Paving the way for the economy

Believing that “smooth transportation paves the way to good fortune”, Henry Fok devoted great efforts to improve the Mainland’s transportation networks. As the Pearl River has an interlaced network of rivers, travelling from Macau to Guangzhou at that time had to pass through five intersections, which took a lot of time, and there were many muddy roads. In view of this, Henry Fok funded the construction of the Panyu Luoxi Bridge and suggested that the transport authority should subsidise maintenance and construction expenses through toll collection, thus laying the foundation for the transportation infrastructure needed for reform and opening-up.

Ian believes with the new phase of reform and opening-up, the country will become more prosperous and stronger. He pointed out that Nansha, which was developed jointly by his father and the local government has been transformed



霍震寰代表父親領取“改革先鋒證書”。  
Ian Fok accepted the Reform Pioneer certificate on behalf of his father.

into a bridge between Hong Kong and Guangzhou as well as the centre of the Guangdong-Hong Kong-Macao Greater Bay Area through two generations of operations. He said that his father strived for a one-hour life circle from Hong Kong to Nansha. With the completion of wide-ranging facilities such as transportation, housing, offices, entertainment and hotels, Nansha has already attracted investments from numerous foreign businesses. He noted that Nansha, a free-trade zone for and a national-level new district, is poised to align with the world to play a greater role in the development of the “Belt and Road Initiative” and the Greater Bay Area.



霍英東、霍震寰（左三、左一）為南沙蒲洲大酒店封頂。  
Henry and Ian Fok (third & first from left) performed the capping ceremony for Nansha’s Puzhou Hotel.



南沙中總大廈落成，霍英東（前排左三）與一眾中總首長留影。  
After the completion of Nansha’s CGCC Building, Henry Fok (third from left, front row) took a photo with various CGCC Chairman.





曾憲梓榮獲改革先鋒證書。  
Tsang Hin-chi was awarded the Reform Pioneer certificate.



航天英雄楊利偉（右二）祝賀曾憲梓榮獲改革先鋒稱號。  
Space Hero Yang Liwei (second from right) congratulates Tsang Hin-chi for earning the Reform Pioneer award.

## 曾憲梓：振興家鄉步入改革進程 Tsang Hin-chi: Reviving hometown; entering into reform process

曾憲梓會長是最早獲國家領導人鄧小平接見的港澳人士之一，鄧公冀望藉此徵集港澳人士對改革開放之意見。本會副會長曾智明表示，父親對於鄧公提倡的改革開放之龐大藍圖推崇備至，深信可為當時社會帶來進步，同時為中外商家提供無限商機。金利來領帶早於1984年打進內地市場，深受大眾歡迎；曾憲梓亦認為領帶為輕小型產品，方便攜帶運輸，把生產線引入當

時較為落後的內地山區，運輸成本雖然高，但更重要是可以幫助家鄉山區發展經濟，故毅然決定於內地投資設廠，伴隨國家的改革開放共同發展。

### 引入資金設備振興家鄉

曾憲梓對家鄉的熱愛廣為人知，但曾智明提到，父親初回家鄉時，梅州環境欠佳，交通不便，往深圳的車程超過十小時，交通的落後自然有礙經濟發展，鄉民生活難以改善。有見家鄉

發展滯後，曾憲梓一心協助家鄉創造外匯，遂於1984年在家鄉梅縣投資100萬美元，以合辦形式創立中國銀利來有限公司，成為內地首家專營領帶生產的中外合資企業，並為家鄉引進先進的工業技術設備。此外，工廠亦提供大量就業機會，鄉民的生活得以改善。

### 致力推動國家對外貿易

曾憲梓亦大力支持國家對外貿易，30多年來出席逾60屆廣交會，2006年更獲授廣交會《百屆輝煌榮譽證書》，足見官方之肯定。改革開放作為整個國家的改革進程，單靠一人之力難以成就。因此，曾憲梓亦卯力組織世界



設於曾憲梓家鄉的銀利來有限公司為當地引入先進的製造領呔技術設備。  
Silverlion Co Ltd in Tsang Hin-chi's hometown brought in advanced tie manufacturing technology and equipment.



曾憲梓向廣東省領導李堅真（左三）、楊康華（左四）介紹銀利來生產流程。  
Tsang Hin-chi explained the production process of Silverlion Co Ltd to Guangdong provincial leaders Li Jianzhen (third from left) and Yang Kanghua (fourth from left).



曾憲梓（中）獲百屆廣交會頒發“百屆輝煌榮譽證書”。  
Tsang Hin-chi (middle) was awarded an honorary certificate at the 100th session of Canton Fair.



2008年，曾憲梓、曾智明父子出席北京市政府“頒發捐資共建功勳榮譽章儀式”前於天安門廣場合影。  
In 2008, Tsang Hin-chi and his son Ricky took a photo at Tiananmen Square before attending the Beijing municipal government's presentation ceremony.

華商投資祖國，他於就任本會會長期間，就促成2001年世界華商大會於南京舉辦，曾智明指出，此舉目的是協助全球華商了解祖國的改革開放成果，從而發掘新的投資契機，與國家協同發展。

早前曾智明代表父親前往北京授取“改革先鋒”獎狀，他直言，父親是改革開放的堅定支持者，衷心盼望國家國富民強。隨着國家進一步擴大開放，曾智明深信今後內地將日益富裕，人民生活日益美好，成為可待開發的龐大市場，為港澳企業開創無限商機，在支持國家推進改革開放的同時亦能彼此受惠。他強調，40年的改革開放讓大家意識到，中華民族的偉大復興需要全民族的共同努力，而國家授予父親的這份榮譽，也將鼓勵及鞭策自己繼續為家鄉與社會作出更大貢獻。

**Chairman** Tsang Hin-chi was one of the first persons from Hong Kong or Macau to meet with the national leader Deng Xiaoping who wanted to gather opinions from Hong Kong and Macau on reform and opening-up. **Ricky Tsang, the Chamber's Vice Chairman**, said that his father had high praise for Deng's ambitious blueprint for reform and opening-up. He was convinced that it could bring progress to the society and

provide unlimited business opportunities for Chinese and foreign businesses at that time. Goldlion ties entered the Mainland market and were well received by the public as early as 1984. Tsang Hin-chi believed that since ties were relatively easy to transport, it was feasible to start a production line in the remote areas of the Mainland which was relatively backward at that time. Therefore, he decided to invest to build a factory in the Mainland.

### Introduction of capital and equipment to revitalize hometown

Tsang Hin-chi's love for his hometown is well known, but Ricky mentioned that when his father first returned to his hometown, Meixian, conditions there were poor, transportation was inconvenient, and people's livelihood needed improvement. In view of his hometown's lag in development, Tsang Hin-chi focused on helping it make foreign exchange earnings. Hence, he invested USD1 million in Meixian in 1984 to set up Silverlion Co Ltd through a joint venture, and introduced advanced industrial technology equipment for his hometown. In addition, the factory provided a large number of employment opportunities, which improved the lives of people in Meixian.

### Unremitting support for China's foreign trade

Tsang Hin-chi also gave unremitting support to the country's foreign trade. He attended more than 60 sessions of the Canton Fair over the past three decades or so. In 2006, at the Celebration Ceremony

of the 100th session of the Canton Fair, he was awarded the Certificate of Distinction in high recognition of his contribution. The entire country's reform and opening-up cannot be achieved by one person alone. Therefore, Tsang Hin-chi also made efforts to organize Chinese entrepreneurs around the world to invest in the motherland. During his tenure as the Chamber's Chairman, he played a pivotal role in bringing the 2001 World Chinese Entrepreneurs Convention to Nanjing. Ricky pointed out that the purpose of this move was to help global Chinese entrepreneurs understand the accomplishments of the motherland's reform and opening-up.

Earlier, Ricky visited Beijing on behalf of his father to receive the Reform Pioneer award. He said that his father is a staunch supporter of reform and opening-up and sincerely hopes that the country will become prosperous and strong. As the country further promotes opening-up, Ricky is convinced that Mainland will become increasingly affluent and people's lives will become increasingly better. It will become a huge market to be developed, creating unlimited opportunities for businesses in Hong Kong and Macau, which will benefit from each other while supporting the country's reform and opening-up. He stressed that the past 40 years of reform and opening-up have made everyone realize that the great rejuvenation of the Chinese nation requires the joint efforts of its entire people, and the honour given by the state to his father will encourage and spur him to continue making greater contributions to his hometown and the society.





## 蔡冠深：服務世界 迎接機遇

Jonathan Choi: Serving the world and welcoming new opportunities

**對**於本會前賢獲國家表揚，本會會長蔡冠深感到與有榮焉。他指出，國家改革開放40周年的100位表彰對象中，港澳地區有五人，而本會前會長佔其中三席，比重相當高，可見國家對本會工作非常肯定。“表彰令人相當鼓舞，無論是中總或本人深感有責任承先啟後，帶領同仁繼續追隨國家步伐，迎向新一輪改革開放進程。”

### 更上層樓 面向世界

蔡冠深指出，國家主席習近平早已提出“一帶一路”、粵港澳大灣區及人民幣國際化這三個未來重要發展機遇，這也是本會今後因應國家所需，發揮香港所長的努力方向。他舉例，粵港澳大灣區以往是“世界工廠”，但目前應該要由“中國製造”進展為“中國創造”，且大灣區也要與世界一級城市群的標準看齊。這些轉變，昭示了本會未來的發展。

本會定位已由服務香港，逐漸蛻變為服務中國以至全世界。蔡冠深認為其中一個成功的例子就是，過去廿載本會通過參與“世界華商大會”累積了寶貴經驗，並在此基礎上於去年在港舉辦“中總世界華商高峰論壇”，邀請多國中總會長與華商共聚，足證香港有能力為全球華商打造多一個交流平台。他期望這個論壇常態化，每兩年舉辦一次。早前獲國家商務部和香港特區政府支持成立“內地—香港一帶一路工商專業委員會”，身為委員會港方主席，蔡冠深盼藉此平台加強與內地企業聯繫，攜手“走出去”，拓展“一帶一路”商機。

### 朝專業發展 與灣區合作

蔡冠深續指，未來本會將帶領香港工商及專業界

在改革開放進程中繼續扮演“聯繫者、投資者、營運者”的角色，並繼續推動會務朝“多元化、專業化、年青化和國際化”發展。

展望未來，蔡冠深指將與粵港澳大灣區企業家聯盟緊密合作。例如本會將在四月參與由粵港澳三地政府主辦、大灣區企業家聯盟及本會協辦的“粵港澳大灣區推介會”，九月亦會赴廣州參加世界灣區論壇。他說：“對於這些區域性、世界級的活動，中總當仁不讓。”

機會總是留給有準備的人，蔡冠深寄語本會年青一代，除具備紮實的業務知識外，更應對新經濟新發展有所認識，並堅定為港為國服務的宗旨。他相信，本會新一代定可抓緊機遇，為國家的改革開放作出超越前人的貢獻。

**J**onathan Choi, the Chamber's Chairman, feels deeply honoured by the country's recognition of the Chamber's previous chairmen. He pointed out that among the 100 persons honoured by the country, five are from Hong Kong and Macau, including three of the Chamber's former chairmen, which is a significant proportion. It is evident that the country is very positive about the Chamber's contributions. "This commendation is very encouraging. The Chamber and I strongly feel responsible to keep moving ahead through inheritance of the past, leading the Chamber to keep pace with the country in its new phase of reform and opening up."

### Scaling new heights with global orientation

Choi pointed out that President Xi Jinping has put forward three key development initiatives, i.e. the "Belt and Road Initiative" (B&R), the Guangdong-Hong Kong-



Macao Greater Bay Area (Greater Bay Area), and RMB internationalization. They become the main focus areas of the Chamber in future. Citing an example, Choi said that the Greater Bay Area, which used to be the factory of the world, should now progress from "Made in China" to "Created in China" in order to emulate the standards of world-class urban clusters. These changes precisely show the Chamber's direction for future development.

Expanding from serving Hong Kong, the Chamber is now geared towards serving China as well as the rest of the world. Choi believes the Chamber has accumulated valuable experience through its participation in the World Chinese Entrepreneurs Convention (WCEC) over the past two decades. Last year, the CGCC World Chinese Entrepreneurs Summit organized by the Chamber attracted the active participation of the heads of Chinese trade associations and Chinese entrepreneurs worldwide, which proves that Hong Kong definitely has the capacity to become another interaction platform for Chinese entrepreneurs globally. He hopes that the Summit will become a regular event to be held every two years. Following the establishment of the "Mainland China-Hong Kong Belt and Road Business and Professional Services Council" earlier, as its Chairman for Hong Kong, Choi looks forward to strengthening ties with Mainland

enterprises via the platform to capitalize on the B&R's opportunities together.

### **Towards more professionalism and cooperation with Greater Bay Area**

Choi added that the Chamber will play the role of a "connector, investor, operator" in the new phase of reform and opening-up, and continue to progress towards a more diversified, professional, youthful and internationalized organization.

Looking ahead, Choi said that the Chamber will work closely with the Guangdong-Hong Kong-Macao Bay Area Entrepreneurs Union. For example, the Chamber will participate in the "Greater Bay Area Promotion Conference" in April and the World Bay Area Forum in Guangzhou in September. He said: "The Chamber will always do its part for these regional and world-class activities."

As opportunities are always for those who are prepared, Choi advised the Chamber's younger generation to gain insight into new economic developments on top of acquiring solid business knowledge. Coupled with a firm stance and the spirit of serving Hong Kong and the country, he believes the Chamber's new generation will be able to capture opportunities and make contributions in the new phase of reform and opening up.

## 中總擔當改革開放的先鋒 Pioneer in Reform and Opening-up



### 考察內地創先河

#### Pioneering business delegations to the Mainland

早於改革開放之先，中總擔當內地商務考察先行者，組織會員考察內地。伴隨改革開放的步伐，商務考察次數愈加增多，足跡遍及全國。

CGCC was an early organizer of business delegations to the Mainland in the initial days of reform and opening-up. As reform and opening-up gathered pace, such visits increased in frequency and covered the entire country.

### 支持廣交會從不間斷

#### Uninterrupted support for Canton Fair

1957年創辦的“中國出口商品交易會”（廣交會），每年春、秋兩季在廣州舉行。從首屆至今逾60年，中總從不間斷每屆均動員及組織會員參與，並協助邀請香港及海外商人出席至2000年。

Since 1957, the China Import and Export Fair (Canton Fair) has been held in Guangzhou every spring and fall. For more than 60 years since its establishment, CGCC has given the Canton Fair continuous support. While mobilizing our members to take part, CGCC has been entrusted to send invitations to Chinese and foreign businesses in Hong Kong until 2000.





### 培訓內地經貿人才 Training economic and trade professionals for the Mainland

1980年代初，改革開放如火如荼之際，國家對具備國際視野的經貿人才需求殷切，中總遂於1982年創辦“香港工商業研討班”。創辦至今，合共培訓國家經貿人才逾7,000人。

Our country was in urgent need for economic and trade talents in the early 1980s when reform and opening-up was in full swing. With this in mind, CGCC started the “Hong Kong Industry and Commerce Training Program” in 1982. The Program has so far trained over 7,000 economic and trade talents for the country.

### 積極奔走爭取最惠國待遇 Active pursuit of MFN status

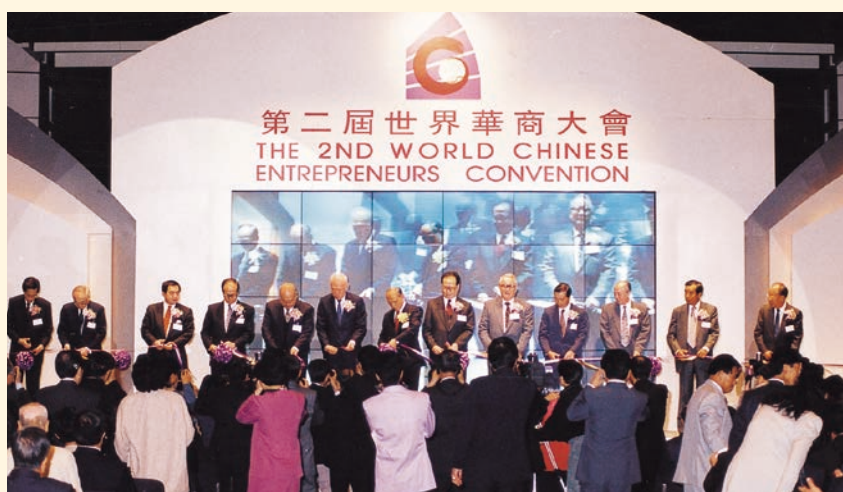
1990年代，中國和美國每年就延續最惠國待遇問題上爭論不休。中總與本港工商團體主動邀請美國政界人士來港及珠三角城市訪問，加強他們延續中國最惠國待遇的信心。

In the 1990s, China wrangled with the US Government over its MFN status every year. CGCC and Hong Kong's industrial and commercial groups invited US politicians to visit Hong Kong and Pearl River Delta cities. Such experience strengthened their confidence in renewing China's MFN status.

### 聯繫世界華商 Linking up world Chinese entrepreneurs

配合國家“引進來、走出去”的步伐，中總積極參與創立及籌辦世界華商大會。1993年，中總在港主辦第2屆大會。及至2001年，中總促成第6屆大會首次踏足祖國大地在南京舉行。

In line with the country's strategy of attracting foreign investment and going global, CGCC has actively participated in setting up and organizing the World Chinese Entrepreneurs Convention (WCEC). CGCC hosted the 2nd WCEC in Hong Kong in 1993 and then in 2001, it helped bring the 6th WCEC to Nanjing, the first WCEC held in the motherland.







## 推動 CEPA 抓緊機遇

### Capturing opportunities from CEPA

從2003年CEPA正式簽署實施至今，中總在不同階段均扮演積極推動者角色，透過各種渠道包括研討會、考察訪問等，協助工商界充分理解及掌握箇中機遇。

Since the official signing of CEPA in 2003, CGCC has played an active role as a facilitator at various stages, assisting the Hong Kong business community to fully understand and capture opportunities through various channels, including forums and study visits.

## 繼往開來 迎新格局

### Look on the past to herald a new landscape ahead

近年中總致力推動香港融入國家發展大局，積極配合“一帶一路”、粵港澳大灣區的規劃。為此中總創立“香港高峰論壇”及“中總世界華商高峰論壇”，並先後於吉隆坡、新加坡、胡志明市、開羅、雅加達、巴黎及東京舉辦區域合作論壇。工商層面以外，2018年舉辦“中總一帶一路續FUN遊”，增進廣大市民對“一帶一路”沿線國家的認識。

In recent years, CGCC has been working hard for Hong Kong's integration into the country's overall development. To this end, CGCC staged the "Hong Kong Summit" and the "CGCC World Chinese Entrepreneurs Summit" and also held regional cooperation forums in Kuala Lumpur, Singapore, Ho Chi Minh City, Cairo, Jakarta, Paris and Tokyo. Besides the industrial and economic level, CGCC organized the "CGCC Belt & Road FEST" to enhance public understanding on those countries along the "Belt & Road".









# 培育平台助初創 踏上青雲路

## Incubation Platform: Guiding Start-ups Towards Success

不少年青人萌生創業念頭，他們擁有創新、創意的商業理念，但欠缺資金、經驗和支援，可幸近年出現了各種初創企業培育平台，它們有民間創立、官方或公營機構營運、或與著名品牌合作，支持有意踏足初創年青人。

It is not uncommon for young people to think about starting their own businesses. They have innovative and creative business ideas but lack funding, experience and support. Fortunately, various start-up incubation platforms have emerged in recent years to support young startup entrepreneurs.







莫偉軒 Peter Mok

## 莫偉軒： 科技園推動 初創企業家文化

**社**會上創業風氣正盛，香港科技園公司是香港最重要的創業培育機構之一，協助具發展潛力的初創項目由意念轉化成實際項目，並推出市場。

香港科技園公司科技創業培育計劃及企業加速器總監莫偉軒強調，要在香港培育及協助創新企業，關鍵是建立涵蓋多方面的初創生態系統，推動企業家文化，最終鼓勵更多人嘗試創業。為達到這個目標，科技園推出了前期創業培育計劃（STEP），從不同方面為初創企業提供協助。

### 意念轉成初創

意念是所有新科技的起源，科技園的平台為一眾有創意想法的青年人提供平台及協助，從中培育具潛力的項目。莫偉軒說：“我們會審視他們的意念、技術和對項目的投入程度，即使有部分商業計劃並未成熟，但團隊決心才是重點，即使最終可能失敗，仍希望他們在過程中培養創業文化。”以 STEP 為例，早在意念的起步階段，科技園會為創業者提供所需要的創業知識，包括硬件支援、市場推廣及財務支援等。同時，科技園亦會為初創企業提供為期一年的課堂，課程涵蓋5至6個單元，希望他們在意念轉化成初創企業前，能有更好的準備和部署。

### 進階計劃精心培育

當初創企業漸漸成形時，企業便會進

入培育階段。科技園協助將初創企業的成果或服務進行商品化並投入市場。莫偉軒指出，在培育階段，科技園每半年會檢視企業表現一次，計劃設有“目標基金”，鼓勵企業參與國際比賽，日後尋找及配對投資者時更見事半功倍。

莫偉軒透露，導師計劃與培訓將會是科技園未來的工作重點。“導師計劃設有駐點企業家，他們都是剛退休的資深管理人士，通過他們豐富的人際網絡及經驗，必定能協助這些初創企業。”

當初創企業的產品及服務發展至一定規模，能夠開拓內地以至其他國家的市場時，這些企業可申請加入“企業飛躍計劃”。莫偉軒形容，這是“精英版”的培育計劃，科技園重點協助企業拓展市場網絡及推廣，為這些企業未來上市或併購計劃作好準備。

### 支援初創用得其所

隨着企業日益擴展，只具備技術層面上的知識絕不足夠，他們更需要商業和管理的知識，令業務得以持續發展。莫偉軒強調，科技園對初創企業來說不只是資金提供者，而是透過一



香港科技園是本港其中一個最重要的創業培育機構之一。

HKSTP is one of the most important incubation organizations to support local business starters.

系列計劃協助不同階段的初創企業具備成熟的企業家精神。“投放更多的資金，不代表就能產生驕人的科研成果，最重要是用得其所，否則只會衍生‘創業綜援’。”

### Peter Mok: HKSTP promotes start-up entrepreneurial culture

**R**iding on the strong startup wave in our society, Hong Kong Science and Technology Parks Corporation (HKSTP) is one of the most important incubation organizations to support local business starters. It has been helping startup projects with development potentials to transform their ideas into concrete projects and launch them into the market.

**Peter Mok, Head of Incubation & Acceleration Programmes of HKSTP,** stresses that the key to nurturing and assisting innovative companies in Hong Kong is to establish an all-encompassing startup ecosystem and to promote an entrepreneurial culture. To achieve this goal, HKSTP launched the “Science and Technology Entrepreneur Programme” (STEP) as a precursor to provide startups with assistance on all fronts.

### Transforming an idea into a startup

The HKSTP platform to breed projects with good potentials by offering a platform and assistance to creative young people. Mok said, “We would review their ideas, technology and extent of engagement. Some of the business proposals may not be very mature, yet the project team determination is what really counts. The whole thing may not work out after all, but we hope the experience can foster entrepreneurship among young people.”

Take STEP as an example. When the idea was first kicked off, HKSTP empowered business starters with essential knowledge for establishing a new company, including hardware support, marketing and financial support, etc. HKSTP would also offer startups one-year classroom training of five to six modules so that young people can be better prepared and plan their projects well.

### Advanced program lifts incubation to the next level

When a startup gradually takes shape, it enters the incubation stage. HKSTP would help startups turn their outcomes or services into marketable commercial products. Mok points out that during the incubation stage, HKSTP would review the company’s performance every six months. The program has a “target fund” in place to encourage companies to take

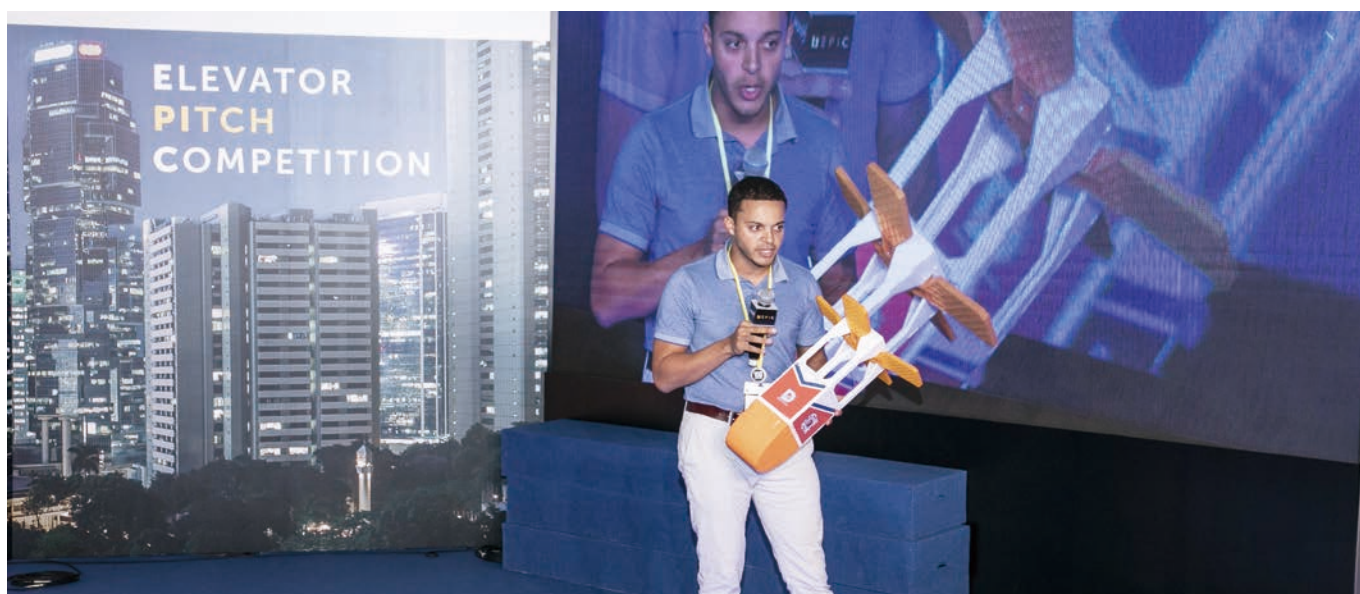
part in international competitions, which would make identifying and matching with investors much easier in the future.

Mok reveals that the mentor and training programs will be HKSTP’s foci of work going forward. “Our mentor program offers on-site support from entrepreneurs who are recently retired seasoned management executives. Their strong personal networks and rich experience are particularly helpful to budding startups.”

When products and services of startups are developed to a certain scale, they can apply to join the “Leading Enterprises Acceleration Program” (LEAP). Mok describes it as the “elite version” of the incubation program, through which HKSTP focuses on helping companies expand market networks and step up promotion to prepare for public listing or M&A in the future.

### Putting startup supporting resources to good use

Mok stresses that HKSTP is more than a fund provider for startups. It is also assisting startups at different stages through a series of programs to foster a mature entrepreneurial spirit. “Injecting more funds does not always result in distinguished research and development attainments. It is most important to put resources to good use. Otherwise, we will only be offering a startup version of CSSA.”



由香港科技園公司主辦的“電梯募投比賽”是一項國際性初創企業活動。100家入圍初創企業參向投資者及專家推介創業構思。

“Elevator Pitch Competition” is an international start-up event organized by HKSTP. 100 selected start-ups showcased their entrepreneurial ideas to investors and experts.





呂施施 Doris Luey

## 呂施施： Eureka Nova 建立 大灣區初創社群平台

據投資推廣署統計，本港初創生態圈在2018年錄得同比增長18%至2,625家公司，涵蓋金融科技、電子商貿、供應鏈管理及物流科技、專業或諮詢服務、資訊科技及服務等多元業務範疇，反映初創企業在香港正全速增長，發展前景可期。

在這種風潮下，初創企業亦如雨後春筍般冒起，但先要克服融資及開拓客源等重重困難，方能站穩陣腳。新世界發展於2017年9月成立初創孵化器“Eureka Nova”，冀透過集團龐大的人脈及業務網絡，為初創企業爭取業務配對的機會，協助其產品及服務在商業環境中實踐。

### 激發顛覆性商業方案

“在資金方面，現時本港及內地皆有不同創投資金及政府補助；反而，真正能夠協助初創企業開拓客源及發展業務的機會卻不常有。”新世界發展社會創新部主管呂施施指 Eureka Nova 的出現，正好為初創生態圈補足這片缺失的板塊，這對置身任何階段的初創企業均極為重要。

呂施施直言，新世界集團有敢於創新的企業文化，力求將新興產業與傳統行業結合，培育區內年輕初創者的企業家精神、創意及激發顛覆性商業解決方案。“Eureka Nova 由新世界發展有限公司執行副主席兼總經理鄭志剛博士創辦，旨在為初創企業提供全方位支援，創造有利的環境，推動香港成為孵化顛覆性科技、創意及文化產業的國際中心，成立以來，已為逾60間初創企業提供支援。”

### 夥騰訊與初創同行

繼在本港推展計劃，去年 Eureka Nova 把甄選初創企業的範圍擴展至粵港澳大灣區，並聯同內地創科巨擘騰訊，共同培育大灣區初創企業。呂施施稱，善用互聯網及物聯網技術，結合消費大數據及線上線下渠道的智慧零售，乃現今零售市場新趨勢。是次與騰訊合作推出大灣區智慧零售孵化計劃，正為鼓勵年青人抓住進軍大灣區創業的良機。大灣區有7,000萬人口，多為年輕及消費力龐大的群體，獲 Eureka Nova 選中的初創企業可以大灣區為起步點，邁向全國及海外更大市場。

目前，有關計劃已踏入即將完成最後甄選的階段。呂施施稱，評審團由業界領袖、新世界及騰訊的資深管理人員組成，Eureka Nova 主要以創意、獨特、可行性及團隊專業等項目，作為甄選準則。入選的初創團隊除可免費使用 Eureka Nova 的工作空間，也會

參與由 Eureka Nova 設計的支援課程及工作坊，包括業內精英分享行業現況、挑戰與機遇，為團隊的商業難題找尋方案。

### 孕育初創社群展創意

“在孵化過程中，初創團隊可深入了解新世界及騰訊的不同業務領域，同時擴展人際及業務網絡，發掘智慧零售的機遇。”呂施施補充，初創團隊亦有機會驗證商業概念，透過計劃的“展示日”向集團領袖、業內精英、投資者及零售業巨擘介紹業務，拓展長期合作的機會。而計劃的最終目標是實踐作為凝聚、孕育香港及大灣區初創社群平台的理念，培育區內年輕初創者的企業家精神及創意，並將他們破格創新的商業概念向世界展示。

近年香港一直增加培育初創企業的資源，呂施施期待未來有更多針對培育初創的政策推出，與企業攜手建設更多元、更接地氣的初創生態圈。“Eureka Nova 的初衷正是倡議企業作為初創生態圈的重要持份者，應為初創業者提供資金、產品驗證、共同投資及共同研發等協作機會，這些項目對初創團隊的發展尤為重要。”

展望未來，呂施施強調，Eureka Nova 將繼續肩負初創孵化平台的角色，結合新世界及社會各界的創新力量，持續為香港及大灣區的初創社群注入創新創意動力。“誠如創辦人鄭志剛所



初創企業藉參與 Eureka Nova 的支援課程及工作坊，獲得實用商業建議及經驗分享。Startups will have access to practical business advice and sharing of experience via Eureka Nova's support courses and workshops.

言，Eureka Nova 在協助初創企業成長以外，更着眼於與集團旗下不同業務及其他推動初創的機構互相協作，建立嶄新、多元的初創生態圈，使香港成為在大灣區內孵化顛覆性科技、創意及文化產業的國際中心，並向市場展現這些初創新星的無限潛能。”

### Doris Luey: Eureka Nova Provides Startup Community Platform in the Greater Bay Area

According to Invest Hong Kong, Hong Kong's startup ecosystem expanded by 18% year on year to 2,625 companies in 2018, indicating that startups are growing at full speed in Hong Kong and the prospects are bright.

Startups have proliferated during this strong trend, but they must first overcome challenges in financing and customer acquisition. Eureka Nova, a startup incubator founded by the New World Group in September 2017, aims to help startups seek business matching opportunities and assist them in putting their products and services into practice in the business environment by leveraging the Group's vast contacts and business network.

#### Stimulation of disruptive business solutions

“At present, many different venture capital and government subsidies are available in both Hong Kong and the Mainland, but opportunities to really help startups acquire customers and develop business are few and far between.” **Doris Luey, Head of Social Innovation Department of the New World Group**, pointed out that the emergence of Eureka Nova precisely fills this gap in the startup ecosystem.

According to Luey, in alignment with its corporate culture of daring to innovate, the New World Group strives to nurture entrepreneurial spirit and creativity in young startups and stimulate disruptive business solutions. “Eureka Nova was founded by Dr Adrian Cheng, Executive Vice-chairman and General Manager of the New World Development Company Limited, to provide all-round support and create a favorable environment for startups so that Hong Kong can become an international hub for incubating disruptive technology, creativity and cultural industries. Since its inception, it has provided support to over 60 startups.”



在鄭志剛領軍下，Eureka Nova 善用新世界發展的龐大業務網絡，助初創企業開拓客源及業務發展，踏出成功第一步。

Under Adrian Cheng's leadership, Eureka Nova leverages the New World Group's enormous business network to help startups acquire customers and develop business, setting them on their path to success.

#### In partnership with Tencent to nurture startups

Last year, Eureka Nova extended the selection of startups to the Guangdong-Hong Kong-Macao Bay Area and formed a partnership with the Mainland's innovation and technology (I&T) giant Tencent to nurture startups in the area. Luey said that the Eureka Nova x Tencent Smart Retail x WeStart Greater Bay Area Incubation Programme, launched in partnership with Tencent, aims to encourage young people to seize the opportunity to enter the Greater Bay Area and start their business. As the Greater Bay Area's population of 70 million people comprises many young people with strong spending power, the startups selected by Eureka Nova can use it as a starting point to move to a larger market nationwide and overseas.

The programme is currently about to complete final selection. Luey said that the panel of judges is composed of industry leaders and the senior management staff of the New World Group and Tencent, and Eureka Nova's selection criteria mainly include innovativeness, uniqueness, business viability, and team expertise. Besides free use of Eureka Nova's workspace, the selected startups will attend support courses and workshops designed by Eureka Nova to help them find solutions to business challenges, including inviting the industry elite to share industry status, challenges and opportunities.

#### Nurturing startup community and showcasing business ideas

“During incubation, the startups will gain deep insight into the different business areas of the New World Group and Tencent on top of expanding their interpersonal and business networks to unlock opportunities in smart retail.” Luey added that through

the programme, the startups will have the chance to validate their business ideas and seek opportunities for long-term partnerships by presenting their businesses to the Group's leadership, the industry elite, investors and retail giants on Demo Day. The programme's ultimate goal is to put into practice its idea of providing a platform to foster the entrepreneurial spirit and creativity of young startups in the Greater Bay Area by bringing together and nurturing the startup communities in Hong Kong and the area.

Hong Kong has been increasing the resources for nurturing startups in recent years. Luey looks forward to the rollout of more policies in this regard and working together with businesses to build a more diverse and grounded startup ecosystem. “Eureka Nova's original intention is to advocate businesses, as an important stakeholder in the startup ecosystem, to provide collaboration opportunities for startups such as in funding, product validation, co-investment and joint research & development, which are particularly important for their development.”

Looking ahead, Luey stressed that Eureka Nova will continue to combine the innovative capacities of the New World Group and society at large to play its role as a startup incubation platform, injecting a sustained impetus for innovation and creativity into the startup communities of Hong Kong and the Greater Bay Area. “As founder Cheng said, in addition to helping startups grow, Eureka Nova focuses on collaborating with the Group's various businesses and other startup enablers to create a novel and diverse startup ecosystem that will make Hong Kong into an international center for fostering of disruptive technology, creativity and cultural industries in the Greater Bay Area and showcase the infinite potential of these startups to the market.”





馬衡 Theodore Ma

## 馬衡： 為初創作繭、尋求蛻變

近年香港出現不少初創企業培育平台，特別為年青的創業者搭建橋樑，而浩觀 CoCoon 可算是本港其中一個大型創業社群。**CoCoon 創辦人**之一的馬衡認為，“Entrepreneurship is a life skill”，他期望透過 CoCoon 建立本地創業生態圈，連結社會不同企業及創業團隊，鼓勵大家發揮創意，勇於改變，創造更多機遇，重燃香港的創業精神。

### 打造大型創業社群

“CoCoon 意為蠶繭，是蠶在蛻變成蝴蝶前，安全成長的地方。我們為創業者、投資者、自由工作者、服務提供者、企業家提供互相認識及尋找合作的機會，當他們認為時機成熟，便可破繭而出，就好像 CoCoon 的標語 ‘Born to Fly’ 一樣。”馬衡強調，CoCoon 不只是一門生意，它更著重為社會創造價值，達至可持續發展。

“我們將 CoCoon 定位為創業者的家。”馬衡說。這位“創業者的家”之父於2004年從美國學成歸來，在為家族的鑽飾生意開拓網上零售業務時，發現難於尋找合作所需的人才，當覓得一群技術專才後，又感欠缺工

作空間。馬衡相信，創業者不只是需要指導，還需要合作機會。後來他受到香港創業孵化器 StartUpsHK 創始人 Jon Buford 啟發，遂參考外國模式，開設共用工作空間。

### 當紅娘連線人才與資金

每月 CoCoon 都會舉辦不同的創業交流活動，如浩觀創新午餐、浩觀 Smart Talk 等，其中“浩觀創業擂台”是 CoCoon 的焦點活動。馬衡認為，資本是創業的關鍵，而投資的關鍵是人才，惟兩者往往欠缺“紅娘”為其牽綫。“浩觀創業擂台”正是協助會員尋找潛在投資者和顧客，並讓投資者為自己計劃尋覓人才。過去六年，浩觀已舉辦了63場創業擂台，讓286個團隊展示其創業理念及籌集了超過34億港元投資基金。

CoCoon 更成立了“浩觀創業基金”，於不同層面推廣香港創業精神。自2014年起，基金便與本地及海外大學合作，為大學生提供創業培訓及於初創公司實習。2017年，基金更將創業教育推廣至中學，讓同學早點認識到創業家的態度、知識和技能，有助建立他們日後升學或事業的方向。

### 創新必須快於變化

“現在創新意念比過去任何一個時期都更加重要。”馬衡指，當前社會及市場變化快速，許多企業因把握到機會而生存，也有因無法應對變化而失敗。企業若要生存、發展，必須要創新速度快於變化速度，而未來企業對創新的要求、對具創業精神的人才的需求，將會愈來愈大。為了支持企業追求創新、實踐創意，馬衡透露，CoCoon 將推出全新計劃 CoCoon for Business，協助企業了解最新行情及科創潮流資訊。

### 燃點心中創業火

馬衡明白，創業路不易走，大多數人因缺乏資金而苦惱，但他認為，決心才是關鍵。“只要心中有團火，無論面對甚麼困難，總會看見機會。先別

說能否吸引投資者，同事或下屬都希望領袖有團火去推動整間公司前進！”因此，懷抱着重燃香港創業精神的使命，CoCoon 致力孕育每位創業者心中那團火。

不少人被創業的挫折擊倒，馬衡卻說：“那就視乎你如何去計這條數。創業家往往不是即時取得成功，都是經過多番嘗試，從中累積經驗和知識，才能慢慢將理想變成現實。”若創業者找到合適方向，循正確的路走，早晚也會獲利；但若在過程中發現“此路不通”，創業者就要重新定位，適時改變。

金錢並非唯一的回報。馬衡指出，很多有志創業的人不只着眼金錢，還期望創造價值，對身邊的人、社會甚至世界帶來正面影響。“事實上，當你成功創造價值後，金錢便隨之而來。”他寄語一眾創業者：“當前未成功，不代表以後不會成功。”

## Ma Heng: Empowering Startup Metamorphosis

In recent years, many incubation platforms for startups have sprouted in Hong Kong and CoCoon is one of the big local startup communities. Through CoCoon, **Co-founder Theodore Ma** wants to establish a local startup ecosystem connecting different businesses and entrepreneurial teams to rekindle Hong Kong's entrepreneurial spirit.

### Creation of a large startup community

“CoCoon means a chrysalis that protects a growing caterpillar before it transforms into a butterfly. We provide opportunities for entrepreneurs and investors to get to know each other and find a way to work together. They leave when they think the time is right.” Ma stresses that CoCoon is not just a business; it is more about creating value for the society to achieve sustainable development.

“We position CoCoon as a home for entrepreneurs,” Ma said. When he was setting up an online retail business for



his family's jewelry business, he found it difficult to find suitable talent needed for cooperation. When he finally put together a team of technical professionals, there was a dearth of workspace. Later, inspired by Jon Buford the founder of the Hong Kong startup incubator StartUpsHK, he sought reference from overseas operating models and set up a shared workspace.

### Matchmaker of talents and funds

CoCoon Pitch Night is CoCoon's major event. Ma believes that capital is the key to entrepreneurship, and talent is a decisive factor for investment. CoCoon Pitch Night hones in on this formula and helps members find potential investors and customers, while enabling investors to find talent for their projects. Over the past six years, CoCoon has held 63 pitch nights, allowing 286 teams to showcase their entrepreneurial ideas and raise over HKD3.4 billion in investment funds.

CoCoon has also set up the CoCoon Foundation. Since 2014, the Foundation has partnered with local and overseas universities to provide entrepreneurship training and internships in startups for university students. In 2017, the Foundation extended entrepreneurship education to secondary schools to help students establish their future direction in education or career.

### Innovation must outpace changes

Ma noted that many businesses have survived in rapid social and market changes because they managed to grasp opportunities, while others cannot cope with changes and fail. Businesses will have growing need for innovation and increasing demand for talent gifted with an entrepreneurial spirit. Ma reveals that CoCoon will launch a new scheme "CoCoon for Business" to help businesses keep abreast of the latest market happenings and technology trends.

### Awaken the entrepreneur within you

Ma recognizes that starting your own business is not easy and the lack of funds is a major hurdle for most people. However, he believes that determination is crucial. Embracing a mission to rekindle Hong Kong's entrepreneurial spirit, CoCoon strives to nurture the fire inside every entrepreneur.

Many people are defeated by setbacks along their startup journey. Ma says



作為創業者之家，浩觀經常舉辦不同交流活動，連繫創業者、人才和投資者。

As a home for entrepreneurs, CoCoon organizes different kind of sharing activities to connect entrepreneurs, talents and investors.

very few entrepreneurs enjoy instant success. Instead, they have to accumulate experience and knowledge in order to slowly turn their ideals into reality. As long as they can find the right direction and follow the right path, they will build a profitable business sooner or later. Nevertheless, they must reposition and change timely if they find they are heading into a blind alley.

Money is not the only reward. Ma points out that many motivated people who wish to set up their own businesses have more than just money in mind. They also want to create value and have a positive impact on the people close to them, the society and even the world. He has this advice for all business starters: "Lack of success to date does not mean you will not succeed in the future." 🔄

# 創新成風 企業受惠

## Businesses Will Benefit as Innovation Becomes a Culture



近年特區政府銳意推動社會的創新風氣，透過資助計劃等不同途徑，協助本地工業轉型，並鼓勵企業應用創新科技，提升業務成果。

In recent years, the HKSAR Government has focused on promoting a culture of innovation in the society by assisting the transformation of local industries through various channels such as funding schemes and encouraging businesses to apply innovation and technology (I&T) to enhance business results.

**行** 政長官林鄭月娥在《施政報告》闡明，高增值的高端製造業大有可為，並同時會衍生一定研發需求，從而加快本地創科的進程。

創新科技署署長蔡淑嫻表示，政府為此斥資20億元資助再工業化計劃，以配對形式資助生產商於本港設立智能生產綫，鼓勵應用物聯網、自動化、



機械人等新技術，實現少量員工已可控制整條生產線的目標，達致“用地少、人手少”的新工業模式。資助項目包括添置、安裝新器材等費用，適用於有意將外地生產線遷回香港並加以提升或投資新的生產線的廠家。

### 開發合適用地廠房

為了解決發展高端製造業的用地問題，政府又投放額外資源，為專項先進製造業建設所需的生產設施。蔡淑嫻表示，署方目前已於元朗、大埔、將軍澳三個工業邨，設計適合智能生產的高效能工業大廈。

其中佔地超過100萬平方呎的將軍澳先進製造業中心目前尚在建造中，預計三年後落成，可望集中高增值之製造業；佔地27萬平方呎、位於將軍澳的數據技術中心則預計明年落成，為業界提供數據技術或電訊服務相關的基礎設施。政府早前亦收回大埔舊廠房，翻新後加裝配合智能生產及精密工程的特別設施，目前已全部租出。同時，政府預計將向科技園公司再注資20億元，研究未來回收廠房或用地的可行方案。

### 研發資助各適其適

蔡淑嫻認為，創科所需的基建、生態已陸續成形，再下一步便是業界的參與。創新科技署旗下便設有創新科技基金，包括逾十個資助計劃可供業界申請。她介紹，企業支援計劃便適用於進行內部研發的企業，經過審批程序後以等額出資形式直接資助企業，上限高達1,000萬元。蔡淑嫻指出，計劃的吸引之處在於研發計劃即使接受署方資助，但知識產權仍屬企業本身。考慮到部分企業本身沒有內部研究，對於以合約形式外判研發或與其他機構合作研發的企業，例如委聘大學或創新科技署旗下的研發中心進行的研究，若符合細則亦可獲政府資助一半。

此外，署方亦提供現金回贈予投資研發的本地企業。只要是本地大學、公營機構或基金研發的項目，企業在承

擔一半開支後，政府可再透過額外稅務扣減回贈現金四成。合資格研發活動的首200萬開支可獲三倍稅務扣減，餘額仍可獲兩倍扣減，不設上限。蔡淑嫻指出，相關稅務扣減之幅度放諸國際亦難有國家企及，廣獲國外科研人員稱道。

### 創科應用 遍地開花

研究人才方面，蔡淑嫻表示，署方分別推出實習研究員計劃與博士專才庫計劃，科技園與數碼港培育公司或創科創投基金項目可聘請本地畢業生作為實習研究員，以及聘請最多兩名博士後專才進行研究工作，由政府提供津貼，為本地培訓研發人才。署方亦鼓勵在職員工進修，以2比1配對形式資助企業員工接受現代化生產等高端科技培訓，每家企業每年資助為50萬元，以協助企業融入工業4.0浪潮。

研發以外，推動科技應用以協助中小企達成業務提升是署方的另一重點工作。蔡淑嫻提到，科技券計劃以2比1配對模式資助非上市本地企業應用科技專案提升效率，例如整合文件管理、倉庫管理等，上限達20萬。計劃目前已批准逾千個申請，大小公司均可受惠，她指出，署方立場是希望社會上有更多中小企採用最新的科技成果提升營運效率，今後將繼續推廣，致力提升香港的科技水平。📍

In her Policy Address, HKSAR Chief Executive Carrie Lam stated that high-value-added high-end manufacturing has great prospects for the future and will generate needs for R&D, thereby accelerating Hong Kong's I&T development.

**Annie Choi, Commissioner for Innovation and Technology,** said that the Government has allocated HKD2 billion to fund re-industrialization. It provides funding for manufacturers on a matching basis to set up intelligent production lines in Hong Kong, encouraging the application of new technologies such as the Internet of Things, automation and robotics.

This is to realize the goal that the entire production line can be controlled by just a few employees to attain a new industrial model where little land and manpower are used for production. The funding will cover expenses such as those for purchasing and installing new equipment, and is applicable to manufacturers who intend to relocate their production lines to Hong Kong for upgrading or investment in new production lines.

### Development of suitable land and production facilities

To resolve the issue of land for development of high-end manufacturing, the Government has put in additional resources to build production facilities needed for specific advanced manufacturing industries. Choi said that the Innovation and Technology Commission (ITC) has designed high-performance industrial buildings suitable for intelligent manufacturing in three industrial villages: Yuen Long, Tai Po and Tseung Kwan O.

Among them, the advanced manufacturing centre in Tseung Kwan O, which covers over one million square feet, is still under construction and would focus on high value-added manufacturing when it is completed in three years' time; and the data technology centre in Tseung Kwan O, which covers an area of 270,000 square feet, would provide businesses with data technology or telecommunications services-related infrastructure when it is completed next year. The Government has also reclaimed an old factory building in Tai Po, which is equipped with special facilities



蔡淑嫻  
Annie Choi







for intelligent manufacturing and precision engineering after renovation. The building is fully leased out now. The Government also expects to invest another HKD2 billion in Hong Kong Science and Technology Parks Corporation to explore possible solutions for recycling plants or land in the future.

### R&D funding to suit different needs

Choi believes that the infrastructure and ecology required for I&T have taken shape, and the next step is the participation of businesses. The ITC has an Innovation and Technology Fund (ITF), which includes over 10 funding schemes. According to Choi, the Enterprise Support Scheme is applicable to enterprises that carry out internal R&D. It provides funding support of up to HKD10 million for each approved project on a dollar-for-dollar matching basis. Choi pointed out that the appeal of the scheme is that the funding recipient company will own all intellectual property rights arising from the funded project. Considering that some companies do not have internal R&D, the government also provides funding for half of the expenditure for those that contract out R&D or collaborate with other institutions, e.g. engaging a university or ITC's R&D centre for R&D, if they satisfy other requirements.

In addition, the ITC provides cash rebate to local companies investing in R&D. As long as they are R&D projects of local universities, public institutions or the ITF, the company can apply for a cash rebate of up to 40% of its expenditure in the project through tax deductions after contributing 50% of the project cost. The deduction will be 300% for the first HKD2 million of the aggregate amount of qualifying R&D expenditure and 200% for the remaining amount. There is no cap on the amount. Choi pointed out that the relevant tax deductions, which are unmatched even in the international arena, are widely praised by foreign researchers.

### I&T applications to help businesses thrive

For nurturing of R&D talents, Choi said that the ITC has rolled out the Internship Programme and the Postdoctoral Hub Programme to nurture more R&D talents, under which Hong Kong Science & Technology Parks Corporation and Hong Kong Cyberport Management Company Limited or start-ups selected for co-investment under the Innovation and Technology Venture Fund can recruit graduates from local universities as interns to assist in the R&D projects. Each project can engage up to 2 interns at any

one time. The Government will provide internship allowance. To encourage continuing education for employees, the ITC also subsidises local companies on a 2:1 matching basis to train their staff in advanced technologies such as modern production. Each company is subject to a funding ceiling of HKD500,000 in each financial year to help them integrate into "Industry 4.0".

Besides R&D, the ITC also focuses on encouraging technology applications to help SMEs improve their business. According to Choi, the Technology Voucher Programme provides funding of up to HKD200,000 for each eligible non-listed local enterprise on a 2:1 matching basis in using technological solutions to improve productivity, e.g. integrated document management and warehouse management. The programme has approved over a thousand applications, benefitting both small and large companies. She pointed out that the ITC's position is that it wants more SMEs to adopt the latest technological achievements to improve operational efficiency. It will continue to promote the programme with the aim to enhance Hong Kong's technological levels. 🔄









# 法國推廣人工智能值得憧憬

## AI Brings New Prospects for France

在總統馬克龍倡導下，法國近年致力發展人工智能以提升競爭力。這個世人心目中的浪漫之都，發展科技會有怎樣的前景，帶來甚麼商機？

Advocated by President Emmanuel Macron, France has been striving to develop artificial intelligence in recent years to raise national competitiveness. What will technological development add to the future of this country regarded by many as a romantic capital? What kind of business opportunities will the direction bring?

**說** 起世上國家，我們難免會有許多“想當然”。例如說到巴西會想起足球，說到瑞士會想起名錶，說到法國就會想起紅酒和美食。法國與人工智能，表面上風馬牛不相及。但法國數學家、國民議會議員 **Cedric Villani** 指出，其實法國近年是世上其中一個最為銳意發展人工智能的國家，當中蘊藏無窮商機。

**法國早具深厚數學底蘊**

菲爾茲獎有“數學界諾貝爾獎”之稱，



Cedric Villani

曾奪此獎的 Villani 指出，法國具備發展人工智能的深厚底蘊。該國紅酒、電影及美食飲譽世界的同時，其實也是傳統數學強國之一。“解析幾何之父”笛卡兒、“現代數學之父”韋達、費馬及帕斯卡等歷史上有名的數學大師皆為法國人。甚至無人不識的拿破崙，原來也是擁有法國科學院院士銜頭的數學家。直至現時，菲爾茲獎的得獎者亦有不少出自法國，足證該國也是數學領域的佼佼者。

法國有一流的數學和工程學院，因此有助培育出頂尖的人工智能專家。然而 Villani 表示，相關人才很多都在國外為科技巨頭工作，可謂“肥水流向別人田”。有見及此，總統馬克龍提出要在 2022 年前投入 15 億歐元發展人工智能，扭轉人才外流趨勢，在人工智能的世界舞台上迎頭趕上。

### 肩負使命 教育先行

法國身為全球第七大經濟體系，一直在推動改革，營造優良商業環境，銳意將法國建成立“初創王國”。Villani 認為，教育是一個國家發展人工智能的先決條件。首先，目前仍然不少人對人工智能存有一定戒心，認為相關技術可能影響私隱或取代現有工種。

通過教育，可增強大眾對人工智能的認知。另外除高等教育外，Villani 亦指中小學的訓練也非常重要。如今不少幼童已接受編程教育，發展下去將使國家有更強大的人才資源。

因為奪得菲爾茲獎的關係，Villani 早已在國內享負盛名。後來涉足政治，當上國民議會議員，更獲總統馬克龍委任為“巡迴大使”赴亞洲宣傳法國人工智能發展及謀求合作機會。任內，他已在全球主持過多次人工智能專家研討會，包括去年一月馬克龍訪華在北京 SOHO 舉行的人工智能論壇。去年三月，馬克龍公佈人工智能開發計劃，Villani 正是起草者。

### 增進活力 擁抱未來

Villani 指出，法國的法律和稅收環境穩定，而且有着全球最大的創業孵化器“Station F”，法國已成為國際投資中第二大最具吸引力的歐洲國家，業務經營成本遠較美國、日本、德國及英國等國為低。目前，韓國三星、日本富士通等著名企業已陸續宣佈在巴黎設立人工智能中心。除此以外，相關專門平台“France is AI”現已成立，它聯合法國人工智能初創企業，期待在該國創建一個充滿活力的行業生態，共同推動法國的人工智能發展。

Villani 表示，中國、美國、英國、以色列等國在人工智能領域上均有卓越發展。法國要迎頭趕上，未來還有很多事情要做。他觀察到人工智能在醫療、客戶服務、機械人、環保等與民

眾息息相關等方面已開始受到廣泛應用，故他期待人工智能可以發展至財經等方面，協助商家與時俱進，締造商機。

**A**lthough France and artificial intelligence (AI) may seem completely unrelated, **Cédric Villani, French mathematician and Parliament member**, pointed out that the country is indeed one of the most strongly determined nations in developing AI – a field with unlimited business opportunities.

### A fertile ground for mathematics

According to Villani, a laureate of the Fields Medal (also known as the Nobel Prize in mathematics), France has a very strong background to support its development in AI. In fact, many renowned mathematicians in history, such as René Descartes (father of analytical geometry), François Viète (father of modern algebra), as well as Pierre de Fermat and Blaise Pascal, were all French. Even Napoleon – a name that no one has never heard of – was a mathematician and a member of the French Academy of Sciences. Today, many recipients of the Fields Medal are from France. All these prove that France is a leader in the field of mathematics.

The list of top-notch mathematics and engineering schools in the country is also conducive to nurturing excellent AI experts. According to Villani, however, many math talents are now working for tech giants outside of France. One could say that the best brains have drained to other countries. In light of this, President Macron proposed investing 1.5 billion euros on developing AI by 2022 to turn the outflow of talents around.



### A mission to put education first

Villani believes that education is the prerequisite for any country intending to develop AI. First of all, there is still reservation about AI for many people, who think the technology may affect privacy or replace existing job roles. Through education, the public can learn more about AI. Villani also noted the high importance of training in primary and secondary schools. At present, many young children are already learning programming. In the long run, it will help France establish an even stronger talent pool.

Because of winning the Fields Medal, Villani has been very famous in the country. He later tapped into politics and became a member of the National Assembly. He was also appointed by President Macron as “Touring Ambassador”, responsible for promoting the country’s development of AI and for seeking collaboration opportunities across Asia. During his office, he has already hosted a number of symposiums in AI worldwide, including the AI forum held in SOHO, Beijing in January 2018 when Macron was visiting Beijing. In March 2018, Macron announced the development plan for AI, and the drafter was precisely Villani.

### Energized to embrace the future

Villani reckoned that with the stable legal and tax environment and the world’s largest start-up incubator “Station F” in the country, France is now the second most attractive European nations in the eyes of international investors. The operating costs in France is far lower than those in the US, Japan, Germany and the UK. Recently, famous



companies such as Samsung of Korea and Fujitsu from Japan have announced the opening of AI centers in Paris. Besides, a related specialized platform known as “France is AI” has been set up. It will join hands with French AI start-ups to establish an energetic industrial ecology and drive the development of AI in France.

Villani said that China, the US, the UK and Israel are all excelling in AI development.

To catch up with these best-performing countries, France has much to work on in future. He observed that the widespread application of AI has begun in areas that are closely related to the public, such as healthcare, customer service, robotics, and environmental conservation. Therefore, he looks forward to the development of AI in finance and other disciplines, which can help businesses progress with time and generate opportunities. 🌀





# 貿易陰霾港經濟熱轉冷 把握灣區機遇化危為機

## Ride on Bay Area to Turn Crisis into Opportunity amid Trade War Clouds



立法會功能界別商界（第二）議員 廖長江

Martin Liao, Legislative Council Member,  
Commercial (Second) Functional Constituency

特區政府未來須做好準備，把握粵港澳大灣區規劃綱要的機遇，化危為機。

The HKSAR Government must get ready to capture the opportunities from the master plan of the Guangdong-Hong Kong-Macao Bay Area to turn crisis into opportunity.

**2019**農曆己亥年，香港在中美貿易衝突的陰霾下，迎接經濟表現由熱轉冷的各項挑戰。雖然去年底中美元首達成共識，同意暫緩擴大加徵關稅，但90天休戰期快要期滿，未到貿易談判的最後一天，對環球貿易和投資有何影響仍是未知之數。因此，特區政府未來須做好準備，把握粵港澳大灣區規劃綱要的機遇，化危為機，盡最大努力把香港建造成為國際科技創新中心，作為經濟發展的“火車頭”。

## 項莊舞劍 志在沛公

去年伊始，中美關係由美國打響兩國貿易衝突第一槍而出現改變，先是對進口大型家用洗衣機和太陽能光伏電池及組件徵收關稅，跟着是進口鋼鐵和鋁材，然後是對500億美元商品及2,000億美元內地貨物加徵關稅。凡此種種，都是美國借促進貿易平衡之名而對國家下重手。“項莊舞劍，志在沛公”，目的是阻撓國家踏上改善人民生活、朝向高科技產業大國發展的道路。

中美貿易衝突發展至今，美國已對近半數從中國進口約2,500億美元商品加徵10%關稅，90天休戰期後稅率仍可能大幅提高至25%。提高關稅的即時反應，就是令國家商品在美國市場失去競爭力，假設美國從國家進口商品數量因此減半，對國家直接的實質影響預計是國內生產總值下降0.43%；若連同其他間接影響，預計GDP最多下降1.12%。然而，這些影響相對不大及在可控範圍內。即使最壞情況是美國對中國所有進口商品加徵關稅，預計國家GDP將下降2.24%。但預期國家經濟以6.5%速度增長下，仍能保持超過4%增長，但對國家整體就業情況的影響不容忽視。

## 國家GDP九成內需推動

現時，中美貿易衝突主要影響市場信心和預期，打擊投資和消費意欲。然而，國家都不太依靠出口，出口商品和服務至全球已由2006年佔GDP的35.3%降至2017年的19.8%；出口至美國亦由高峰期7.6%降至3.5%。目前，國家經濟增長最大引擎是來自國內家庭消費、基建投資及公共開支，內地GDP的90%是由內需推動。

相對而言，中美貿易衝突對香港影響暫時並不明顯。但如貿易衝突持續，相信情況可能會有惡化跡象。以2017年計，香港與國家及與美國的貨物貿易總值分別為41,360億元及5,439億元；中國與美國之間的貨物貿易總額約6,360億美元，當中453億美元是經由香港轉口。去年底，政府公佈第



三季經濟報告顯示，整體貨物出口增長步伐在9月減慢，反映中美貿易衝突影響可能開始浮現。即使10月出口按年升14.6%，遠高於9月4.5%增幅，但可能是廠商趕在聖誕前出貨和買家提前下單所致。

## 料與東盟經貿活動有增長

若中美貿易衝突持續，將加大對本港股市樓市影響，拖慢經濟增長。然而，隨着香港與東盟協定和投資協定於今年正式生效，加上內地、東盟及香港的內部消費和投資需求穩健，預計香港與東盟的經貿活動可望錄得增長。

在中美貿易衝突期間，特區政府向美國政府發出文件，重申將香港免除於有關關稅措施的要求，並在世貿平台就事件表達高度關注。又與美國駐香港及澳門總領事會面要求美國政府免除對香港所實施的不當措施，以及即時知會工商業界，並與主要商會及香港美國商會會面，了解業界所受影響。行政長官亦提出應對思路，包括進取地融入國家發展大局，為香港帶來更多經濟機遇；改變過分依賴四大

經濟支柱，發展創新科技；及開拓傳統歐美以外市場，配合國家“一帶一路”策略發展東盟市場。

## 社會團結一致 嚴陣以待

可是去年底，美中經濟與安全審查委員會發表致送國會的年度報告，內容偏頗，建議取消香港獨立關稅區地位。面對美中經濟與安全審查委員會有欠公允的指控，香港社會上下應團結一致，嚴陣以待，而不是假公濟私，往外遊說，假借外國之手干預香港事務。

In 2019, given the clouds cast by the China-US trade conflicts, Hong Kong will face headwinds to its economic performance. Although the Chinese and US leaders reached a consensus in late 2018 to suspend the increase in tariffs, the end of the 90-day truce period is now fast approaching. The impact on global trade and investment remains unknown until the last day of the trade negotiations. Therefore, the HKSAR Government must get ready to capture the opportunities from the master plan of the Bay Area to turn crisis into opportunity, making every effort to build Hong Kong into an international innovation and technology (I&T) hub as an engine for economic growth.





### An elaborate deception to hide malicious intent

In early 2018, relations between China and the US took a change after the US fired the first shot of the China-US trade war. First, it imposed tariffs on imports of large household washing machines and solar cells and modules, followed by steel and aluminum imports, and then it imposed additional tariffs on USD50 billion worth of merchandise and USD200 billion worth of Chinese goods. All these were the US dealing a heavy blow to China in the name of promoting trade balance. It is an elaborate deception on the part of the US to hide its malicious intent to stifle China's progress in improving people's lives and developing into a high-tech industrial power.

Since the onset of the China-US trade conflicts, the US has slapped additional 10% tariffs on USD250 billion worth of Chinese imports, roughly half of China's shipments to the US, and the tariffs could rise sharply to 25% after the 90-day truce period is over. The immediate effect of raising tariffs is to make China's goods less competitive in the US market. Assuming that the US will import 50% less from China as a result, the substantive direct impact on China is estimated to be a 0.43% decline in its GDP. If other indirect effects are considered, its GDP could decline by up to

1.12%. However, these effects are relatively modest and within manageable limits. Even in the worst-case scenario where the US imposes tariffs on all imports from China, the country's GDP is estimated to decline by 2.24%. Given an expected 6.5% growth for the Chinese economy, it can still maintain an over 4% growth, but the impact on the country's overall employment situation cannot be overlooked.

### Domestic demand drives 90% of China's GDP

At present, the China-US trade conflicts mainly affect market confidence and expectations as well as hurt investment and consumer sentiments. Nevertheless, China is not too reliant on exports. Its exports of goods and services have fallen from 35.3% of GDP in 2006 to 19.8% in 2017. Its exports to the US have also fallen from the peak of 7.6% to 3.5%. At present, the biggest engine for China's economic growth comes from domestic household consumption, infrastructure investment and public expenditure, with domestic demand driving 90% of the Mainland's GDP.

Relatively, the impact of the China-US trade conflicts on Hong Kong is not obvious for the time being. However, if the trade conflicts persist, the situation may show signs of deterioration. In 2017, the total value of trade in goods between Hong Kong and the Mainland and the US were HKD4,136 billion and HKD543.9 billion respectively; and the total value of trade in goods between China and the US was approximately USD636 billion, of which USD45.3 billion was shipped via Hong Kong. The third-quarter economic report released by the Government in late 2018 showed that the overall pace of growth in exports of goods slowed in September, reflecting that the impact of China-US trade conflicts may begin to emerge. Even though exports rose by 14.6% year-on-year in October, much higher than the 4.5% increase in September, it may be caused by manufacturers rushing to ship before Christmas and buyers placing orders ahead of schedule.

### Trade with ASEAN set to grow

If the China-US trade conflicts persist, the impact on the Hong Kong stock and property markets will increase, slowing down its economic growth. However, with the Free Trade Agreement (FTA) and related Investment Agreement between Hong Kong and ASEAN coming into force this year, and the domestic consumption

and investment needs of the Mainland, ASEAN and Hong Kong holding steady, Hong Kong and ASEAN are set to see growth in trade activities.

During the China-US trade conflicts, the HKSAR Government issued an official document to the US Government to reiterate its request to exempt Hong Kong from the relevant tariff measures, and it also expressed great concern about it via the WTO platform. In addition, the HKSAR Government met with the US Consulate General in Hong Kong and Macao to request the US Government to lift the improper measures imposed on Hong Kong and informed the business community immediately. It also met with major trade associations and the American Chamber of Commerce in Hong Kong to understand the impact on businesses. The Chief Executive has also put forward ways to respond, which includes: better integration into the country's development landscape to bring more economic opportunities for Hong Kong; development of I&T instead of over-reliance on the four economic pillars; and tap into markets outside of Europe and the US by aligning with the country's "Belt and Road" Initiative to develop the ASEAN market.

### Hong Kong communities must unite and stay vigilant

However, in late 2018, in its annual report to Congress, the US-China Economic and Security Review Commission (USCC) was biased and recommended to abolish Hong Kong's status as an independent customs territory. Faced with the unfair allegations of the USCC, Hong Kong's communities should unite and remain vigilant, instead of abusing public position to achieve private ends and lobbying for help from abroad to intervene in Hong Kong affairs with the help of foreign hands. 🇭🇰

This is a free translation. For the exact meaning of the article, please refer to the Chinese version.

如對上文內容有任何意見，歡迎向廖長江議員反映。

Should you have any comments on the article, please feel free to contact Mr Martin Liao.

#### 地址 Address:

香港中區立法會道1號立法會綜合大樓703室  
Rm 703, Legislative Council Complex,  
1 Legislative Council Road, Central, Hong Kong

電話 Tel: 2576-7121

傳真 Fax: 2798-8802

電郵 Email: legco.office.liao@gmail.com





林雋永 Lam Chun-wing

# 在異鄉 跳出我夢想

## Realizing My Dancing Dream in a Foreign Land

20歲的港產男生**林雋永**以腳尖的力量，縱身一躍，從香港跳進法國，成為首位進入法國歷史悠久兼享負盛名的巴黎歌劇院芭蕾舞團的華人，更是少數在法國舞壇上得到終身制公務員合約的舞者。

With great “toe power”, 20-year-old Hong Kong male dancer **Lam Chun-wing** jumps from Hong Kong to France to become the first Chinese admitted to the old and prestigious Paris Opera Ballet. He is also one of the few dancers in the French ballet circle to be awarded a lifetime civil servant contract.

7歲時，林雋永被媽媽帶去學芭蕾舞，他說：“那時班上沒有其他男生，起初我不太願意上課，但嘗試過後卻感有趣，漸漸愛上芭蕾舞。”接觸愈多，林雋永愈喜愛跳芭蕾舞，只有12歲的他開始萌生成為一位職業舞者的念頭。於是，他主動向當時王仁曼芭蕾舞學校的校長說：“我很想往外國學習芭蕾舞，也想成為一個職業芭蕾舞演員。”回望過去，年少卻擁有如此明確目標，他自言“想起也覺奇怪！”





林雋永在瓦爾納國際芭蕾舞大賽中演出芭蕾舞劇 *la fille mal gardée*。  
Lam in *la fille mal gardée* at the Varna International Ballet Competition.

### 首位終身合約制華人

年紀尚小的林雋永決意到法國一闖，疼愛他的王仁曼校長為他報考了法國頂尖的巴黎歌劇院芭蕾舞學校，並陪同他到法國參與甄選。“當時我信心不大，或因班上沒有其他男生可作比較，我不了解自己的水準到那裏，沒想到最後我真的獲取錄。”從此，14歲的小伙子孤身前往異地，跳上一個更大的舞台。

眼見身邊的同學7、8歲便進入學校受訓，14歲才插班的林雋永深知競爭非常激烈。在校四年間，他總是戰戰兢兢，“先不要想進舞團，下年能否留下

也是未知之數。”原來學校每年都會淘汰學生，最後能畢業的學生才有機會獲得舞團的合約。

“畢業那年，我考不進舞團；唯有重讀一年再考，剛好18歲，幸好成功了，否則，超過18歲便不能再報考了。”自此，林雋永成為首位在巴黎歌劇院芭蕾舞團得到終身合約制的華人，是一份法國舞壇的公務員合約，42歲退休後，仍可領取長俸。

### 人在異鄉為理想奮鬥

得到合約後不代表一帆風順，林雋永要面對的是舞團中的生活，“男舞者的競爭會比女舞者少，加上我不喜歡

參與小圈子，更不喜歡在背後談論別人。因為不‘埋堆’，所以我的情況比較好。”這算不算是獨來獨往？“算是，但我又跟團內每個人都很友好。”

不過，有些事自己能夠選擇，但別人的想法卻無法控制。林雋永說：“當我付出極大努力，卻得不到想要的角色和機會，便會比較氣餒。”人在異鄉，為夢想、為生活都想佔一席位，人之常情，但“外國始終是別人地方，我想在別人面前證明自己的價值，有時會為了取悅別人，而失去自己。”

縱使玫瑰有刺，林雋永還是會去摘，“我經常跟自己說，能考進這個團已經十分幸運，其他東西都是一個獎勵，盡量不想太多。原本我可以留在香港發展，明知在外國會因為黃皮膚的關係而較吃虧，但這是我的選擇。”

在法國芭蕾舞壇的六年經歷，讓林雋永變得豁達：“我覺得藝術是主觀的，不只講技巧，更遑論公平與不公平，一個黃皮膚的人在白種人的地方，藝術上即使有偏見，都是人之常情。”

### 經歷磨練蛻變思想

有人說，芭蕾舞是世界上最殘酷的藝術，但在殘酷中成長，卻令林雋永有所蛻變。經過種種磨練，他覺得自己變化最大是甚麼？他想了想，說：“思想變了。”林雋永不像其他同齡的人有時間花錢玩樂，但他滿意目前的生活，也感恩有屬於自己的經歷和機會，空閒時會參觀展覽和其他文化活動。為了多方面自我增值，他還抽空修讀了一個商管學士課程。

第一次在巴黎歌劇院演出之前，林雋永哭了。“真的很緊張！現時即使有多次演出經驗，我仍然很緊張。”因為喜歡，所以每次他都會小心翼翼，怕有一點兒出錯或失準。自12歲便確立了人生目標，並在舞壇上跳出自己的世界，他願一直跳下去，直到再也跳不動為止。🕒



王仁曼 (右) 陪同林雋永到法國參與甄選。  
Jean M Wong (right), head of Lam's ballet school, accompanied him to France for the entrance examination.



在瓦爾納國際芭蕾舞大賽中，林雋永奪得“傑出藝術獎”。  
Lam clinching the Outstanding Prize in Artistry at the Varna International Ballet Competition.

Lam's mother brought him to his first ballet class when he was seven. He recalled, "There was no other boy in the class. I did not want to take lessons in the beginning, but after trying it I found interest and gradually developed a fondness for ballet." Lam's passion for ballet grew as he discovered more about the art. At the tender age of 12, he set a goal to become a professional dancer.

### First Chinese dancer under lifetime contract

Lam decided to try his luck in France in his early teens. Jean M Wong, head of his ballet school who is very fond of him, made an application for him to the top-notch Paris Opera Ballet School. She even accompanied him to France for the entrance examination. "I wasn't very confident. Perhaps it was because there were no other boys in the class for comparison and I did not really know how I was doing. To my surprise, I was accepted

for admission." Since then, all on his own, the 14-year-old boy jumped on a much bigger stage in a foreign land.

Lam spent four years in the Ballet School. Faced with fierce competition, it was a tense and challenging time. "I dared not think about joining the ballet company. That was put aside. I wasn't even sure if I could stay on in the coming year." The academy has a tough elimination system. Many students are dismissed every year and only those who make it to graduation have a chance to get a contract.



林雋永 (前排左四) 正在法國格勒諾布爾高等商學院修讀商科學士課程。  
Lam (fourth from left, front row) taking his BBA course at Grenoble École de Management in France.



"I failed to get into the company in my graduation year, so I repeated one year of training. I just turned 18 when I finished. It was really fortunate that I was accepted because students over 18 would not be considered for admission." So Lam became the first Chinese to be awarded a lifetime contract by the Paris Opera Ballet, a civil service employment contract of the French dancing sector.

### Reaching for his goal in a foreign land

Getting the contract does not mean smooth sailing all the way. Lam has to come to grips with life in the ballet company. "Male dancers have less competition compared to female ones, and I don't like forming small circles or criticizing others behind their backs. As I do not belong to any particular group, I get on relatively well." Are you a loner then? "I think so. But I am friendly with everyone in the company."

While he could make his own decision for some matters, there is no way to control how other people think. Lam said, "It is

quite frustrating not to get the roles and opportunities that I want when I have done my utmost." Working hard away from home, it is only natural for him to want a meaningful place in the ballet circle. It is important both for his dream and his livelihood. However, "It is a foreign place away from home after all, and I want to prove my worth in front of everyone," said Lam.

Roses are thorny but Lam is still willing to pick them. "I often tell myself I am really lucky to be admitted to this ballet company. Everything else is a bonus. I could have stayed in Hong Kong to pursue my dancing career, and I know my yellow skin would be a disadvantage abroad. But this was my choice."

Six years in the French ballet circle has given Lam an open mind. He told us, "I think art is a subjective matter. It is judged not only on techniques, and fairness is not always exercised. As I am a person with yellow skin dancing in a white man's world, artistic prejudice is totally understandable."

### Changing mentality by dedicated hard work

Some say ballet is the cruelest art form in the world. Yet, growing up in cruelty has transformed Lam. Having gone through many tests and challenges, what has been his biggest change? He thought for a while and replied, "My mentality has changed." Unlike other people of the same age, he does not have time to spend money or look for pleasure, yet he is thankful for having experiences and opportunities that he can call his own. To improve himself on different fronts, he squeezed time to take a BBA course.

Lam burst into tears just before his very first performance at the Paris Opera. "I was so nervous! Even today when I have given so many performances, I am still very nervous." Because of this love for ballet, he always performs with great care to avoid even the smallest hitch or error. Setting his goal for life at the age of 12, Lam has carved out a niche of his own. He wants to dance on until he can no longer dance. 🌀







## 中總論壇展望2019經濟 CGCC Forum Explores 2019 Economic Outlook

**本**會舉辦今年首項重點活動“中總論壇”，從宏觀角度展望經濟發展。今年財政司司長陳茂波應邀擔任主旨演講嘉賓，香港上海滙豐銀行亞太區顧問梁兆基及中國發展研究基金會副理事長劉世錦擔任專題演講嘉賓，分別展望香港金融發展以及宏觀經濟走勢。

論壇亦設有對談環節，邀請劉世錦、中國銀行（香港）首席經濟學家鄧志寰、香港科技園公司董事會成員車品覺及麥格理集團中國首席經濟學家胡偉俊擔任嘉賓，探討國家新時代發展方向與香港機遇。（10/1）

論壇演講內容精華請參看第7-13頁。







The Chamber's first highlighted event for this year, the CGCC Forum gave analyses on the economic outlook from a macroscopic perspective. **Financial Secretary Paul Chan** was invited to be the keynote speaker. Guest speakers in this year were: **George Leung, Asia-Pacific Advisor of the Hongkong and Shanghai Banking Corporation Limited** and **Liu Shijin, Vice-Chairman of China Development Research Foundation**. They looked on ahead to the financial development and macroeconomic trend of Hong Kong.

Their speeches were followed by a panel discussion where the guest speakers, including Liu Shijin, **Zhihuan E, Chief Economist of Bank of China (Hong Kong)**; **Herbert Chia, Member of the Board of Directors of Hong Kong Science and Technology Parks Corporation** and **Larry Hu, Head of China Economics of Macquarie Group** shared views on the issues about the country's development in new era and opportunities in Hong Kong. (10/1) 



For the highlights of the speeches, please refer to P.7-13.









## 百萬善行為公益 Enjoying Charity Walk

**本**會地區事務委員會、青委會、婦委會聯合組隊，參加公益金港島、九龍區百萬行，為公益金資助的“家庭及兒童福利服務”籌款。本會副會長李應生參與台上合照儀式，並與地區事務委員會主席鍾偉平及其他隊伍代表主持開步儀式。本會逾100名成員同行，共襄善舉。  
(6/1) 📍

**T**he District Affairs Committee, Young Executives' Committee and Ladies' Committee of the Chamber formed a team to participate in the Hong Kong and Kowloon Walk of the Community Chest to raise funds for the Family and Child Welfare, a program sponsored by the Chest. Among the guests of the group picture ceremony was **Tommy Li, the Chamber's Vice-chairman**, who later joined **Chung Wai-ping, Chairman of District Affairs Committee** and other team representatives to launch the walk and enjoyed the charity journey with over 100 members from the Chamber. (6/1) 📍







## 蔡冠深勉勵青年融入國家發展大局 Jonathan Choi Encourages Young People to Integrate into National Overall Development




(即 Connector、Investor 和 Operator)，積極協助內地企業“走出去”。他勉勵青年會員以香港所長，貢獻國家所需，發揮中總橋樑角色，共同為香港工商界開拓更多市場機遇。(7/1) 

**E**arlier, the Chamber's Youth Executives' Committee organized a luncheon and invited **Jonathan Choi, the Chamber's Chairman**, as the guest speaker to explore the role of the Chamber under "Belt and Road Initiative" and Guangdong-Hong Kong-Macao Greater Bay Area and to share his experience in grasping opportunities in development.

**本**會青委會早前舉辦專題午餐會，邀請本會會長蔡冠深擔任演講嘉賓，探討在“一帶一路”及粵港澳大灣區建設下本會所擔當的角色，並與青年會員分享如何抓緊發展機遇。

蔡冠深表示，香港擁有多元化專業服務人才及國際人脈網絡，可以在一帶一路沿線國家地區扮演“C.I.O.”的角色

As there are diversified professional talents and international communication network in Hong Kong, Choi said Hong Kong is able to become “C.I.O.” (Connector, Investor, Operator) for facilitating Mainland enterprises to “go out”. He encouraged the young members to make use of the advantages in Hong Kong in contributing the country. As the Chamber is playing its bridging role, It is hoped that the young members can explore more opportunities for Hong Kong business sector. (7/1) 









## 參觀西九文化區 戲曲中心

### Visit Xiqu Centre in West Kowloon Cultural District

**早** 前由本會婦女委員會主席蔡關穎琴率領參觀西九文化區戲曲中心，全方位了解西九文化區的發展藍圖，認識戲曲知識，並且參觀該中心的獨特建築。

西九表演藝術藝術總監方美昂親自接待團員，並詳細介紹西九各個表演藝術中心的最新情況。蔡關穎琴期望中總婦委會將來有機會能在戲曲中心舉辦不同類型的活動，為本地的文化和戲曲發展盡一分力量。

團員亦於“渣打茶館劇場”一邊享用精緻茶點，一邊欣賞本地年輕演員及樂師的精彩演唱、折子戲及樂曲表演。(27/1) 🍵

**L**ed by Janice Choi, Chairman of Ladies' Committee, the Chamber's Ladies Committee organized a trip to Xiqu Centre for understanding development of the Centre, knowing more about Chinese opera and appreciating the architectural style of the Centre.

**Alison Friedman, West Kowloon's Artistic Director of Performing Arts** received the delegation and introduced the recent development of the Centre. Choi hopes the Ladies' Committee will be able to have cultural contribution in Hong Kong by organizing various activities in the Centre.

Participants also enjoyed refreshments and young actors' performance in "Standard Chartered Tea House". (27/1) 🍵





肇慶市委書記賴澤華（左四）表示，肇慶是“一帶一路”建設中的重要節點城市之一，是大灣區連接大西南以至東盟國家的樞紐門戶，亦是嶺南文化的中心。他又指，港珠澳大橋通車，拉開了新時代的序幕，未來四十年肇慶將搭上高速發展的始發車，期望借助中總平台，將香港在資金、技術及人才等資源引入。（11/1）

**Lai Zehua** (fourth from left), **Secretary of Zhaoqing Municipal Committee**, said that Zhaoqing is one of the important node cities in the “Belt and Road Initiative”. It is also the hub to connect the Southwest China as well as the ASEAN countries and the center of Lingnan culture. He also pointed out that a new era has begun with the opening of the Hong Kong-Zhuhai-Macao Bridge. In the coming 40 years, it is hoped that



Zhaoqing will be developed rapidly. With the Chamber's facilitation, Lai hopes to introduce capital, technology and talents from Hong Kong to Zhaoqing.



1. 全國人大常委張少琴（中）（25/1）  
Zhang Shaoqin (middle), Standing Committee Member of the National People's Congress
2. 廈門市副市長韓景義（右五）（28/1）  
Han Jingyi (fifth from right), Deputy Mayor of Xiamen
3. 重慶市九龍坡區政府副區長封波（前排左七）（15/1）  
Feng Bo (seventh from left, first row), Governor of Jiulongpo District of Chongqing
4. 伊朗總領事 Mehdi Fakheri（左三）（15/1）  
Mehdi Fakheri (third from left), Consul General of Iran
5. 科威特領事 Salah H Alsaif（左）（16/1）  
H.E. Salah H Alsaif (left), Consul General of Kuwait
6. Iccrea Banca 首席商務官 Luca Gasparini（左五）（16/1）  
Luca Gasparini (fifth from left), Chief Business Officer of Iccrea Banca



新加坡貿工部高級政務部長徐芳達（左）表示，新加坡與香港角色相近，既有友善及良性的競爭，更多的是互惠合作，希望兩地能攜手推進亞洲的經濟發展及人文交流。他表示，新加坡目前面對人口老化，經濟向科技化轉型等挑戰，新港兩方應加強互利雙贏合作，共同發展。（3/12）

**Chee Hong Tat (left), Senior Minister of State for Trade and Industry of Singapore**, said that Singapore and Hong Kong are similar in role. They are competitors, but should be friends as well. Chee hopes the two places to work together for promoting economic development and cultural exchanges in Asia. He said that Singapore is currently facing

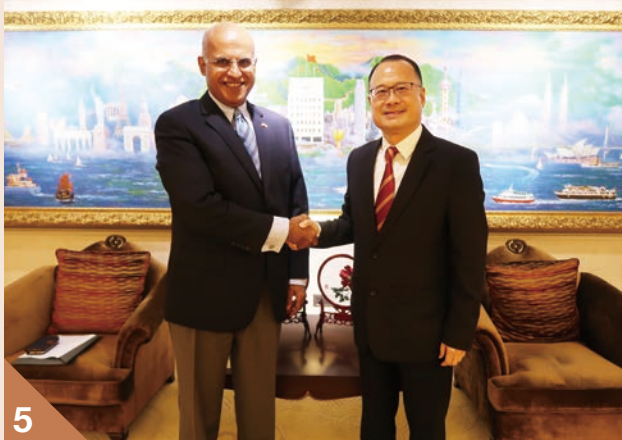


the challenges of population aging and economic transformation. So mutual cooperation is important for development.

## 接待嘉賓 Reception of Guests



3



5



6



## 會員活動 Members' Activities



1



2

1. 九龍西區聯絡處舉辦己亥年流年風水運程晚餐講座，邀請會董關惠明分享豬年運程。(15/1)

**Committee Member Anthony Kwan** was invited to share his views on the prospects of the Year of the Pig at a Feng-shui talk organized by Kowloon East District Liaison Committee.



3

2. 港島西區聯絡處舉辦交流會，邀請南區區議會主席朱慶虹、中西區區議會主席葉永成及灣仔區區議會主席吳錦津等，簡介地區事務發展。(9/1)

**Chu Ching-hong, Chairman of Southern District Council; Yip Wing-shing, Chairman of Central and Western Council and Stephen Ng, Chairman of Wan Chai District Council** were invited to introduce latest district affairs at an exchange session organized by Island West District Liaison Committee.

3. 港島西區聯絡處協辦秋冬假日行人坊開幕典禮暨中西區商貿推廣日，於上環文化廣場推廣中西區地方特色，並促進旅遊及商貿發展。(21/1)

Central and Western District Liaison Committee co-organized the opening ceremony and business promotion day of Fall/Winter Sheung Wan Promenade. It is hoped to enhance tourism and commercial development through promoting local attractions.