

商塔

CGCC VISION

低空經濟 乘風遠翔

LOW-ALTITUDE ECONOMY:
A PROMISING FUTURE



香港中華總商會
CGCC The Chinese General Chamber
of Commerce, Hong Kong

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Since 1900



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蔡冠深

Jonathan CHOI GBM, GBS, BBS, JP

立法會新貌引領香港新征程

NEW TERM OF THE LEGISLATIVE COUNCIL TO LEAD HONG KONG'S ONWARD JOURNEY

2025 年立法會換屆選舉成功舉行，超過 130 萬選民親身投下神聖一票，充分展現社會各界團結同心、克難前行、攜手推進實現良政善治、加快由治及興的決心。新一屆立法會議員不乏年輕專業、充滿活力的新面孔，相信定能為議會以至香港整體發展注入更多元化的強大動能，肩負起更大的責任擔當。

克服困難引領前行

面對大埔火災的重大考驗，特區政府一方面全力投入救援與善後工作，同時亦兼顧推動選舉的各項事務，帶領社會各界上下一心，推動選舉如期順利舉行，彰顯當局積極為民、做實事的責任擔當。本會亦全方位配合，在參與推動立法會選舉投票一直不遺餘力，在支援火災工作更是出錢出力，包括啟動全體成員應急捐款，短時間內合共籌得港幣 1,100 萬元協助受災人士渡過難關。

事實上，立法會議員是推動社會發展的重要分子，依法如期進行立法會選舉，符合憲制責任和《基本法》規定，有助維持施政連續性，是維護社會穩定的重要體現，更能配合特區政府推進各項施政工作，包括盡快通過救災撥款安排、推動善後支援和重建、以至通過法例修訂和完善監管制度等，避免悲劇再次發生。

廣大選民在本次立法會選舉踴躍投票，展現出成熟、理性而具建設性的選舉文化。新一屆議員隊伍多元且專業，既有任職多屆的資深議員，也有首次當選的新面孔，90 位議員涵蓋工商經濟等多個不同領域，有各行各業精英，也有長期扎根地區工作的重要力量，彰顯廣泛代表性、政治包容性、均衡參與性與公平競爭性，體現香港民主制度的嶄新高度。

行政立法互動助港對接“十五五”

香港正處於由治及興關鍵時刻，特區政府與社會各界必須同心奮進，拼經濟、促發展。新一屆立法會議員肩負重任，為香港繁榮穩定與長遠發展注入強勁動力，並配合國家“十五五”規劃發展方向，通過引領深化國際交往合作，積極發揮香港“內聯外通”的獨特優勢和功能，致力加強與東盟、中東、“一帶一路”國家深化聯繫，講好中國和香港故事，為國家吸引更多外來投資和國際合作，並與內地企業“併船出海”，在國家高水平對外開放中作出更大擔當。

我們亦期盼新一屆立法會能與特區政府緊密協作，加強良性互動，為促進香港在金融、創科、專業服務等優勢產業領域發展出謀獻策，包括推進與內地深化金融互聯互通機制，打造大灣區“研發—轉化—產業化”全鏈條創新生態建設，進一步提升本港法律仲裁和專業配套服務支援，鞏固香港“超級聯繫人”和“超級增值人”功能角色，為香港經濟發展注入澎湃新動能。

總括而言，本次立法會選舉充分彰顯“愛國者治港”的核心要義，為香港治理注入堅實基礎。工商界對新一屆議會聚焦建設與發展、切實改善經濟與民生充滿信心，期望新當選的賢能之士不負重託，全力作為，以香港的根本利益為最高依歸，開創繁榮穩定的新局面，為香港譜寫美好篇章。❸

“ 工商界對新一屆立法會充滿信心，期望新當選的賢能之士不負重託，為香港譜寫美好篇章。 ”

The business sector has full confidence in the new-term LegCo, and expects the newly elected capable members to live up to the heavy trust and write a brilliant chapter for Hong Kong. ”

The successful conclusion of the 2025 Legislative Council (LegCo) General Election has underscored the determination of all sectors of society to work together to overcome challenges and advance good governance. We are confident that the newly elected members will bring more diverse momentum into the LegCo and Hong Kong's overall development.

Overcoming challenges and leading the way forward

Faced with the Tai Po fire and its aftermath, the HKSAR Government devoted full efforts to rescue and follow-up work while simultaneously ensuring the smooth progress of all election-related tasks – a solid proof of the authorities' commitment to serving the public and delivering results. In both events, the CGCC rendered its full support, actively promoting participation in the LegCo election while launching an emergency fundraising campaign among all its members, raising a total of HKD11 million in a short time to help those affected by the fire.

By organizing the LegCo election in a timely and lawful manner, the government was fulfilling its constitutional responsibilities and the requirements of the *Basic Law*. The successful staging of the election is essential to maintaining continuity in governance and safeguarding social stability – which, in the case of the fire, includes approving disaster-relief funding as soon as possible, promoting follow-up support and reconstruction, amending relevant legislation, and improving regulatory mechanisms to prevent similar tragedies from happening again.

The active participation of voters reflects a mature, rational and constructive electoral culture. The new legislators, coming from diverse sectors including business, count among them elites as well as long-standing forces rooted in community work, demonstrating broad representation, political inclusiveness, balanced participation, and fair competition.

Executive-legislative collaboration helps Hong Kong align with the “15th Five-Year Plan”

Hong Kong is at a critical moment of moving from stability to prosperity. The HKSAR Government and all sectors must unite and work hard to boost the economy and drive development. The new LegCo members shoulder important responsibilities in leading Hong Kong to build strong momentum for promoting prosperity, stability, and its long-term development; align with the national direction under the “15th Five-Year” Plan; showcase its unique advantages through furthering international outreach and cooperation; strengthen ties with ASEAN, the Middle East and countries in the “Belt and Road” initiative; and go global hand in hand with Mainland enterprises to contribute more to the country's high-level opening-up.

We also look forward to the new LegCo working closely with the HKSAR Government to offer strategic insights for Hong Kong's development, particularly in areas like deepening mutual financial market access with the Mainland, building an innovation ecosystem in the Greater Bay Area that covers the entire chain from research to transformation and industrialization, further enhancing Hong Kong's arbitration and professional services, and solidifying the city's roles as a “super-connector” and a “super-value-adder.”

In summary, this LegCo election fully embodies the core principle of “patriots administering Hong Kong” and lays a solid foundation for the city's governance. The business sector is confident that the new legislature will stay focused on development and construction and will take concrete steps to improve the economy and people's livelihoods. We hope the newly elected talent will live up to expectations and help Hong Kong write a bright new chapter. ”



廖長江 Martin LIAO GBM, GBS, SBS, JP
立法會功能界別商界（第二）議員
Legislative Council Member, Commercial (Second) Functional Constituency

踏平崎嶇路 聚力謀發展

OVERCOMING DIFFICULTIES TO SEEK DEVELOPMENT

務實高效 成績亮眼

众所周知，第七屆立法會是香港完善選舉制度，落實“愛國者治港”原則之後的首屆立法會。議會徹底告別亂象，恢復理性議政，是其是、非其非，在議政效率上實現飛躍；行政立法亦重建互信，良性互動，運作暢順。本屆立法會總共通過 130 條法例，較上一屆超出 60%。包括通過《維護國家安全條例草案》，歷史性完成《基本法》第 23 條立法的憲制責任；並且，通過一系列有助改善民生的法例，例如《簡樸房條例》，突破性解決“劏房”問題，以及落實三隧分流，引入網約車服務的規管框架等等。在財委會方面，共批准 261 個項目，總承擔額達 6,972 億元，超過上屆一倍。

量的飛躍不代表質的下降。社會有目共睹議員同心同德，高質高效審議《維護國家安全條例草案》。其中，法案委員會在七天內“夜以繼日”審議，提出遠超 2,000 條提問。當局動議的 91 項修正案，絕大多數是基於委員在審議期間提出的問題和意見。而當討論社會上爭議較大的議題時，例如同性伴侶關係登記，議員們各抒己見，如實反映社會各界不同聲音。雖然，政府法案最終未獲通過，但不影響立法會支持特區政府行政主導和依法施政，貶損議會是“橡皮圖章”不攻自破。

撥亂反正 力挽狂瀾

2012 年我首次當選立法會議員。在三屆立法會履職期間，我經歷過很多事，曾因“黑暴”對法治和立會大樓等設施的破壞而深感痛心，亦因目睹種種事關民生的重要法案和撥款被阻攔而倍覺憂慮；幸好，在國家的支持下，香港從機制上完成了由亂及治，開啟由治及興。回望 13 年議會歷程，我想做的、必須做的，都已經做到，例如親自操刀，數度修改議事規則及財委會程序（反拉布和完善機制），團結建制派與反對派抗爭，並且參與了完善選舉制度本地立法、《基本法》第 23 條立法及改善地區治理等重要工作。

回首議會生涯，我與建制派議員在困難的情況下建立了深厚的友誼，是並肩作戰的戰友。我亦從他們身上學到良多，令

我畢生難忘。無論未來大家的崗位為何，我祝福所有第七屆立法會議員繼續發揮所長，服務社會。

傳達民意 促進發展

這是我最後一次在“立會匯報”專欄刊登文章。自第五屆立法會以來，承蒙中總的支持和信任，我擔任商界（第二）功能界別議員。多年來，我將中總和市民的心聲帶入議會，致力呼籲並推動香港經濟多元化。包括把握國家“一帶一路”倡議、內需機遇、幫助中小企升級轉型、開拓電商市場，以及輸入勞工等。因此，我特別欣慰看到政府轉變“積極不干預”思維，推動發展創科、生命醫藥等新興產業，為經濟注入新動能。同時，把握世界發展新形勢和國家現代化建設新機遇，識變、應變，建立跨國供應鏈管理中心和“內地企業出海專班”，開拓新興市場。唯有經濟持續穩定發展，並且科學合理分配資源，民生才能真正改善，青年方可上流。世界正面臨百年之未有大變局，香港機遇與挑戰並存，更要積極識變、求變。我衷心祝願中總繼續秉持服務社會、與時並進的宗旨，在由治及興的關鍵時期帶領業界開拓商機，為本地經濟注入新動力，為“一國兩制”行穩致遠、香港長期繁榮穩定作出更大貢獻。

第八屆立法會選舉已經成功舉行，我殷切期望新一屆立法會全力配合政府，做好大埔宏福苑的災後重建工作，深入檢視制度漏洞，作出系統性改革。更要着眼長遠，推動政府提升治理效能，方能真正實現長治久安，讓全體市民安居樂業。◎

Pragmatic and efficient leads to good results

As is well known, the Seventh Legislative Council is the first after Hong Kong's improvement of its electoral system. The council has restored rational deliberation, achieving a leap in legislative efficiency; the executive and legislative branches have rebuilt mutual trust, with smooth operations. This term of the Legislative Council has passed a total of 130 bills, exceeding the previous term by 60%. This includes passing the *Safeguarding National Security Bill*, historically fulfilling the constitutional responsibility of legislating under

“ 立法會經歷拉布亂局、黑暴風波，到完善選舉制度後理性議政，與政府良性配合，高效處理國家安全、經濟與民生事務，穩步邁向由治及興新階段。 ”

After experiencing turmoil, the Legislative Council has improved its electoral system, enabling rational deliberation and constructive cooperation with the government, steadily advancing to a new stage from stability to prosperity. ”

Article 23 of the Basic Law; and passing a series of bills to improve people's livelihood, such as addressing the issue of subdivided flats, implementing the three-tunnel diversion, and so on. In terms of the Finance Committee, a total of 261 projects were approved, with a total commitment of HKD697.2 billion, more than double that of the previous term.

The quantitative leap does not represent a decline in quality. Society has witnessed the high-quality and efficient deliberation of the Safeguarding National Security Bill by members. And when discussing socially controversial issues, such as registration of same-sex partnerships, members truthfully reflected different voices from various sectors of society. Although the government bill was ultimately not passed, it does not affect the Legislative Council's support for the SAR government's executive-led system and governance in accordance with the law.

Rectifying Chaos and being pragmatic

In 2012, I was first elected as a Legislative Council member. During my three terms in the Legislative Council, I was deeply saddened by the destruction of the rule of law and facilities such as the LegCo building caused by the “black violence,” and I was extremely worried about witnessing the obstruction of important bills and appropriations related to people's livelihood; fortunately, with the support of the country, Hong Kong has institutionally completed the transition from chaos to order, opening the path from stability to prosperity. Looking back on my 13-year parliamentary journey, what I wanted to do and had to do, I have all accomplished, such as personally leading multiple revisions to the Rules of Procedure and Finance Committee procedures (anti-filibustering and improving mechanisms), uniting the pro-establishment faction in struggles against the opposition, and participating in important work such as improving the local legislation for the electoral system, legislating under Article 23 of the Basic Law, and improving district governance.

Looking back on my parliamentary career, I have built deep friendships with pro-establishment members under difficult circumstances, and I have learned a lot from them. No matter what positions everyone holds in the future, I wish all Seventh Legislative Council members to continue to leverage their strengths and serve society.

Conveying public opinion for promoting development

This is my last article published in the “Voice in LegCo” column. Since the Fifth Legislative Council, thanks to the support and trust

of CGCC, I have served as a member in the Commercial (Second) functional constituency. Over the years, I have brought the voices of the CGCC and the public into the council, striving to advocate and promote the diversification of Hong Kong's economy. This includes seizing the opportunities of the national “Belt and Road” Initiative, domestic demand, helping SMEs upgrade and transform, developing e-commerce markets, and importing labor, etc. Therefore, I am particularly gratified to see the government shift from the “positive non-intervention” mindset, promoting the development of emerging industries such as innovation and technology, life sciences and pharmaceuticals, injecting new momentum into the economy. At the same time, grasping the new global development trends and new opportunities in national modernization, identifying and responding to changes, establishing multinational supply chain management centers and “mainland enterprises going global task forces,” and exploring emerging markets. Only with sustained and stable economic development, and scientific and reasonable resource allocation, can people's livelihood truly improve, and young people have upward mobility. I sincerely wish CGCC to continue leading the industry in exploring business opportunities, injecting new impetus into the local economy, and making greater contributions to Hong Kong's long-term prosperity and stability.

The Eighth Legislative Council election has been successfully held, and I earnestly hope that the new Legislative Council will fully cooperate with the government, do a good job in the post-disaster reconstruction of Tai Po Wang Fuk Court, deeply review institutional loopholes, and carry out systemic reforms. Moreover, focus on the long term, promote the government to enhance governance efficiency, so that all citizens can live and work in peace and contentment. ☺

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

如對文章內容有任何意見，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.

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凝聚商界力量

與大埔火災受災居民 共渡難關

UNITING BUSINESS SUPPORT: STANDING WITH TAI PO FIRE-AFFECTED RESIDENTS

大埔宏福苑嚴重火災造成重大傷亡，事件牽動全城。中總作為社會重要一份子，必定會守望相助，繼續凝聚各方力量，與受災居民共渡難關。

The severe fire at Wang Fuk Court in Tai Po, which resulted in significant casualties, has touched every corner of Hong Kong. As an integral part of society, CGCC stands in solidarity, committed to uniting all forces to support the affected residents through this difficult time.

本會在意外發生後迅即捐出100萬元應急款項予受災人士，並積極動員各首長、常會董、委員會及會員企業踴躍捐助，伸出援手，以解受災居民燃眉之急，短短一天已迅速籌得1,000萬元，連同前一天的100萬元應急捐款，總捐款額達1,100萬元，充分展現中總成員“取諸社會、用諸社會”、積極履行社會責任的團結精神。

中總捐款1,100萬元 解災民燃眉之急

面對火災造成的嚴重傷亡，本會會長蔡冠深感到痛心，向不幸遇難者致以沉痛哀悼，並向傷者及家屬致以深切慰問，再次向英勇救火的消防員及參與救援的紀律部隊、救護人員，以至參與支援的義工團和市民致以崇高敬意。中總將持續留意事態發展和關注受災居民的需要，推動屬下會員捐資贈物，從不同途徑支援受事件影響市民，讓他們能夠盡快重建家園，恢復正常生活。

工商界發揮守望相助精神

香港工商界亦對大埔宏福苑火災表示深切關注及深感悲痛。為響應特區政府呼籲，全力支援受災居民走出困難時刻，本會聯同香港中華廠商聯合會、香港工業總會、香港總商會、香港中國企業協會、香港中華出入口商會原定舉辦的“共建未來・感謝有您”商界同盟全城大抽獎活動，以感謝市民在立法會選舉中投票，六大商會決定取消抽獎活動，並獲得各贊助商承諾將原本用作贊助大抽獎的禮物轉為捐款及物資，支援受災居民及其家屬，總數近\$6,800萬。

“共建未來・感謝有您”活動旨在回饋選民對建設美好香港的參與，惟宏福苑火災造成多人傷亡，居民一夜喪失家園，全城深感痛心。六大商會即時動員屬下會員和企業踴躍捐款和捐贈物資，累計超過五億元。六大商會及本港工商界深信此舉能凝聚各方力量，傳遞守望相助的精神，讓受災居民感受到商界及社會的溫暖與支持。



Following the incident, the Chamber swiftly donated HKD 1 million in emergency relief funds to the victims and actively mobilized our office-bearers, standing committee members, committee members, various committees and member enterprises to contribute generously. This immediate assistance aimed to address the urgent needs of the affected residents. Within just one day, an additional HKD10 million was rapidly raised. Combined with the initial HKD1 million emergency donation, the total contribution reached HKD11 million, fully demonstrating the CGCC members' solidarity and their commitment to the spirit of “from the community, for the community,” actively fulfilling social responsibilities.

CGCC donates HKD11million for immediate disaster relief

Facing the severe casualties caused by the fire, **Jonathan Choi, the Chamber's Chairman**, expressed profound sorrow, extending deep condolences to the deceased and heartfelt sympathy to the injured and their families. He also once again conveyed the highest respect to the brave firefighters, the disciplined services and ambulance personnel involved in the rescue, as well as the volunteer groups and citizens who participated in the relief efforts. The Chamber will continue to stay updated on the developments and the needs of the affected residents, encouraging the Chamber's members to donate funds and supplies, providing support through various channels to help those impacted by the event rebuild their homes and restore normal life as soon as possible.

The spirit of mutual support in business community

The Hong Kong industrial and commercial sector has also expressed deep concern and profound grief over the Wang Fuk Court fire in Tai Po. In response to the call of the HKSAR Government to fully support the affected residents through this difficult time, the CGCC, together with the Chinese Manufacturers' Association of Hong Kong, the Federation of Hong Kong Industries, the Hong Kong General Chamber of Commerce, the Hong Kong Chinese Enterprises Association, and the Hong Kong Chinese Importers' and Exporters' Association, has decided to cancel the originally scheduled “Thanks a Million” Grand Lucky Draw initiative, which was intended to thank citizens for voting in the Legislative Council Election. All six chambers have made this decision and have secured commitments from sponsors to convert the prizes originally designated for the draw into cash donations and supplies to support the affected residents and their families, with the total value nearing HKD68 million.

The “Thanks a Million” campaign was designed to reward voters for their participation in building a better Hong Kong. However, in light of the Wang Fuk Court fire, which resulted in multiple casualties and left residents homeless overnight, causing citywide sorrow, the six major chambers immediately mobilized their members and enterprises to donate funds and supplies enthusiastically, accumulating over HKD500 million in total. The six chambers and the wider Hong Kong industrial and commercial sector firmly believe that this collective effort can unite forces from all sides and allow the affected residents to feel the warmth and support of the business community and society at large.



立法會選舉圓滿舉行 推動香港良政善治

LEGCO ELECTION SUCCESSFULLY HELD
PROMOTING GOOD GOVERNANCE



■ 本會舉辦商界（第二）功能界別候選人見面會，邀請兩位候選人介紹參選政綱及理念
The Chamber organized a meet-and-greet for candidates to introduce their election platforms and ideas

2 025年立法會換屆選舉早前圓滿舉行。是次選舉，關乎發展經濟、改善民生，成功舉行象徵香港在由治及興的進程上又邁進一大步，為此本會全力支持。

本會有多名成員在不同界別參選，其中副會長姚祖輝及常董王紹基出選商界（第二）功能組別。為加強本會及工商界成員對候選人的了解與認識，本會特別召開常會董特別會議，以及舉辦商界（第二）功能界別候選人見面會，邀請兩位候選人介紹參選政綱及理念，並與本會會董及界別選民互動交

流。本會亦聯同香港總商會合辦選舉委員會界別候選人交流會，邀請選委界別50位候選人介紹參選政綱，並與兩間商會的選委和成員交流。

此外，本會出席由特區政府主辦的“愛國者同心治港”商界（第二）功能界別選舉論壇。透過節目直播，由兩位候選人陳述參選政綱和理念，以及解答問題，以增加公眾對他們的認識。本會逾300人出席該次論壇，展現工商界對是次選舉的支持。（13、17、21/11）



■ 本會聯同香港總商會合辦選舉委員會界別候選人交流會
The Chamber co-hosted an exchange meeting for candidates in the Election Committee sector with HKGCC

The 2025 Legislative Council General Election was successfully held earlier. This election concerns economic development and improving people's livelihood. Its successful conduct symbolizes another major step forward in Hong Kong's process from stability to prosperity, and for this, the Chamber fully supports it.

The Chamber has several members running in different sectors, among them **Andrew Yao, Vice-Chairman** and **Ivan Wong, Standing Committee Member**, running in the Commercial (Second) functional constituency. To enhance the understanding and recognition of the candidates by the Chamber and business sector members, the Chamber convened a special meeting of the Committee Members, and organized a meet-and-greet for candidates to introduce their election platforms and ideas, and to interact and exchange with the Chamber's members and sector voters. The Chamber also co-hosted an exchange meeting for candidates in the Election Committee sector with the Hong Kong General Chamber of Commerce (HKGCC), inviting 50 candidates from the Election Committee sector to introduce their election platforms, and to exchange with the election committee members and members of the two chambers.

In addition, the Chamber attended the "Patriots Collaborate for Good Governance" election forum for the Commercial (Second) functional constituency hosted by the HKSAR government. Through live broadcast of the program, the two candidates presented their election platforms and ideas, and answered questions, to increase public awareness of them. More than 300 people from the Chamber attended the forum, demonstrating the business sector's support for this election. (13, 17 & 21/11)



■ 本會逾300人出席由特區政府主辦的“愛國者同心治港”商界（第二）功能界別選舉論壇
More than 300 people from the Chamber attended the "Patriots Collaborate for Good Governance" election forum for the Commercial (Second) functional constituency hosted by the HKSAR government



■ 本會以不同方式宣傳是次選舉，包括於社交媒体上載宣傳短片，及於地下大堂張貼宣傳圖像等
The Chamber promoted this election in various ways, including uploading promotional videos on social media, and posting promotional images in the ground floor of CGCC building, etc



祝賀中總成員當選新一屆立法會議員

Congratulations to CGCC Members Elected as Legislators of the New LegCo



商界(第二) Commercial (Second)

姚祖輝 Andrew Yao

功能界別 Functional Constituencies

李惟宏 Robert Lee

嚴剛 Yim Kong

陳沛良 Chan Pui-leung

邱達根 Duncan Chiu

陳博智 Chan Pok-chi

黃浩明 Augustine Wong

霍啟剛 Kenneth Fok

鍾奇峰 Chung Ki-fung

選舉委員會 Election Committee

陳仲尼 Rock Chen

文穎怡 Ginny Man

李家駒 Elvin Lee

范駿華 Andrew Fan

莊家彬 Albert Chuang

陳恒鑛 Chan Han-pan

葛珮帆 Elizabeth Quat

樓家強 Lau Ka-keung

簡慧敏 Carmen Kan

地區直選 Geographical Constituencies

李慧琼 Starry Lee



立法會選舉 圓滿舉行 中總成員踴躍投票

LegCo Election Successfully Concludes
with Active Participation
from CGCC Members





投票當日，本會成員踴躍參與投票，90個議席亦順利產生。本會副會長姚祖輝當選本會所屬商界（第二）功能界別議席，副會長李惟宏及永遠榮譽會長陳仲尼亦分別成功連任金融服務界及選委會功能界別議席，另有16名中總成員亦分別於選委會界別、多個功能界別和不同地方選區當選，本會謹此表示祝賀。

是次選舉順利舉行具深刻意義，而且每個界別及地區均有競爭，為落實愛國者治港、推動良政善治開啟新局面，意義重大。選民選出有能力、有抱負的立法會議員，將可推動制度改革，反映市民需求，促進香港整體利益，譜寫香港民主新篇章。(7/12) ☺





The Chamber's Members actively participated in voting, and the 90 seats were successfully filled. Andrew Yao, the Chamber's Vice-Chairman, was elected to the Commercial (Second) functional constituency seat affiliated with the Chamber. **Robert Lee, Vice-Chairman** and **Rock Chen, Life Honorary Chairman**, have also successfully retained their seats in the Financial Services Functional Constituency and the Election Committee Functional Constituency respectively. Additionally, 16 members of the Chamber were elected in the Election Committee sector, functional constituencies, and different geographical constituencies respectively. The Chamber hereby extends its congratulations.

This election's smooth conduct holds profound significance, with competition in every sector and district, opening a new chapter for implementing patriots governing Hong Kong and promoting good governance, which is of great importance. Voters have elected capable and ambitious Legco members, who will be able to drive institutional reforms, reflect citizens' demands, promote Hong Kong's overall interests, and write a new chapter in Hong Kong's democracy. (7/12) 🎉



照片眾多未能盡錄，祈請見諒。
Our apology for not able to post all photos
due to limited space.





低空經濟 乘風遠翔

LOW-ALTITUDE ECONOMY: A PROMISING FUTURE



《施政報告》提出要把香港打造成“亞太區低空創新應用樞紐”，充分彰顯低空經濟已成為香港未來發展的重心之一。低空經濟一步步真正落地，為經濟創造新增長點、提供新動力，低空經濟帶來的成果與便利亦指日可待。

The low-altitude economy has become one of the key focuses of Hong Kong's future development. If it can truly take root step by step, it will create new growth points for Hong Kong's economy and provide new momentum.



掃瞄二維碼
觀看訪問片段



Scan QR code for
interview clip



黎少斌 Edmond Lai



張國全 Simon Cheung

黎少斌： 展示低空經濟新成果 打造智慧城市

在特區政府的支持下，香港生產力促進局（生產力局）設立“低空經濟科技館”，不僅作為前沿科技成果的展示窗口，更是推動制度創新的示範平台。生產力局首席數碼總監黎少斌表示，透過展館這個實體空間，政府、產業、學術界與科研機構得以匯聚，共同探索在全球最高密度城市之一的香港，如何建立安全、高效的空域管理模式，以及豐富多元的低空應用場景，構建具香港特色的低空經濟發展模式。

館內展出近20項香港及內地在低空經濟領域的尖端技術成果與創新應用，包括載人電動垂直升降飛行器、無人機管理系統、空域管理及地理信息系統等，並設置互動體驗區和“監管沙盒”的實體展示。目前，首批“監管沙盒”共有38個項目獲選，當中已開展29個項目內容。“監管沙盒X”啟動禮亦於稍前舉行，當中的“X”代表擴展和增值，聚焦於技術複雜度較高的應用場景。

應用場景兼顧實用性及安全性

黎少斌表示，發展低空經濟對香港有兩大好處。首先，在產業升級層面，低空經濟是人工智能、無人機等前沿技術的實質落地應用，有助鞏固香港作為國際創科樞紐的地位。而在智慧城市建設方面，低空經濟開拓了過去未被充分利用的低空資源，能夠提供多元化的城市服務，例如緊急醫療救援、災害應急、外賣配送、物流運輸等，大幅提升城市運行效率與應變能力，推動香港智慧城市發展。

低空經濟與傳統航空有本質區別，必須因地制宜，根據各地地理環境、人口密度與實際需求來發展。對香港來說，市區樓宇密集、人流如織，又有眾多島嶼與山地，因此低空經濟的應用場景和飛行規則必須緊貼本地特色。黎少斌特別提到，展館目前的展品亦以此為核心，聚焦能切實解決香港痛點的應用場景。

一站式多元平台助力產業協作

另外，展館的設立亦旨在為業界打造一個專業展示與交流平台，吸引各類企業參與。局方特意邀集各範疇的參展公司，包括技術開發商、應用服務商、運營平台及監管機構等，務求予參觀者一站式了解低空經濟的完整生態。展館將積極促進行業對接，包括利用場地舉辦論壇和對接會等，加速項目落地與產業協作。

展館亦向公眾全面開放，已成為不少學校的科普基地。黎少斌期望，通過展覽與互動體驗，激發青少年對無人機、人工智能及低空技術應用的興趣，為香港低空經濟長遠發展儲備人才。而未來，科技館將積極與內地及其他地區的相關展館建立聯繫，相互學習經驗、分享最佳實踐，共同推動低空經濟的成熟與應用落地。

張國全： 香港成內地無人機企業“出海”首選地

在國家大力推進低空經濟新賽道的當下，香港正憑藉獨特優勢，成為內地科技企業“出海”的首選橋頭堡。生產力局積極發揮橋樑角色，一方面深度參與特區政府“低空經濟監管沙盒”試點項目，探索最前沿的監管與應用場景，另一方面全力協助相關企業落地香港、對接國際市場。

內地無人機企業和諧航宇於2015年成立，2022年初次到港，以無人機為香港國際機場做跑道巡查。2025年初，公司正式落地香港，成立公司負責海外市場開發及研發。在此期間，和諧航宇獲得生產力局的全力協助，確保符合香港法律法規並推動市場拓展。雙方共同進行市場調查、建構無人機製造生態系統、優化供應鏈、倡議扶持政策及爭取特區政府資助，以攜手驅動香港低空經濟發展。

應用場景廣闊 涵蓋巡檢配送

和諧航宇總經理張國全表示，公司無人機應用場景非常多樣化，在內地已廣泛應用於各類行業和領域，例如各類基礎巡檢、應急保障、通訊和救援、森林防火、環境監測、測繪、智慧城市等；而香港市場發展則更針對本地需求，包括樓宇檢驗、設施巡檢、海岸線巡邏及電纜檢查等。其產品亦銷往東南亞地區，滿足當地多元化的無人應用需求。

公司迄今已累積獲得100多項專利，覆蓋無人機研發製造及AI算法領域，可提供應用方案與開發服務。目前，其技術已助力國家電網及中石油、中海油、中石化，用於油田、油氣管線巡查及重要物資配送。

張國全指，內地的無人機技術處於全球領先地位，不論在價格和技術，均具有吸引力。然而內地市場競爭激烈，相反，

海外擁有無人機的研發及生產能力的國家暫時為數不多，加上無人機的類型單一、生產成本較高，較有信心內地的經驗及技術，將適用於海外的低空經濟項目應用。

港營商環境完善 修《令》助添商機

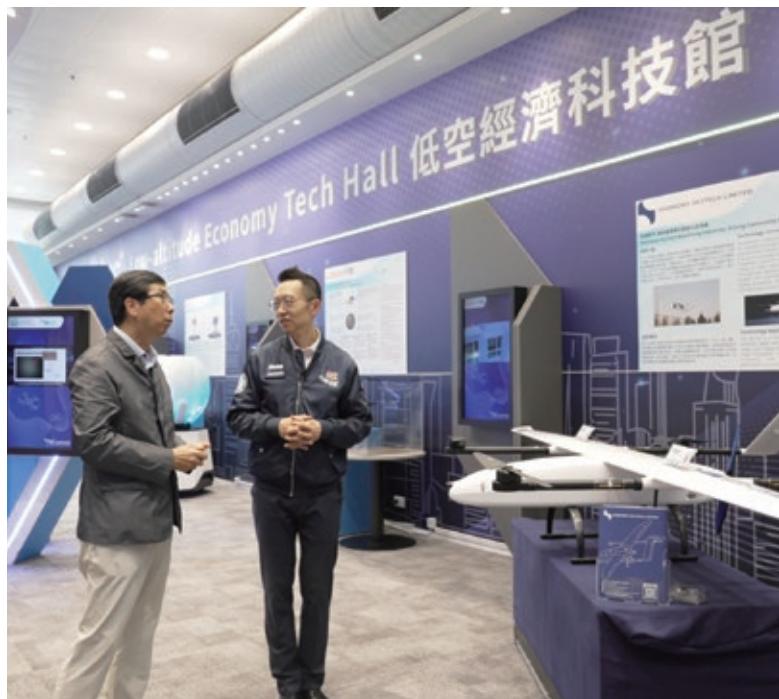
現時，和諧航宇的海外業務位於加拿大、阿聯酋、埃及、印尼、馬來西亞及汶萊等。為加快拓展海外市場，公司計劃擴大布局北美、中東，同時有意進軍北歐國家的能源設施、農業、太陽能和海上風電行業的無人機應用，亦有意涉足日本的火山和環境檢測，以及海嘯預警或救援等。

張國全認為，香港擁有自由貿易港與國際金融中心的優勢，加上自由的貨幣市場和成熟的商業環境，便於企業開展跨境貿易和融資。同時，香港無人機市場亦方興正艾，特區政府亦刊憲修訂《小型無人機令》以新增“丙類無人機”，即重量超過25公斤但不超過150公斤的無人機可在受監管情況下使用，該重量的無人機對工商業應用至為重要，修例將帶來很大商機。

近期，第二期的“低空經濟監管沙盒X”試點項目已正式啟動，公司的無人機在災難救援和重建、鬆山分析及地形檢測等範疇具備領先技術，成為入選企業之一。展望將來，內地與香港將更互惠協同，讓低空經濟成為構建新質生產力的重要一極。◎

Edmond Lai: Low-altitude Economy Builds Smart Cities

With the support of the HKSAR government, the Hong Kong Productivity Council (HKPC) has established the “Low-Altitude Economy Technology Hall,” not only serving as a showcase window for cutting-edge technological achievements but also as a demonstration platform for promoting institutional innovation. **Edmond Lai, HKPC Chief Digital Officer**, stated that through this physical space in the exhibition hall, government, industry, academia, and research institutions can converge to jointly explore how to establish a safe and efficient airspace management model in Hong Kong—one of the world's highest-density cities—as well as rich and diverse low-altitude application scenarios, building a low-altitude economy development model with Hong Kong characteristics.



The hall exhibits nearly 20 cutting-edge technological achievements and innovative applications in the low-altitude economy field from Hong Kong and the Mainland, including manned electric vertical takeoff and landing (eVTOL) aircraft, drone management systems, airspace management and geographic information systems, and more. It also features interactive experience areas and physical displays of the “regulatory sandbox.” Currently, the first batch of the “regulatory sandbox” includes 38 selected projects, with 29 project contents already underway. The “Regulatory Sandbox X” launch ceremony was held earlier, where “X” represents expansion and value addition, focusing on application scenarios with higher technical complexity.

Application scenarios balance practicality and safety

Lai indicated that developing the low-altitude economy offers two major benefits for Hong Kong. First, at the industrial upgrading level, the low-altitude economy represents the practical application of cutting-edge technologies such as artificial intelligence and drones, helping to consolidate Hong Kong's position as an international



innovation and technology hub. In terms of smart city construction, the low-altitude economy unlocks previously underutilized low-altitude resources, enabling diversified urban services that significantly enhance city operational efficiency and resilience, thereby advancing Hong Kong's smart city development.

The low-altitude economy differs fundamentally from traditional aviation and must be adapted to local conditions, developed according to geographical environments, population densities, and actual needs. For Hong Kong, with its dense urban buildings, heavy pedestrian flows, and numerous islands and mountains, the application scenarios and flight rules for the low-altitude economy must closely align with local characteristics. Lai particularly noted that the hall's current exhibits center on this, focusing on practical scenarios that effectively address Hong Kong's pain points.

One-stop multifunctional platform assists industry collaboration

Additionally, the hall's establishment aims to create a professional display and exchange platform for the industry, attracting various enterprises to participate. The Council has specially invited exhibiting companies from diverse fields to provide visitors with a one-stop understanding of the complete low-altitude economy ecosystem. The hall will actively promote industry matchmaking, including hosting forums and matchmaking events on-site to accelerate project implementation and industrial collaboration.

The hall is also fully open to the public and has become a popular science base for many schools. Lai hopes that through exhibitions and interactive experiences, it will spark young people's interest in drones, artificial intelligence, and low-altitude technology applications, reserving talent for the long-term development of Hong Kong's low-altitude economy. In the future, the Technology Hall will actively establish connections with related halls in the mainland and other regions, mutually learning experiences, sharing best practices, and jointly promoting the maturity and application of the low-altitude economy.

Simon Cheung: Hong Kong Becomes the Preferred Destination for Mainland Drone Enterprises to "Go Overseas"

Amid the country's vigorous promotion of the low-altitude economy as a new track, Hong Kong is leveraging its unique advantages to become the preferred bridgehead for mainland technology enterprises to "go overseas." HKPC actively fulfills a bridging role: on one hand, deeply participating in the HKSAR government's "low-altitude economy regulatory sandbox" pilot projects to explore cutting-edge regulatory and application scenarios; on the other hand, fully assisting related enterprises in landing in Hong Kong and connecting to international markets.

The Mainland drone enterprise Harmony SkyTech was established in 2015 and first arrived in Hong Kong in early 2022, using drones for runway inspections at Hong Kong International Airport. In early 2025, the company officially established a presence in Hong Kong, forming a subsidiary responsible for overseas market development and R&D.

During this period, Harmony SkyTech received full support from the Productivity Council to ensure compliance with Hong Kong laws and regulations and to drive market expansion. Both parties jointly conducted market surveys, built a drone manufacturing ecosystem, optimized supply chains, advocated supportive policies, and sought SAR government funding to collaboratively propel Hong Kong's low-altitude economy development.

Broad application scenarios covering inspections and deliveries

Simon Cheung, General Manager of Harmony SkyTech, stated that the company's drone application scenarios are highly diversified, with widespread use across various industries and fields in the mainland. Development in the Hong Kong market is more targeted to local needs, including building inspections and facility patrols. Its products are also exported to Southeast Asian regions, meeting diverse unmanned application demands there.

To date, the company has accumulated over 100 patents covering drone R&D, manufacturing and AI algorithms, offering application solutions and development services. Currently, its technology supports the State Grid, PetroChina, CNOOC, and Sinopec in oilfield and oil/gas pipeline inspections, as well as critical material deliveries.

Cheung noted that mainland drone technology leads globally, appealing in both price and capabilities. However, the Mainland market is intensely competitive; in contrast, few overseas countries possess drone R&D and production capabilities, with limited types and higher production costs. He is confident that mainland experiences and technologies will suit overseas low-altitude economy project applications.

Law revisions add business opportunities

Currently, Harmony SkyTech's overseas operations span Canada, the UAE, Egypt, Indonesia, Malaysia and Brunei. To accelerate overseas market expansion, the company plans to broaden its presence in North America and the Middle East, while intending to enter Northern European countries' energy facilities, agriculture, solar, and offshore wind power sectors for drone applications. It also aims to venture into Japan's volcano and environmental detection, as well as tsunami warning or rescue operations.

Cheung believes Hong Kong's advantages as a free trade port and international financial center, combined with its free currency market and mature business environment, facilitate cross-border trade and financing for enterprises. Meanwhile, Hong Kong's drone market is burgeoning, and the HKSAR government has gazetted revisions to the "Small Unmanned Aircraft Order" to introduce "Category C unmanned aircraft"—those weighing over 25 kg but not exceeding 150 kg, usable under regulated conditions. Such drones are crucial for industrial and commercial applications, and the amendments will generate significant business opportunities.

Recently, the second phase of the "Sandbox X" pilot project has officially launched. The company's drones boast leading technology in disaster rescue and reconstruction, landslide analysis, and terrain detection, earning it selection as one of the participating enterprises. Looking ahead, the mainland and Hong Kong will achieve greater mutual benefits and synergy, positioning the low-altitude economy as a vital pillar in building new quality productive forces. 



丘應樺：冀出海專班 實現兩地企業雙贏局面

**ALGERNON YAU: HOPES THE GOING GLOBAL TASK FORCE
ACHIEVES WIN-WIN SITUATION FOR ENTERPRISES
IN MAINLAND AND HONG KONG**

香港特區政府正積極發揮橋樑作用，助力內地企業“走出去”。新近成立的“內地企業出海專班”（簡稱“專班”）如何達致政府願景？

The HKSAR government is actively playing a bridging role to assist Mainland enterprises in “going global.” How does the newly established the Task Force on Supporting Mainland Enterprises in Going Global (GoGlobal Task Force) achieve the government’s vision?

新一份《施政報告》提及，特區政府整合資源成立“專班”，提供一站式平台，主動招攬內地企業利用香港優勢拓展海外市場。商務及經濟發展局局長丘應樺親自督導此項工作，為企業制定多元方案。丘應樺強調，出海專班不僅是簡單的支援平台，更在實現香港與內地企業的雙贏。

Go Global Task Force 內地企業出海專班

Launch Ceremony 啟動儀式 06.10.2025



丘應樺 Algernon Yau

活用現有網絡

“專班”希望構建前所未有的“一站式出海支援平台”。丘應樺表示，香港擁有強大的全球經貿網絡。“我們有一個現成的龐大網絡，我們要做的是充分利用這些資源，收集足夠資訊，以詳盡分析和決策。”

他指出，“專班”將根據對方需求匹配適合的企業，利用香港平台推動出海。他並認為，這是善用現有建構，讓資訊流通更高效。“我們在海外的辦事處和顧問公司能掌握當地商貿情況，通過數據分析了解投資需求，從而主動配對企業。這確保了出海的針對性和實效性。”

解決痛點 開拓市場

談及內地企業出海的挑戰，丘應樺直言內地企業常面臨種種痛點。他舉例，內地企業可能不熟悉當地法規，而香港的優勢就在於豐富經驗和全球視野。此外，人才和專業服務是另一大痛點。丘應樺強調，“專班”不僅服務內地企業，也惠及香港本地企業。

至於香港與內地企業“拼船出海”的趨勢方面，丘應樺解釋，“拼船出海”並非簡單互補，而是通過政府引領實現實質合作。他透露，行政長官出訪中東和東南亞時，簽署了多項合作備忘錄，這些已轉化為實際投資和商業項目。他分享具體案例：在中東，一家香港公司向阿聯酋提供氫能巴士和加氫站。而在制度對接方面，政府也取得進展。例如沙特、阿布扎比和杜拜交易所被納入港交所認可名單，允許當地公司在港第二上市。這些案例顯示，香港的金融和專業服務優勢，與內地企業的產業實力互補，共同開拓市場。

知己知彼 攜手商會

丘應樺續指，推動參與“一帶一路”項目須從需求出發。他指出，國家已出台多項“一帶一路”政策，香港將跟隨這些政策，帶領企業尋求機遇。“我們在全球60多個城市設立的辦事處能收集當地資訊，分析發展需求，然後主動配對企業。”

在合作夥伴方面，丘應樺表示，專班已集結多個機構。“本地商會如香港中總擁有龐大會員網絡，我們可以分享資

訊，讓中總發佈給會員，鼓勵他們表達需求和意見。”這實現了資訊互通，支持內地企業拓展。他補充說：“中總的參與至關重要，透過中總我們能連接更多企業，共同推動出海。”

做大做強 達致雙贏

談到“專班”的願景，丘應樺充滿信心。“我們當然希望將‘專班’做大做強，協助內地企業出海。”他強調，這不僅幫助國家高質量發展經濟和創科，還推動香港八大中心建設。“通過出海，我們融入大灣區和國家大局，實現香港經濟的持續增長。”

丘應樺補充，“專班”是高層次戰略。“關鍵是了解市場需求，配對適合企業。”至於內地企業，他指出需與內地部委合作，“他們了解企業實力和強項，我們提供平台和專業服務，如融資和資訊。”他強調雙贏原則：“企業出海亦會對香港有貢獻，如在港設立公司、聘請人才等，令香港經濟受益。利用香港專長幫助內地企業發展，同時帶來香港經濟紅利，這是融入國家發展、提升香港價值的關鍵。”

The latest Policy Address mentions that the SAR government is integrating resources to establish the “GoGlobal Task Force”, providing a one-stop platform to proactively attract Mainland enterprises to leverage Hong Kong’s advantages in expanding into overseas markets. **Algernon Yau, Secretary for Commerce and Economic Development**, oversees this initiative, formulating diverse solutions for enterprises. Yau emphasizes that the “GoGlobal Task Force” is not just a simple support platform but also aims to achieve a win-win for Hong Kong and Mainland enterprises.

Leveraging existing networks

The “GoGlobal Task Force” aims to build an unprecedented “one-stop going global support platform.” Yau states that Hong Kong possesses a strong global trade and economic network. “We have a ready-made vast network; what we need to do is fully utilize these resources, gather sufficient information, and conduct detailed analysis and decision-making.”

He points out that the “GoGlobal Task Force” will match suitable enterprises based on the other party’s needs, using Hong Kong’s platform to promote going global. He also believes this optimizes existing structures, making information flow more efficient. “Our overseas offices and consultants can grasp local trade situations, understand investment needs through data analysis, and thereby proactively match enterprises. This ensures the targeted and effective nature of going global.”

Addressing pain points and expanding markets

Regarding the challenges faced by Mainland enterprises in going global, Yau candidly notes that Mainland enterprises often encounter various pain points. For example, they may be unfamiliar with local regulations, while Hong Kong’s advantage lies in its rich experience and global perspective. Additionally, talent and professional services are another major pain point. Yau emphasizes that the “GoGlobal Task Force” not only serves mainland enterprises but also benefits local Hong Kong enterprises.

On the trend of Hong Kong and Mainland enterprises “teaming up to go overseas,” Yau explains that “teaming up to go overseas” is not simply about mutual complementarity but about achieving substantive cooperation through government leadership. He reveals that during the Chief Executive’s visits to the

Middle East and Southeast Asia, multiple cooperation memoranda were signed, which have been translated into actual investments and commercial projects. He shares specific cases: In the Middle East, a Hong Kong company provided hydrogen buses and hydrogen refueling stations to the UAE. In terms of institutional alignment, the government has also made progress. For instance, exchanges in Saudi Arabia, Abu Dhabi and Dubai have been included in the HKEX’s recognized list, allowing local companies to conduct secondary listings in Hong Kong. These cases demonstrate that Hong Kong’s financial and professional service advantages complement the industrial strengths of Mainland enterprises, jointly expanding markets.

Knowing oneself and the other, partnering with chambers

Yau further states that promoting participation in “Belt and Road” projects must start from demand. He points out that the country has introduced multiple “Belt and Road” policies, and Hong Kong will follow these policies to lead enterprises in seeking opportunities. “Our offices set up in some 60 cities around the world can collect local information, analyze development needs, and then proactively match enterprises.”

In terms of partners, Yau indicates that the “GoGlobal Task Force” has assembled multiple organizations. “Local chambers like CGCC have vast membership networks; we can share information, allowing CGCC to disseminate it to members and encourage them to express needs and opinions.” This achieves information interoperability, supporting Mainland enterprises in

expansion. He adds: “CGCC is crucial; through it, we can connect more enterprises and jointly promote going global.”

Scaling up and strengthening to achieve win-win

Speaking of the “GoGlobal Task Force’s” vision, Yau is full of confidence. “We certainly hope to scale up and strengthen the ‘GoGlobal Task Force’ to assist Mainland enterprises in going global.” He emphasizes that this not only helps the country’s high-quality economic development and innovation but also advances Hong Kong’s eight centers construction. “Through going global, we integrate into the Greater Bay Area and the national overall situation, achieving sustained growth for Hong Kong’s economy.”

Yau adds that the “GoGlobal Task Force” is a high-level strategy. “The key is understanding market demands and matching suitable enterprises.” As for Mainland enterprises, he notes the need to collaborate with Mainland ministries: “They understand the enterprises’ strengths and capabilities; we provide the platform and professional services, such as financing and information.” He emphasizes the win-win principle: “Enterprises going global will also contribute to Hong Kong, such as setting up companies in Hong Kong, hiring talent, etc, bringing benefits to Hong Kong’s economy. Leveraging Hong Kong’s expertise to help Mainland enterprises develop, while bringing economic dividends to Hong Kong—this is key to integrating into national development and enhancing Hong Kong’s value.”



多管齊下 擧升香港 “國際航空樞紐”地位

MULTI-PRONGED APPROACH TO ELEVATE HONG KONG'S STATUS AS AN "INTERNATIONAL AVIATION HUB"

國家明確規劃及建立香港作為“國際航空樞紐”的定位，而憑藉“一國兩制”賦予香港的獨特優勢、暢達全球的航空網絡以及世界級的機場建設，香港有能力在區域及全球航空領域擔當更重要的角色，推動香港航空業再創高峰。

Leveraging the unique advantages bestowed by “One Country, Two Systems,” a globally connected aviation network, and world-class airport infrastructure, Hong Kong has the capability to play a more important role in regional and global aviation sectors, driving the Hong Kong aviation industry to new heights.





陳美寶 Mable Chan

為 持續助力國家深化及推進高
質量發展，運輸及物流局局
長陳美寶表示，特區政府正
全方位提升香港“國際航空樞紐”地
位，把握第三跑道機遇擴展航空網絡，
提升香港國際機場連繫緊密度，聚焦發
展具潛力及新增長點的地區，並聯同珠
海機場優化“經珠港飛”服務。

善用三跑擴展航空連繫

當局將為建設全球領先的“機場城市”積極招商引資，積極發展多式聯運、發展飛機租賃及航空融資，同時建立遊艇港灣配套設施和藝術產業生態圈等，並推動香港機場出發航班使用可持續航空燃料(SAF)，推動綠色航空發展。

強化國際航運網絡往來

而發展低空經濟方面，“發展低空經濟工作組”會制訂“發展低空經濟規劃行動綱領”，推出“監管沙盒”試點項目，在指定航線內進行測試，並探索創新應用場景。明年初推動的“監管沙盒X”延展項目會向難度挑戰，包括跨境的物流配送、載人的物流配送，或在一些最先進的無人機及相關設備方面，希望能夠達到建構標準與產品認證，帶領香港成為低空經濟創新應用的樞紐。

另外，陳美寶指特區政府將持續增強“國際航運中心”的發展，深化國際航運網絡交往，與內地具戰略合作意義及“一帶一路”地區建立“伙伴港口”關



係。當局將全速推動港口數字化發展，推出港口社區系統提供貨物追蹤功能，並優化海運服務業稅務優惠，帶動香港船運及專業海運服務需求。特區政府亦將致力把香港打造成為綠色船用燃料加注及交易中心，以及推出便利措施，吸引更多遊艇來港，積極發展遊艇經濟。

推展綠色智能運輸項目

特區政府會透過政策和技術“雙創新”，務求提速提效推展各項運輸基建項目。當局正積極推展在東九龍、啟德及洪水橋/廈村及元朗南的三個智慧綠色集體運輸系統項目。啟德智慧綠色集體運輸系統項目亦已展開招標；東九龍及洪水橋/廈村新發展區的兩個項目則計劃於明年招標。

當局將於今年內公佈《運輸策略藍圖》，以“落實以人為本、強化內聯外通、促進高效出行、擁抱綠色生活”為願景，並透過應用科技，讓整體運輸系統保持可靠、安全、智能和環保高效。陳美寶補充，當局亦會展開自動車測試與應用，當中三個項目將於今年內嘗試運行，包括在港珠澳大橋口岸與機場島之間的“航天走廊”；橫跨九龍城及觀塘兩區、涵蓋啟德發展區一帶的項目；及連接機場島與東涌的項目，全速實現智慧出行。

To continuously support the country's deepening and promotion of high-quality development, **Mable Chan, Secretary for Transport and Logistics**, stated that the SAR government is comprehensively elevating Hong Kong's status as an “international aviation hub.” By seizing the opportunities from the third runway, it will expand the aviation network, enhance the connectivity density of Hong Kong International Airport, focus on developing regions with potential and new growth points, and collaborate with Zhuhai Airport to optimize the “Fly via Zhuhai-Hong Kong” service.

Making good use of the third runway to expand aviation connectivity

The authorities will actively attract investment for building a world-leading “airport city,” vigorously develop multi-modal transport, aircraft leasing and aviation financing, while establishing yacht harbor supporting facilities and an arts industry ecosystem. They will also promote the use of sustainable aviation fuel (SAF) for flights departing from Hong Kong Airport to advance green aviation development.

Strengthening International Shipping Network Interactions

In terms of developing the low-altitude economy, the “Low-Altitude Economy Development Working Group” will formulate the “Action Plan for Developing the Low-Altitude Economy” and launch a “regulatory

“sandbox” pilot project to conduct tests on designated routes and explore innovative application scenarios. The “Regulatory Sandbox X” extension project, to be promoted early next year, will tackle more challenging aspects, including cross-border logistics delivery, manned logistics delivery, or the most advanced drones and related equipment, aiming to achieve standard construction and product certification, leading Hong Kong to become a hub for innovative applications in the low-altitude economy.

Additionally, Chan noted that the SAR government will continue to strengthen the development of the “international shipping center,” deepen interactions in the international shipping network, and establish “partner port” relationships with strategically significant Mainland areas and “Belt and Road” regions. The authorities will accelerate the digitalization of ports, launch a port community system to provide cargo tracking functions, and optimize tax

incentives for the maritime services industry to drive demand for Hong Kong’s shipping and professional maritime services. The SAR government will also strive to transform Hong Kong into a green marine fuel bunkering and trading center, as well as introduce facilitation measures to attract more yachts to Hong Kong and actively develop the yacht economy.

Promoting green and smart transport projects

The SAR government will adopt a “dual innovation” approach in policy and technology to accelerate and enhance the implementation of various transport infrastructure projects. The authorities are actively promoting three smart green mass transit system projects in East Kowloon, Kai Tak and Hung Shui Kiu/Ha Tsuen and Yuen Long South. The Kai Tak smart green mass transit system project has already commenced tendering; the two projects in East Kowloon and Hung Shui Kiu/Ha Tsuen

New Development Area are planned to go to tender next year.

The authorities will announce the “Transport Strategy Blueprint” within this year, with the vision of “implementing people-oriented principles, strengthening internal and external connectivity, promoting efficient travel, and embracing green living.” Through the application of technology, the overall transport system will remain reliable, safe, smart, and environmentally efficient. Chan added that the authorities will also commence autonomous vehicle testing and applications, with three projects to be trialed within this year, including the “Aerospace Corridor” between the Hong Kong-Zhuhai-Macao Bridge Port and the Airport Island; a project spanning Kowloon City and Kwun Tong districts, covering the Kai Tak Development Area; and a project connecting the Airport Island with Tung Chung, accelerating the realization of smart mobility. 

北部都會區 創新發展戰略



NORTHERN METROPOLIS INNOVATIVE DEVELOPMENT STRATEGY

在融入國家發展的大趨勢下，北部都會區將成驅動香港未來經濟轉型的全新引擎。其空間佈局及創科人才策略，值得本地商家關注。

Under the trend of integrating into national development, the Northern Metropolis will become a new engine driving Hong Kong's future economic transformation. Its spatial layout and strategies for innovative technology talents are worth the attention of local businesses.

在國家“十五五”規劃及粵港澳大灣區建設的背景下，香港正迎來前所未有的發展契機。羅兵咸永道酒店行業審計主管合夥人曹健麟指出，北部都會區正從單純的基建項目，昇華為驅動香港未來經濟轉型的全新引擎。

從邊界到核心

曹健麟說，北部都會區的概念可追溯至1990年代，經過多年的演變與易名，直至今日才迎來最成熟的发展時機。這得益於深圳經濟發展已臻成熟，為港深兩地提供了相輔相成的完美契機。他強調，北部都會區絕非僅是一個解決房屋

問題的基建項目，而是承載着香港融入國家發展大局、推動經濟結構轉型的核心使命。

他解釋，整個都會區覆蓋元朗及北區，包括天水圍、粉嶺、上水等新市鎮，總面積達三萬公頃，約佔香港陸地面積的三分之一，規劃願景宏大。預計該區將提供50萬個新增住宅單位，容納250萬人口，並創造高達65萬個就業機會，其中包括15萬個創科職位。這不僅是解決土地房屋問題的鎖匙，更是香港再工業化與科技創新的孵化器。

“雙城三圈”空間佈局

曹健麟闡述，北部都會區具有“雙城三圈”的空間概念，這是由西至東的精細化產業分工。首先深圳灣優質發展圈（西部）對接前海與南山，重點發展高端專業服務、物流樞紐，提升區域經濟活力與國際競爭力。而港深緊密互



動圈（中部）：這是核心引擎所在，涵蓋新田科技城與河套港深創科園。此圈層將以創科為驅動，與深圳科創園區緊密協同，旨在打造全球領先的科技樞紐。至於大鵬灣／印洲塘生態康樂旅遊圈（東部），則着重自然保育與生態旅遊，可利用豐富的天然資源，與深圳大鵬半島進行生態合作，實現發展與保育的平衡。

為實現這一佈局，曹健麟認為“四流”互通極為重要——通過構建一小時通勤網絡促進人流；優化跨境公路提升物流效率；促進金融合作便利資金流；以及探索前瞻性政策以打通資訊流。

產業多元化 人才新思維

作為旗艦項目的新田科技城，總面積達600公頃。曹健麟指，其規模媲美甚至超越過去的傳統工業區，預計提供700萬平方米的樓面面積。他分析，政府將



曹健麟 Davis Cho

此區域視為類似赤鱲角機場般的戰略發展，主力發展生命健康、AI、生物科技、大數據與雲計算等前沿產業。

在預計的65萬個職位中，創科產業佔據15萬個，但其輻射效應將帶動其他領域的發展。例如，可持續發展領域（綠色能源、碳中和）將創造10萬個職位；跨境金融、法律及專業服務將帶來11萬個職位；而餐飲、零售及物流等配套產業則提供約28萬個就業機會。這種多元化的產業結構，將大大增強香港經濟的韌性。

曹健麟指，北部都會區的成功，關鍵在於人才，而人才的培育需要打破傳統框架。他建議在區內構建一個大學城，並實行三層架構的教育合作模式。第一層，是鞏固香港本地大學的科研優勢；第二層，則是積極引入國際頂尖學府，提升國際科研地位。至於第三層，是引進內地頂尖高校，加強與國家科研體系的對接。曹健麟建議，可引入“國企企業大學”，令產學研深度結合，讓學生在學習期間獲得實習機會，畢業後無縫對接國家發展需求，解決了傳統學術教育與產業需求脫節的問題。

可能面臨的挑戰

儘管藍圖宏偉，曹健麟亦坦言發展過程中可能面臨的挑戰：包括土地收回的複雜性、政府財政壓力以及跨境政策的協調難度。

針對資金與開發效率問題，他建議採用公私營合作模式。政府提供土地資源，企業負責出資建設。他舉例指出，大型

科技企業（如騰訊）在深圳已有建設員工社區的經驗，若能引入此類企業參與北部都會區建設，不僅能緩解政府資金壓力，還能加快項目落地速度。

曹健麟總結，北部都會區是香港百年一遇的發展機遇。透過基建先行、創科驅動及生態保育的有機結合，香港有望與深圳攜手，在大灣區內打造一個宜居、宜業、宜遊的國際創科新城，為下一代開創新的黃金時代。

以上內容為本會新界區及九龍東區聯絡處合辦的“北部都會區創新發展策略”專題講座之內容摘要。

In the context of the national “15th Five-Year Plan” and the construction of the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area), Hong Kong is ushering in unprecedented development opportunities. **Davis Cho, PwC Hong Kong Hotel and Hospitality Assurance Leader**, pointed out that the Northern Metropolis is evolving from a mere infrastructure project into a new engine driving Hong Kong’s future economic transformation.

From boundary to core

Cho said that the Northern Metropolis is only now welcoming its most mature development timing, benefiting from the maturity of Shenzhen’s economic development. He emphasized that the Northern Metropolis carries the core mission of integrating Hong Kong into the national development landscape and promoting economic structural transformation.

He explained that the entire metropolis covers Yuen Long and North District, including new towns such as Tin Shui Wai, Fanling and Sheung Shui, with a total area of 30,000 hectares, accounting for about one-third of Hong Kong’s land area, and featuring a grand planning vision. It is expected that the district will provide 500,000 new residential units, accommodate 2.5 million people, and create up to 650,000 employment opportunities, including 150,000 positions in innovative technology.

“Dual cities, three circles” spatial layout

Cho elaborated that the Northern Metropolis has a spatial concept of “dual cities, three circles,” which involves refined industrial

division from west to east. First, the Shenzhen Bay Premium Development Circle (western part) connects with Qianhai and Nanshan, focusing on high-end professional services and logistics hubs. The Hong Kong-Shenzhen Close Interaction Circle (central part): This is where the core engine lies, covering the San Tin Technopole and the Lok Ma Chau Loop Hong Kong-Shenzhen Innovation and Technology Park. This circle will be driven by innovative technology and closely collaborate with Shenzhen's science and innovation parks. As for the Dapeng Bay / Yin Chau Tang Ecological Recreation and Tourism Circle (eastern part), it emphasizes natural conservation and eco-tourism, leveraging abundant natural resources for ecological cooperation with Shenzhen's Dapeng Peninsula.

To achieve this layout, Cho believes that the interconnection of "four flows" is extremely important—promoting people flow through building a one-hour commuting network; optimizing cross-border highways to enhance logistics efficiency; promoting financial cooperation to facilitate capital flow; and exploring forward-looking policies to open up information flow.

Industrial diversification and new talent thinking

As the flagship project, the San Tin Technopole covers a total area of 600 hectares. Cho noted that its scale rivals or even surpasses traditional industrial districts in the past, expected to provide 7 million square meters of floor area. He

analyzed that the government will focus on developing frontier industries such as life health, AI, biotechnology, big data and cloud computing in this area.

Among the projected 650,000 jobs, innovative technology industries account for 150,000, but their spillover effects will drive development in other fields. For example, the sustainable development sector (green energy, carbon neutrality) will create 100,000 jobs; cross-border finance, legal, and professional services will bring 110,000 jobs; while supporting industries such as catering, retail, and logistics will provide about 280,000 employment opportunities. This diversified industrial structure will greatly enhance the resilience of Hong Kong's economy.

Cho pointed out that the success of the Northern Metropolis lies in talents, and the cultivation of talents requires breaking traditional frameworks. He suggested building a university town in the district and implementing a three-tier educational cooperation model. The first tier is to consolidate the research advantages of local Hong Kong universities; the second tier is to actively introduce top international institutions to elevate international research status. As for the third tier, it involves introducing top mainland universities to strengthen docking with the national research system. Cho suggested introducing "state-owned enterprise universities" to deeply integrate industry, academia, and research, allowing students to gain internship opportunities during their studies

and seamlessly connect with national development needs upon graduation.

Potential challenges

Despite the grand blueprint, Cho candidly acknowledged potential challenges in the development process: including the complexity of land resumption, government fiscal pressures, and the difficulty of coordinating cross-border policies.

Regarding issues of funding and development efficiency, he suggested adopting a public-private partnership model. The government provides land resources, while enterprises are responsible for funding construction. He cited examples where large technology companies in Shenzhen have experience in building employee communities, and introducing such companies to participate in the Northern Metropolis construction could accelerate project implementation.

Cho concluded that the Northern Metropolis is a once-in-a-century development opportunity for Hong Kong. Through the organic integration of infrastructure-led development, innovative technology-driven growth, and ecological conservation, Hong Kong is expected to join hands with Shenzhen to create an international innovative technology new city in the Greater Bay Area that is livable, business-friendly, and tourist-friendly. 

The above content is a summary of the "Northern Metropolis Innovative Development Strategy" seminar jointly organized by the Chamber's New Territories District and Kowloon East District Liaison Groups.

中總不盡精彩上演 眾領事舉杯言歡

CONNECT CONSULS GENERAL
WITH CGCC CUP AND
FELLOWSHIP BANQUET



本會假跑馬地香港賽馬會隆重舉行“中總 125 周年會慶盃”外國領事及商會聯誼晚宴。活動匯聚逾百位嘉賓，包括各國駐港總領事、商務參贊及外國商會領袖，現場氣氛熱烈融洽，賓主盡歡，不僅深化彼此交流合作，更進一步鞏固友好情誼。

本會會長蔡冠深致辭時指出，今年適逢中總成立 125 周年，為本會發展歷程中的重要里程碑，年內已成功舉辦多項大型慶祝活動，包括“76 周年國慶煙花大匯演”及“125 周年會慶晚宴”等。同時，本會首長親臨賽場向“中總會慶盃”勝出馬主頒發獎盃，並邀請其團隊蒞臨晚宴現場接受祝賀，共享勝利的喜悅，將整場活動氣氛推向高潮。(12/11) ☺



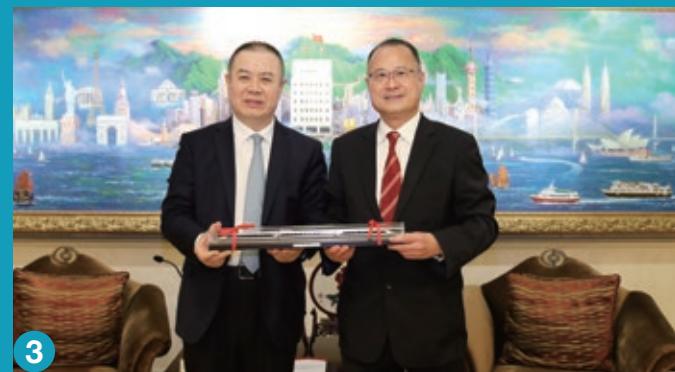
CGCC 125th Anniversary Horse Racing Cup was held at Happy Valley Racecourse and brought together over a hundred guests, including consuls general, commercial counselors and leaders of foreign chambers of commerce. The atmosphere was lively as the event not only deepened exchanges and cooperation but also further strengthened friendly relations between the participants.

In his address, **Jonathon Choi, the Chamber's Chairman**, pointed out that this year marks the Chamber's 125th anniversary, which is a significant milestone of its development and several large-scale celebratory events have been successfully held. Besides, the Chamber's office-bearers presented trophies to the winning horse owners of the Cup and invited the team to the dinner to receive congratulations and share in the joy of victory. (12/11) 



接待嘉賓

RECEPTION OF GUESTS



- 中國駐沙特阿拉伯王國大使常華（左三）(24/11)
Chang Hua (third from left), Ambassador of China to Saudi Arabia (24/11)
- 香港中國企業協會會長王海民（右）(24/11)
Wang Haimin (right), Chairman of the Hong Kong Chinese Enterprises Association (24/11)

- 中車長春軌道客車股份公司董事長劉長青（左）(24/11)
Liu Changqing (left), Chairman of CRRC Changchun Railway Vehicles Co, Ltd (24/11)
- 內蒙古自治區港澳辦副主任王學軍（前排右三）(27/11)
Wang Xuejun (third from right, front row), Deputy Director of the Hong Kong and Macao Affairs Office of Inner Mongolia Autonomous Region (27/11)

會員活動

MEMBERS' ACTIVITIES



1



2



3

1. 婦女委員會與香港各界婦女聯合協進會合辦“全球婦女峰會”精神分享會，邀請全國婦聯常委、香港婦協主席何超瓊擔任主講嘉賓。(15/11)

The Ladies' Committee and the Hong Kong Federation of Women co-organized a sharing session on the spirit of the “Global Women's Summit” and invited **Pansy Ho, Standing Committee Member of All-China Women's Federation and Chairlady of Hong Kong Federation of Women** to give a speech. (15/11)

2. 青年委員會舉辦專題午餐講座，由本會常董、香港武術聯會副會長霍啟文分享武術近年在海內外的發展情況，以及練習氣功、八段錦等在日常生活中的效果。(18/11)

The Young Executives' Committee held a luncheon, where **Fok Kai-man, the Chamber's Standing Committee Member and Vice President of Hong Kong, China Wushu Union**, talked about the development of Wushu in recent years, as well as the effects of practicing Qigong and Baduanjin in daily life. (18/11)

3. 文化委員會組團前往鹽田梓考察，深入了解香港現存最完整的傳統鹽田遺址發展歷程，體驗中西文化交流與歷史保育成果。(22/11)

The Culture Committee led a delegation to visit Yim Tin Tsai to gain an in-depth understanding of the development history of the most complete existing traditional salt field site in Hong Kong and to experience the achievements of cultural exchange between China and the West. (22/11)