

商塔

CGCC VISION



AI 成新一輪產業變革驅動力

AI EMERGES AS A DRIVING FORCE FOR THE
NEW ROUND OF INDUSTRIAL TRANSFORMATION



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



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冀預算案助業界抓緊“出海”機遇

UPCOMING BUDGET SHOULD HELP HONG KONG BUSINESSES SEIZE “GOING GLOBAL” OPPORTUNITIES

蔡冠深

Jonathan CHOI GBM, GBS, BBS, JP

駿

馬奔騰迎新歲，我謹代表香港中華總商會祝願各位
新一年馬到功成、身體健康、鴻圖大展！

2026年是國家“十五五”規劃開局之年。我們認為，即將發表的新一份《財政預算案》必須精準對接國家“十五五”規劃，尤其要鞏固香港作為企業“出海”的平台功能，深化與粵港澳大灣區、海南自貿港等區域合作，加快推動北部都會區建設，進一步提升香港“超級聯繫人”和“超級增值人”功能角色，既為服務國家發展大局做好部署，也為本港經濟擴容增量、提升香港競爭力打造多元引擎。

打造企業“出海”首選基地

當前，國家積極推進高水平對外開放，內地企業“出海”拓展國際業務已成為不可逆轉趨勢。企業必須做到有序、有效且安全“出海”，香港作為連接內地與國際市場的“超級聯繫人”，不僅幫助內地企業與海外市場建立聯繫，更可提供全方位海外市場落地支援服務。

中總建議新一份預算案增撥資源，支持香港商會和行業協會，在大灣區不同城市設立出海企業服務中心，提供市場資訊、商貿洽談、法律、會計、工程諮詢等一站式支援。當局更可提供多元化稅務優惠政策，吸引更多內地企業來港成立控股公司，配合香港金融、法律、會計、上市融資、業務推廣等，支援企業在港管理“出海”業務拓展事宜。特區政府也要推動品牌“出海”，將香港和內地科技創新創意產品推廣到全世界，並建立權威公正的品牌認證和知識產權保護機制，長遠打造香港成為國際品牌中心。

對接海南自貿港建設

海南自貿港已正式啟動全島封關運作，標誌着國家對外開放進入新階段。海南自貿港是內地面向東盟的最前沿，可以更好配合粵港澳大灣區建設、對接東亞區域經濟發展機遇，為企業“出海”提供重要支撐。

我們期望特區政府積極推動“雙港聯動”，強化瓊港錯位發展、優勢互補，全面對接國家和大灣區高質量發展。當局可鼓勵港企在海南設立區域總部及高端消費品品牌加工廠，促進瓊港建立恆常合作機制，協助兩地企業開拓東盟銷售渠

道。海南自貿港更可借鑒深圳成功經驗，在對外開放、吸引外資、市場化改革等推動更深層次開放與創新，並結合香港科研實力和大灣區先進製造產業，配合海南自貿港政策優勢，實現大灣區與海南產業鏈供應鏈協同，共建面向東盟產業鏈。

此外，我們建議推動在海南實施“港資港法”、“港資港仲裁”，容許海南和大灣區與香港進行商貿活動可選用香港法律和仲裁服務，並探討整合三地律師、仲裁資源，為選用香港法律和仲裁服務的企業提供支援服務。當局亦可探討推動瓊港專業資格和人才資歷互認，便利香港專業人士到海南執業，吸引海南企業利用香港平台引進國際人才。

提速提質推展北都建設

北部都會區是推動香港未來經濟增長和產業轉型的新引擎，更是對接大灣區、融入國家發展大局、強化“引進來、走出去”功能的重要載體。中總期望預算案給予北都重點工程項目特別財政政策安排，加快審批引入工程技術人員和重要機器設備，並透過批地、地價資助或稅務減免優惠，加強產業培育和吸引優質龍頭企業落戶。當局也要促進數據跨境流動，爭取國家支持在北都建設“新興創科產業園”，作為跨境數據流通試點，並推動香港和內地法律規則、技術標準銜接。

特區政府亦要積極規劃教育用地，配合北都大學城建設，並加強香港教學科研資源與國家戰略對接，吸引內地及國際知名大學進駐開設亞洲校區和國際科學實驗室，大力推廣“留學香港”品牌，打造香港成為國際教育樞紐，為進一步鞏固提升香港作為連接內地與國際的橋樑功能匯聚人才。

總括而言，香港必須銳意對接國家“十五五”規劃，通過強化自身優勢和角色定位、進一步深化推動區域經貿合作，拓展新興產業，激活新質生產力，定能為本港經濟和產業注入新動能，成為國家現代化進程不可或缺的重要力量。◎

On behalf of CGCC, I wish all readers a healthy and prosperous Year of the Horse.

2026 marks the beginning of Country's "15th Five-Year" Plan. Hong Kong's 2026-27 Budget, due to be announced in February, should align the city's economic policies with the objectives of the Plan. In

“ 中總建議新一份預算案增撥資源，支持香港商會和行業協會，在大灣區不同城市設立出海企業服務中心，提供一站式支援。 ”

CGCC recommends that the new Budget allocate additional resources to support Hong Kong chambers of commerce and industry associations in establishing “going global” service centers across different Greater Bay Area cities to provide Mainland enterprises with one-stop assistance. ”

our view, the *Budget* should place an emphasis on several areas that would enable Hong Kong to enhance its economic capacity and competitiveness more diversely. These areas include consolidating Hong Kong's role as a premier platform for enterprises “going global”, deepening regional cooperation, accelerating the development of the Northern Metropolis, and reinforcing Hong Kong's roles as a “super connector” and a “super value-adder”.

Positioning Hong Kong as the preferred hub for global expansion

The advancement of high-level opening-up in China has led to an unstoppable trend of overseas expansion among Mainland enterprises. Since global expansion should be approached in an orderly, efficient and secure manner, Hong Kong can provide comprehensive support for Mainland businesses to set up their operations abroad, while facilitating their connections with overseas markets.

To this end, CGCC recommends that the new *Budget* allocate additional resources to support Hong Kong chambers of commerce and industry associations in establishing “going global” service centers across different Greater Bay Area cities to provide Mainland enterprises with one-stop assistance. The HKSAR Government could consider a suite of tax incentives to attract more Mainland enterprises to create holding companies in Hong Kong, where they can manage their global expansion and operations. It is also essential for the Government to promote the internationalization of innovative and creative products of Hong Kong and the Mainland, while establishing authoritative brand certification and intellectual property protection mechanisms.

Aligning with the development of the Hainan Free Trade Port

The official launch of island-wide independent customs operation by the Hainan Free Trade Port marked a new stage in the country's opening-up. As the Mainland's gateway to the Association of Southeast Asian Nations (ASEAN) markets, Hainan can complement the development of the Guangdong-Hong Kong-Macao Bay Area in capturing regional economic opportunities in East Asia.

We hope the Government will actively promote synergy between Hong Kong and Hainan and strengthen the two ports' complementary development, so that they can align fully with the high-quality development in the Greater Bay Area and the country overall. Possible measures include encouraging Hong Kong enterprises to establish regional headquarters and high-end consumer product processing plants in Hainan, facilitating permanent cooperative mechanisms between Hainan and Hong Kong, and assisting enterprises from both places in finding new sales channels in ASEAN markets. Drawing on Shenzhen's successful experience, the Hainan Free Trade Port could further deepen openness and innovation, leveraging Hong Kong's research capabilities and the Greater Bay Area's advanced

manufacturing industries. Meanwhile, the Hainan Free Trade Port's policy advantage can be capitalized on to achieve synergy between the supply chains of the Greater Bay Area and Hainan, so that they are oriented toward ASEAN markets.

Additionally, we propose implementing the measures of “allowing Hong Kong-invested enterprises to adopt Hong Kong law” and “allowing Hong Kong-invested enterprises to choose for arbitration to be seated in Hong Kong” in Hainan, making Hong Kong legal and arbitration services an option for commercial activities conducted between Hong Kong, Hainan, and the Greater Bay Area. Support should also be provided to enterprises opting for these Hong Kong services. To take it even further, legal and arbitration resources can be integrated across the three regions. The authorities may also explore facilitating mutual recognition of professional qualifications and credentials, enabling Hong Kong professionals to practice in Hainan and attracting Hainan enterprises to leverage Hong Kong as a platform to access international talent.

Accelerating the high-quality development of the Northern Metropolis

The Northern Metropolis is a new engine for Hong Kong's economic growth and industrial transformation. It serves as a key medium for the city to integrate with the Greater Bay Area and the national development framework, while enhancing Hong Kong's “bringing in and going global” functions. CGCC hopes that the *Budget* will provide special fiscal measures for key Northern Metropolis projects, expedite approvals for engineering and technical personnel and critical equipment, and offer incentives to foster industries and attract leading enterprises to the Northern Metropolis. The Government should also facilitate cross-border data flow, such as by seeking the country's support for the development of a new emerging tech industrial park in the Northern Metropolis as a test zone for this, and promote alignment between Hong Kong and Mainland legal frameworks and technical standards.

Furthermore, the HKSAR Government should carefully plan the use of land for education to support the development of the Northern Metropolis University Town. Hong Kong's academic and research resources should be further aligned with national strategies. Efforts should also be made to attract renowned Mainland and international universities to establish Asian campuses and international laboratories in the Northern Metropolis, thereby strengthening Hong Kong's position as a bridge connecting the Mainland and the world and as a talent hub.

In summary, Hong Kong must actively align its development with the “15th Five-Year” Plan. Through reinforcing its strengths and strategic positioning, it should deepen regional economic and trade cooperation, expand emerging industries, and generate new quality productive forces. By doing so, the city can inject fresh momentum into its economy and industrial development. ☀



支援商界轉型 吸引高端人才

SUPPORTING BUSINESS TRANSFORMATION AND ATTRACTING HIGH-END TALENT

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Legislative Council Member, Commercial (Second) Functional Constituency

香 港正值全力拚經濟、發展新興產業的關鍵期，我有幸得到會員的支持，在這關鍵時期當選立法會議員，把商界聲音帶進議會，為香港未來發展出一分力。香港除了要不斷鞏固及提升作為國際金融中心、航運中心、貿易中心的地位，國家“十五五”規劃亦明確支持香港建設國際創新科技中心，支持香港打造國際高端人才集聚高地。事實上，一個地方無論是新興產業發展，還是傳統產業升級轉型，都離不開教育科技和人才一體化的策略。香港發展創科、培育及吸引人才，不僅是配合國家發展大局，實際上亦是香港自身發展的需要。

盼財政預算案支援創科發展

政府將會發表新一份《財政預算案》，我期望政府能夠在財政預算案提出促進香港國際創科中心建設的措施。香港要建設成為國際創新科技中心，提升香港在全球創新科技領域的地位，並發展新經濟增長點，需先優化頂層設計，制定全面創科發展策略計劃及路線圖，打通上、中、下游各持份者關係，建立完善的創新科技生態系統。香港本身已經有多間躋身世界百強的大學，在研發及創新科技方面成果卓越，惟仍需加強“政產學研”跨界別合作。政府可推出或優化各種資助計劃，鼓勵大學與企業之間的合作，借助市場力量，加快院校和科研機構創科成果的轉化應用，引領香港經濟轉型。

隨着市民及遊客的生活及消費習慣改變，所謂適者生存，不少傳統產業都要面對與時俱進、升級轉型的挑戰。我在參選政綱首要提出，要善用自動化、機械化、人工智能等技術，支持傳統工業邁向智能化，以提升生產力及產值。政府目前透過“BUD 專項基金”及轄下的“電商易”支援企業轉型、發展品牌、電子商貿及拓展業務，惟在申請及審批流程、涵蓋範疇等仍然可以改善。政府亦可考慮整合各種資助計劃並簡化申請程序，放寬申請資格，為本港中小企升級轉型提供更廣泛支援。

培育人才 留住人才

要發展新質生產力，製造新經濟增長點，香港需要培育及吸引更多科研人才，同時提升香港國際教育樞紐地位，把香港打造成國際高端人才集聚高地。香港有22間政府資助或私立的高等教育院校，除了擁有以教育、科研為主的傳統大學，新一批應用科學大學亦如雨後筍，此外還有職業訓練局轄下14個機構成員主打職業專才教育。而“北都大學城”提速發展，可以為吸引更多人才來港、打造“留學香港”品牌奠下更加穩固厚實的基石。故此，政府必須做好教學用地的規劃，預留用地興建或改建院校及學生宿舍；支援本地專上院校與海外院校合作辦學；吸引海外知名大學在港開設亞洲校區，甚至推出“國際學生貸款計劃”，為不同地方學生在港就學紓緩生活壓力。

然而，要壯大人才庫，不僅要培育本地人才，吸引海外高端人才，更加要留得住人才。而要留住人才，需要提供令他們在香港樂業安居的條件。政府、院校及業界應加強合作，聚焦探討香港產業長遠發展方向及對各類人才的需求，針對產業所需進行重點培養，提升職業專才教育的地位，並提出鼓勵業界推行實習或學徒計劃的措施，進一步推動資歷架構發展。

政府財政有望轉盈，我期望新一份《財政預算案》能夠提出配合社會經濟發展需要，支援商界的亮眼措施。

H onored to have the support of members, I was elected as a Legislative Council member at this critical time to bring the voice of the business community into the legislature. In addition to continuously consolidating and elevating its status, Hong Kong is also explicitly supported by the national “15th Five-Year Plan” to build itself into an international innovation and technology center and to create a hub for gathering international high-end talent. In fact, whether it is the development of emerging industries or the upgrading and transformation of traditional industries in a place, it cannot be separated from an integrated strategy of education,

“ 期望政府能夠在財政預算案提出促進香港國際創科中心建設的措施。香港要建設成為國際創新科技中心，提升香港在全球創新科技領域的地位。 ”

Hopes for Measures in the Budget to Promote the Development of Hong Kong as an International Innovation and Technology Hub. Hong Kong aims to become an international innovation and technology center, enhancing its position in the global innovation and technology field. ”

technology and talent. Hong Kong's development of innovation and technology, as well as nurturing and attracting talent, is actually a necessity for its own development.

Looking forward to the Budget supporting IT development

The government will soon release the new *budget*, and I hope that the government can propose measures in the *budget* to promote the construction of Hong Kong as an international innovation and technology center. To build Hong Kong into an international innovation and technology center, it is necessary to first optimize the top-level design, formulate a comprehensive innovation and technology development strategy plan and roadmap, connect the relationships among upstream, midstream and downstream stakeholders, and establish a complete innovation and technology ecosystem. Hong Kong already has several universities ranked among the world's top 100, but there is still a need to strengthen cross-sector collaboration in “government-industry-academia-research.” The government can launch or optimize various funding schemes to encourage cooperation between universities and enterprises, leverage market forces, and accelerate the transformation and application of innovation and technology achievements from academic and research institutions.

With changes in the living and consumption habits of citizens and tourists, many traditional industries are facing the challenge of keeping up with the times and upgrading and transforming. In my election manifesto, the top priority was to make good use of technology to support traditional industries in moving towards intelligentization, thereby enhancing productivity and output value. Currently, the government supports business transformation and expansion through the “BUD Fund” and its “E-commerce Easy” program, but improvements can still be made in the application and approval processes, coverage scope, etc. The government can also consider integrating various funding schemes and simplifying application procedures, relaxing eligibility criteria, to provide broader support for local SMEs in upgrading and transforming.

Nurturing and retaining talent

Hong Kong needs to nurture and attract more research talent while enhancing its status as an international education hub, turning Hong Kong into a hub for gathering international high-end talent. Hong Kong has 22 government-funded or private

higher education institutions, including traditional universities focused on education and research, a new batch of applied science universities emerging like mushrooms after rain, and 14 member institutions under the Vocational Training Council specializing in vocational talent education. The accelerated development of the “Northern Metropolis University Town” can attract more talent to Hong Kong. Therefore, the government must plan well for teaching land, reserve land for building or renovating institutions and student dormitories; support local post-secondary institutions in collaborating with overseas institutions to run programs; attract renowned overseas universities to establish Asian campuses in Hong Kong, and even launch an “International Student Loan Scheme” to alleviate the living pressures for students from different places studying in Hong Kong.

However, to expand the talent pool, it is even more important to retain talent. To retain talent, conditions must be created that allow them to enjoy their work and settle down in Hong Kong. The government, institutions and the industry should strengthen cooperation, focus on exploring the long-term development direction of Hong Kong's industries and the demand for various types of talent, conduct targeted cultivation based on industry needs, elevate the status of vocational talent education, and propose measures to encourage the industry to implement internship or apprenticeship programs, further promoting the development of the Qualifications Framework.

With the government's finances expected to turn to surplus, I hope that the new fiscal budget can propose eye-catching measures that align with the needs of social and economic development and support the business community. ☺

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，歡迎向姚祖輝議員反映。

Should you have any comments on the article, please feel free to contact Andrew Yao.

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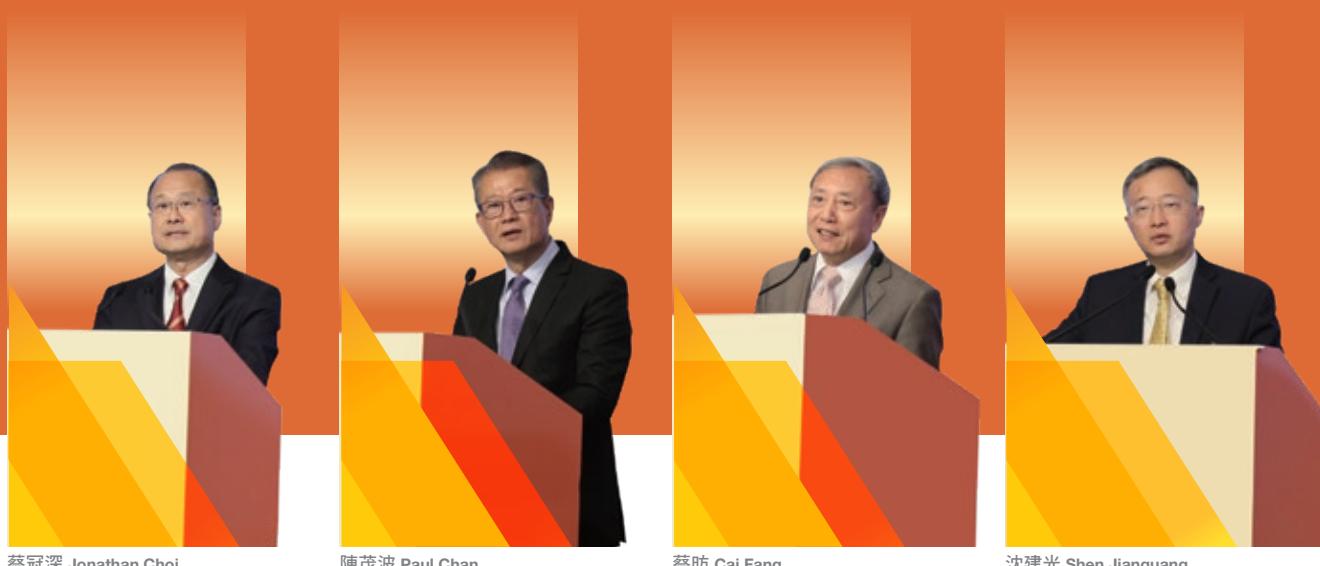
中總論壇： 乘“十五五”開局 共拓新機遇

**CGCC FORUM: RIDING ON THE START OF THE “15th FIVE-YEAR”
PLAN TO JOINTLY EXPLORE NEW OPPORTUNITIES**

一年一度的“中總論壇”早前圓滿舉行，並以“對接‘十五五’共迎新機遇”為主題，多位政商領袖、專家學者應邀擔任演講嘉賓，共同剖析新一年香港及環球經濟趨勢，並探討“十五五”規劃新局及香港在當中的角色作用。

The annual “CGCC Forum” was successfully held recently with the theme of “Connecting with the “15th Five-Year” Plan for New Opportunities”. Many political and business leaders, experts and scholars were invited as guest speakers to jointly analyze the economic trends of Hong Kong and the world in the new year, and discuss the new situation of the 15th Five-Year Plan and Hong Kong’s role and function in it.





蔡冠深 Jonathan Choi

陳茂波 Paul Chan

蔡昉 Cai Fang

沈建光 Shen Jianguang

蔡冠深： 積極對接“十五五”拓商機



年是國家“十五五”規劃開局之年，本會會長蔡冠深指出，中央高度重視香港在國家發展藍圖中的定位，並全力支持香港強化國際金融、航運及貿易中心的角色，推動建設國際創科中心，進一步凸顯香港背靠祖國、聯通世界的重要角色定位。

他強調，香港工商界要積極對接“十五五”規劃，強化連接內地與海外的樞紐角色，提升現代服務業競爭力，建立跨境資金與投資平台，為內地企業“有效、有序、安全出海”提供全方位支援；同時，加強與大灣區、京津冀及長三角合作，推動高端服務業協同發展，為香港未來發展探索更多新商機。

陳茂波： 以不變與識變組合拳應對挑戰

香港特別行政區政府財政司司長陳茂波表示，香港經濟在風起雲湧的2025年頂住、挺住，強調香港應以一套不變與識變組合拳應對當前挑戰。他闡釋，香港的不變在於“一國兩制”、自由港、零關稅等優勢，令其成為內地以至世界各地企業的投資首選地；識變則在於即使面對保護、單邊主義不斷升溫，國家亦加強高水平的對外開放，鼓勵企業“出海”，香港可與內地相關省市攜手“出海”，進一步深化區域經貿合作。今年是“十五五”規劃開局之年，國家將擴大高水平雙向開放，實現高水平的自立自強，香港應以

自身優勢，繼續擔當“超級聯繫人”和“超級增值人”角色，以更好地服務及融入國家發展大局。

培育具競爭優勢的創新領域都是當前要務，陳茂波特別提到人工智能、生物科技、生物醫藥等範疇，認為創科不僅能成為一個核心產業，並可賦能傳統行業升級轉型。同時，北部都會區是香港創科發展的重要載體，也是香港與粵港澳大灣區兄弟城市合作、聯動發展的重要基地。他指出，特區政府正全方位加快北都的建設，以靈活的發展模式、專屬的法例、行政上的拆牆鬆綁，加上投資的優惠政策，例如土地批撥、比較相宜的地價、資助計劃和稅務減免優惠等，吸引高增值產業和高潛力企業落戶北都，帶來技術、就業和相關的高增值製造業。

蔡昉： “投資於人”支撐中國式現代化

國家在2023年提出“人口高質量發展”的重要理念，強調要把“投資於物”和“投資於人”更好結合起來，以人口高質量發展支撐中國式現代化。中國社會科學院學部委員、第13屆全國人大常委蔡昉表示，這一理念將在“十五五”規劃中得到進一步落實。

隨着中國人口形勢出現新變化，勞動年齡人口回落、老齡化加快，蔡昉指出，傳統以大規模物質投資帶動增長的回報率趨於下降，經濟需要尋找新的動能。同時，外需受全球化逆風等因素影響，投資回報下降亦限制傳統路徑的可持續性。在此背景下，過去側重“投資於物”的發展模式需要調整，“投資於人”將

成為新的增長動能。從經濟角度看，推動消費不能只靠短期措施，更關鍵是加大基本公共服務供給，減輕家庭在養老、醫療、教育等方面的後顧之憂，令居民“敢消費、願消費”。

蔡昉建議“投資於人”應從四方面着手：一是建立全面支持生育的福利體系，應對低生育率挑戰；二是加大各級教育投入，提升人力資本以應對人工智能競爭；三是完善勞動力市場，解決結構性就業矛盾；四是改革養老保障制度，讓人工智能帶來的生產率紅利惠及全民。

沈建光： 提振消費、擴大內需成重點方向

京東集團副總裁、首席經濟學家及京東經濟發展研究院院長沈建光表示，2026年內地經濟前景樂觀，基建投資增速回升，出口延續韌性和貿易多元化，加上製造業升級，將對經濟發揮一定支持作用。“十五五”規劃亦在多方面作出明確的調整優化，包括以經濟建設為中心，保持較快經濟增長速度，強調科技創新與產業創新融合發展，擴大內需戰略基點，全力提振消費特別是服務消費，以及調整對外開放策略，更加強調自主性、平衡性和多元化。

沈建光續指，中央經濟工作會議發出一系列政策信號，當中包括更加注重釋放潛力和激發活力，宏觀政策更加注重提升效能，擴大內需更加注重存量政策優化，發展新質生產力注重科技創新與產業升級融合發展，“反內卷”更加注重長期化和制度化，對外貿易更加注重貿易多元化和自主性，房地產市場風險化解更加傾向於長期釋放，以及平台政策更加注重協同發展、共同富裕。

他預計，今年內地將加大財政促消費投入提升消費能力、提高公共服務支出、放寬准入、擴大服務消費、強化品牌引領、標準升級、新技術應用、推動商品消費擴容升級、打造一批帶動面廣，完善促進消費制度機制，以及建立健全適應消費新業態新模式，大力提振消費、建設強大內市場將成為重要政策方向。

Jonathan Choi: Actively align with the “15th Five-Year” Plan to explore business opportunities

As this year marks the first year of the implementation of the national “15th Five-Year” Plan, **Jonathan Choi, Chairman of the Chamber**, pointed out that the Central Government attaches great importance to Hong Kong and fully supports it in strengthening its role as an international financial, shipping and trading center, promoting the development of an international innovation and technology center, and further highlighting Hong Kong's important role positioning.

He emphasized that the Hong Kong business community should actively align with the “15th Five-Year” Plan, strengthen its role as a hub connecting the Mainland and overseas, enhance the competitiveness of modern service industries, establish a cross-border capital and investment platform to provide comprehensive support for Mainland enterprises. Meanwhile, it should strengthen cooperation with the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area), the Beijing-Tianjin-Hebei Region and the Yangtze River Delta to promote the coordinated development of high-end service industries.

Paul Chan: Adopt a combination of stability and adaptability to address challenges

Paul Chan, Financial Secretary, stressed that Hong Kong should adopt a combination of stability and adaptability to address current challenges. He explained that Hong Kong's stability lies in the advantages of “One Country, Two Systems”, free port and zero tariff, making it the preferred investment destination for enterprises from the Mainland and around the world. Regarding adaptability, even in the context of rising protectionism and unilateralism, the country has strengthened high-level opening-up to the outside world and encouraged enterprises to “go global”. Hong Kong can join hands with relevant provinces and cities in the Mainland to “go global”. As this year is the first year of the “15th Five-Year” Plan, China will expand high-level two-way opening-up and achieve a high level of self-reliance and self-improvement. Hong Kong should continue to act as a “Super Connector” and a “Super Value-adding Partner” to better serve the country.

Fostering competitive innovative sectors is a top priority at present. Chan believes that innovation and technology can not only become a core industry, but also empower the upgrading and transformation of traditional industries. Meanwhile, the Northern Metropolis is an important carrier for Hong Kong's innovation and technology development and a key base for Hong Kong's cooperation with cities in the Greater Bay Area. He pointed out that the HKSAR



Government is accelerating the construction of the Northern Metropolis in an all-round way, with a flexible development model, dedicated legislation, administrative streamlining and preferential investment packages to attract high-value-added industries and high-potential enterprises to settle in the Northern Metropolis, bringing in technologies, employment opportunities and related high-value-added manufacturing industries.

Cai Fang: “Investing in people” supports Chinese-style modernization

In 2023, the country put forward the important concept of “high-quality population development”, emphasizing the need to better combine “investing in physical assets” and “investing in people” to support Chinese-style modernization through high-quality population development. **Cai Fang, Academician of Chinese Academy of Social Sciences and Standing Committee Member of the 13th NPC**, stated that this concept will be further implemented in the “15th Five-Year” Plan.

With the new changes in China's population situation, Cai pointed out that the return rate of the traditional growth model driven by large-scale physical investment tends to decline, and the economy needs to find new growth drivers. Meanwhile, external demand is affected by factors such as the headwinds of globalization, and the decline in investment returns has also restricted the sustainability of the traditional development path. Against this backdrop, the previous development model focusing on “investing in physical assets” needs to be adjusted, and “investing in people” will become a new growth driver. From an economic perspective, promoting consumption crucially requires increasing the supply of basic public services, alleviating families' worries, and making residents willing and bold to consume.

Cai suggested that “investing in people” should be carried out in four aspects: first, establishing a comprehensive welfare system supporting childbirth to address the challenge of low fertility rate; second, increasing investment

in education at all levels to enhance human capital in response to competition from artificial intelligence; third, improving the labor market to resolve structural employment conflicts; fourth, reforming the old-age security system to adapt to the changes in production and life brought about by artificial intelligence.

Shen Jianguang: Optimistic about Mainland's economic prospects in 2026

Shen Jianguang, Chief Economist and VP of JD Group and Dean of JD Economic Research Institute, expressed optimism about the economic prospects of the Mainland in 2026. The recovery of infrastructure investment growth, the sustained resilience of exports and trade diversification, coupled with the upgrading of the manufacturing industry, will provide certain support for the economy. The “15th Five-Year” Plan has also made clear adjustments and optimizations in various aspects, including focusing on economic construction, maintaining a relatively rapid economic growth rate, emphasizing the integrated development of scientific and technological innovation and industrial innovation, expanding the strategic focus of domestic demand, and fully boosting consumption, especially service consumption.

Shen further pointed out that the Central Economic Work Conference has released a series of policy signals, including paying more attention to releasing potential and stimulating vitality, improving the effectiveness of macro policies, optimizing existing policies to expand domestic demand, focusing on the integrated development of scientific and technological innovation and industrial upgrading in developing new quality productive forces, promoting long-term and institutionalized “anti-involution”, emphasizing trade diversification and independence in foreign trade, focusing on the long-term mitigation of risks in the real estate market, and promoting coordinated development and common prosperity through platform policies.

He predicted that this year, the Mainland will increase fiscal input to promote consumption, improve consumption capacity, increase public service expenditure, relax market access, expand service consumption, build a number of consumption drivers with broad influence, improve the institutional mechanisms for promoting consumption, establish and improve systems adapting to new consumption formats and models, and vigorously boost consumption and build a strong domestic market will become important policy directions.



(左起) 謝國樑、梁海明、尚海龍、周浩及李惟宏
(From left) Tse Kwok-leung, Leung Hoi-ming, Shang Hailong, Zhou Hao and Robert Lee

對談環節： 香港在“十五五”規劃的角色和機遇

Panel Discussion:
Hong Kong's Role and Opportunities in the "15th Five-Year" Plan

尚海龍： 把握 AI 產業機遇 強化創新協同

商湯醫療聯合創始人兼首席戰略官尚海龍認為，“十五五”期間香港要找準國家發展機遇，既要看清國家五年規劃的政策取向，也要把經濟周期放在同一框架下研判，關鍵在於把握內需、科技、產業三個方向。在金融方面，尚海龍認為香港要穩固國際金融中心地位，積極拓展離岸人民幣業務。目前內地人民幣M2規模龐大，而香港離岸人民幣市場仍有很大發展空間。在創科方面，香港須抓緊人工智能產業方向，加強與大灣區的創新協同，推動科研成果轉化為實際效益。他建議政府和市民積極投資AI產業，分享科技發展紅利。

梁海明： 主動承擔“超級合夥人”的角色

擴大高水平對外開放是國家在“十五五”期間尤其重要的政策方向。海南大學“一帶一路”研究院院長梁海明認為，國家將更主動和系統地聯動國內國際兩個市場，為中國式現代化建設開創合作共贏新局面。同時，國家全力支持香港更好融入和服務國家發展大局，梁海明闡釋，香港長期以來是國家聯通國際市場的重要窗口，未來不僅需要鞏固其“超級聯繫人”和“超級增值人”的傳統優勢，更需主動承擔“超級合夥人”的角色，此角色的提升意味着香港要與大灣區其他城市、海南自貿港等共同承擔發展責任，積極參與產業規劃、技術研發和規則對接，推動區域協同發展與制度創新。



周浩： 香港金融機遇可期

從投行角度觀察，國泰君安國際首席經濟學家兼研究部主管周浩認為，近年香港 IPO 市場表現亮麗，項目數量令人鼓舞，深信“十五五”規劃為香港帶來更明確的發展機遇，而香港的核心優勢仍在金融領域。他認為，香港可在四方面把握機遇：一是繼續發揮國際金融中心功能，為內地企業提供融資平台；二是配合國家科技創新戰略，支持創科企業來港上市；三是對接內地製造業升級，結合香港現代服務業優勢，發揮“一加一大於二”效果；四是協助內地企業“出海”，同時帶動香港本地金融、科技、就業和人才發展。

謝國樑： 積極對接“十五五”規劃

香港要積極對接“十五五”規劃，香港中文大學劉佐德全球經濟及金融研究所名譽高級研究員謝國樑認為，首要是維持開放自由的營商環境和與國際聯通的金融市場；在創科方面，香港亦需配合內地發展，與廣深科技創新走廊聯動，把握自身專業服務優勢，為相關的技術提供各項認證、海外銷售等支援，與內地的創新行業對接。此外，香港亦要做大做強人民幣交易市場，持續拓展人民幣業務，優化人民幣業務資金安排，全方位、多層次推進從資金規模、參與主體、資金用途到後續規劃，助推人民幣國際化。⑥

Shang Hailong: Seize AI industry opportunities and strengthen innovation collaboration

Shang Hailong, Co-founder & Chief Strategy Officer of SenseCare Smart Health Tech, believes that for Hong Kong to seize the opportunities brought by national development during the “15th Five-Year” Plan period, the key lies in focusing on three directions: domestic demand, science and technology and industry. In terms of finance, Shang holds that Hong Kong should consolidate its status as an international financial center and actively expand offshore RMB business. At present, the scale of RMB M2 in the Mainland is huge, while Hong Kong’s offshore RMB market still has great room for development. In terms of innovation and technology, Hong Kong must focus on the artificial intelligence industry, strengthen innovation collaboration with the Greater Bay Area, and promote the transformation of scientific research achievements into practical benefits. He suggested that the government and the public should actively invest in the AI industry.

Leung Hoi-ming: Take the Initiative to Assume the Role of “Super Partner”

Leung Hoi-ming, Dean of the Belt and Road Research Institute of Hainan University, holds that the country will more actively and systematically link the domestic and international markets. Meanwhile, the country fully supports Hong Kong in better integrating into and serving the overall national development. Leung explained that Hong Kong has long been an important window for the country to connect with the international market and needs to take the initiative

to assume the role of “Super Partner”. The upgrading of this role means that Hong Kong should share development responsibilities with other cities in the Greater Bay Area, Hainan Free Trade Port, etc., actively participate in industrial planning, technological research and development and rule alignment, and promote regional coordinated development and institutional innovation.

Zhou Hao: Promising financial opportunities for Hong Kong

From the perspective of investment banking, **Zhou Hao, Chief Economist and Head of Research of Guotai Junan International**, believes that Hong Kong can seize opportunities in four aspects: first, continue to exert the function of an international financial center to provide a financing platform for Mainland enterprises; second, align with the national scientific and technological innovation strategy to support innovation and technology enterprises in listing in Hong Kong; third, connect with the upgrading of the Mainland manufacturing industry, combine with Hong Kong's advantages in modern service industries to achieve a “1+1>2” effect; fourth, assist mainland enterprises in “going global” while driving the development of Hong Kong's local finance, technology, employment and talent.

holds that for Hong Kong to actively align with the “15th Five-Year” Plan, the top priority is to maintain an open and free business environment and a financially connected international market. In terms of innovation and technology, Hong Kong also needs to cooperate with the development of the Mainland, link up with the Guangzhou-Shenzhen Science and Technology Innovation Corridor, leverage its advantages in professional services to provide various supports such as certification and overseas sales for related technologies, and connect with the innovative industries in the Mainland. In addition, Hong Kong should expand and strengthen the RMB trading market, continuously expand RMB business, optimize the capital arrangement of RMB business, and promote the internationalization of RMB. ☺

Tse Kwok-leung: Actively align with the “15th Five- Year” Plan

Tse Kwok-leung, Senior Research Fellow (Honorary) of Lau Chor Tak Institute of Global Economics and Finance (IGEF), The Chinese University of Hong Kong,



AI成新一輪 產業變革驅動力

AI EMERGES AS A DRIVING FORCE
FOR THE NEW ROUND OF
INDUSTRIAL TRANSFORMATION



AI 已成為新一輪科技革命和產業變革的核心驅動力，而香港具備科研、資金、數據、人才的優勢，並有豐富應用場景，新一份《施政報告》亦大力推動 AI 作為香港未來發展的核心產業，促進 AI 在各行各業廣泛深度融合，以期實現“AI 產業化、產業 AI 化”。

The newly released *Policy Address* vigorously promotes AI as a core industry for Hong Kong's future development, facilitating the extensive and in-depth integration of AI across all sectors, with the aim of achieving “AI industrialization and industrial AI adoption”.

張曼莉 Lillian Cheong

冀香港成全球 AI 發展樞紐

Hong Kong Aspires to Be a Global AI Development Hub



家“十五五”規劃建議明確支持香港建設國際創新科技中心，其中香港重點發展人工智能（AI）產業，《2025年施政報告》與2025至2026年度《財政預算案》都提出拓展AI應用，**創新科技及工業局副局長張曼莉**指，特區政府高度重視人工智能的發展，把人工智能列為關鍵的產業，將積極投放資源促進“AI產業化、產業AI化”，致力打造香港成為全球AI發展的重要樞紐，並且香港在AI方面憑藉國際頂尖的科研實力及國際數據港的獨特優勢，在粵港澳大灣區正發揮着關鍵和積極作用。

科研實力雄厚 完善算力基建

香港擁有五所全球百強大學，科研基礎雄厚。張曼莉透露，政府透過“AIR@InnoHK”研發平台，資助成立了16間專注於AI及機械人科技的環球科研實驗室，匯聚逾千名海內外頂尖的科研人才。科學園及數碼港近年亦聚集了近千家優秀的AI相關企業與初創。為進一步加強前沿科技基礎研究，特區政府推出了30億元“前沿科技研究支援計劃”，吸引包括人工智能領域在內的國際科研領軍人物來港。此外，河套深港科技創新合作區香港園區已於去年12月開園，園區重點發展前沿科技包括AI與數據科學，藉完善基礎設施與跨境數據機制，推動AI+示範應用，亦有助匯聚海內外創科資源及人才。

張曼莉認為，算力是AI發展的基石。數碼港人工智能超算中心於2025年提升算力至3000 PFLOPS，政府亦推出30億元人工智能資助計劃，目前已支持超過20個院校及企業項目，推動更多的科研突破。為應對長期算力需求，政府亦特別將北部都會區沙嶺約10公頃土地規劃發展為國際數據園區，早前以雙信封制推出招標，現正處理收到的標書，爭取盡快公布有關詳情。這將有效推動市場導向的先進算力設施建設，推動香港以至大灣區的數據及AI相關產業發展。

推動AI落地應用

落地應用是推動人工智能發展的關鍵所在。張曼莉指出，為積極拓展AI在公務上的應用，政府已成立“AI效能提升組”，負責統籌和指導各部門於工作中有效應用AI技術，而數字政策辦公室（數字辦）亦將推出“AI工具箱”，以及陸續推出“AI旗艦項目”，利用AI輔助部門加快處理和審批各類牌照和申請。此外，數字辦亦會為“智方便”和“數碼企業身份”用戶提供“AI助手”，為他們解答查詢和提供個人化服務，以及為企業（特別是中小企）推薦合適的資助計劃和公共服務支援。而由香港生成式人工智能研發中心自主研發的“港文通”、“港話通”和“港會通”已於2024年年中起陸續在政府內部試用，去年12月更推出手機版“港話通”供市民大眾試用。

為推動人工智能更廣泛應用，政府在《2025年施政報告》提出優化“數碼轉型支援先導計劃”，資助中小企應用人工智能及網絡安全相關的方案。香港人工智能研發院亦將於今年成立，促進上游研發、中下游成果轉化及開拓應用場景，並賦能各行業應用AI。而目前各行業亦紮實推動更多AI應用，

例如金融方面，政府發布了金融市場AI政策宣言，並推出生成式人工智能沙盒計劃，支持金融業開發和測試使用創新的AI解決方案。

促進數據流通

數據是人工智能發展的關鍵要素，特區政府一直致力促進資訊共享和創新，鼓勵業界安全、高效地運用數據，創造價值。政府的“開放數據平台”目前已匯聚超過5600個數據集，為業界訓練算法和開發大模型提供了重要支撐。此外，促進大灣區內的數據安全跨境流動也有利於人工智能的技術和產業發展。數字辦在《促進粵港澳大灣區數據跨境流動的合作備忘錄》的基礎上推出了《大灣區標準合同》便利措施，促進數據安全有序跨境流動。特區政府亦會積極探討早日實現內地數據合規安全流動到河套香港園區用於科研，助力AI應用與創新。

治理規範 人才培育

政府致力平衡AI發展與監管，張曼莉表示，創新科技及工業局發布《香港促進數據流通及保障數據安全的政策宣言》，提出優化數據治理；數字政策辦公室亦先後發布《人工智能道德框架》和其他指引，為開發、設計、處理和安全使用AI服務提供建議。

張曼莉更認為加強培育人才，是推動AI產業發展的關鍵。她指出，政府一直全力推進各項培育本地和吸引海外AI人才的工作。例如在中小學方面，優質教育基金預留20億元推展數字教育。政府亦鼓勵各大學教育資助委員會資助大學增設STEAM及“八大中心”相關學科。

盼商界加快數碼轉型

展望將來，張曼莉指，政府將繼續積極對接國家“人工智能+”行動，依托不斷完善的基建設施、逐步強化的創新研發能力、日益擴大的應用場景、穩健成熟的數據治理規範、持續優化的人才培訓體系，積極加強國際合作，堅定推進全方位的AI發展策略。她又指，香港商界可積極用好香港“內聯外通”的獨特優勢，拓展大灣區和其他內地城市市場，亦可透過政府的各項計劃，加快數碼轉型，推出創新服務，抓緊發展機遇。

The Recommendations for Formulating the 15th Five-Year Plan indicate clear support for Hong Kong to develop into an international innovation and technology (I&T) center. AI is one of the key development areas of Hong Kong. The “2025 Policy Address” and 2025-26 Budget also propose the expansion of AI applications. **Lillian Cheong, the Under Secretary for Innovation, Technology and Industry**, stated that the HKSAR Government attaches high importance to the development of AI, identifying it as a core industry. It will actively allocate resources to promote the “industries for AI” and “AI for industries”, striving to establish Hong Kong as a pivotal hub for global AI development. In the field of AI, Hong Kong, leveraging its world-class scientific research capabilities and the unique advantages of being an international data port, is playing a crucial and proactive role in the Guangdong-Hong Kong-Macao Greater Bay Area (GBA).



■ 張曼莉出席“AI+ 新世代峰會”，介紹香港發展AI的獨特優勢。
Cheong attended the AI+ New Generation Summit and introduced Hong Kong's unique advantages in developing AI.



■ 張曼莉出席“海峽兩岸暨香港澳門青年律師論壇2025”，與兩岸暨港澳青年法律界精英分享香港AI與數據治理的最新發展。
Cheong attended the “Cross Strait Four Regions Young Lawyers Forum 2025” and shared with young legal elites from across the Strait, Hong Kong and Macao the city's latest developments in AI and data governance.

Strong R&D capabilities and robust infrastructure of computing power

Home to five universities ranked among the world's top 100, Hong Kong boasts a solid foundation in scientific research. Cheong revealed that through the AIR@InnoHK research cluster, the Government has cumulatively funded the establishment of 16 global laboratories which focused on AI and robotics, bringing together more than 1,000 research talents. The Hong Kong Science Park and Cyberport have also gathered nearly 1,000 outstanding AI-related enterprises and start-ups in recent years. To further strengthen the frontier basic research, the Government launched the HKD3 billion Frontier Technology Research Support Scheme, drawing in leading international research talents including those engaged in AI to Hong Kong. In addition, the Hong Kong Park of the Hetao Shenzhen-Hong Kong Science and Technology Innovation Cooperation Zone was officially opened in December 2025. The Park focuses on developing cutting-edge technologies including AI and data science. By improving infrastructure and cross-boundary data mechanisms, the park promotes “AI+” demonstration applications which is conducive to the attraction of I&T resources and talent from home and abroad.

Cheong believes that computing power is the cornerstone of AI development. The computing capacity of the AI Supercomputing Centre in Cyberport was ramped up to 3 000 PFLOPS in 2025. In addition, the Government launched a HKD3 billion AI Subsidy Scheme, which has already supported over 20 university and enterprise projects to drive more scientific research breakthroughs so far. To meet long-term computing power demand, the Government has planned a site of 10 hectares in Sandy Ridge in the Northern Metropolis for the development of a data facility cluster. The site was put up for tender with a “two-envelope approach” earlier. Now the tender evaluation process is underway and the Government is striving to announce the result as soon as possible. This data facility cluster will help promote the development of data and AI-related industries in Hong Kong and even the GBA area.

Government drives AI application

Application is a key to AI development. Cheong said that to actively expand the application of AI in public services, the AI Efficacy Enhancement Team was established to co-ordinate and steer government departments in the effective use of AI technology. The Digital Policy Office (DPO) will provide AI Toolbox and roll out “AI flagship projects”, using AI to assist departments in expediting the process of handling, vetting and approval of various types of licences and permits as well as applications. Besides, the DPO will provide an “AI Assistant” to users of “iAM Smart” and “Digital Corporate Identity” to answer enquiries and offer personalised services and to recommend suitable subsidy scheme and public support services to enterprises in particular the small and medium-sized enterprises (SMEs). Meanwhile, the application of AI tools - HKPilot, HKChat and HKMeeting developed by the Hong Kong Generative AI Research & development Center (HKGAI) has been piloted internally within the Government since mid-2024 while the mobile version of HKChat has also been rolled out for a public trial in December 2025.

To promote a wider adoption of AI, the Government proposed in “The 2025 Policy Address” to optimize the Digital Transformation Support Pilot Scheme and provide subsidies for SMEs to adopt AI and cybersecurity related solutions. The Hong Kong AI Research Institute will be established this year to facilitate upstream R&D, the

transformation of midstream and downstream research outcomes, and the exploration of application scenarios, as well as empower various industries to adopt AI. At present, various industries are making solid progress in rolling out more AI applications, for example in financial services, the Government has issued a policy statement on the application of AI in the financial market and rolled out the Generative AI Sandbox initiative to support the financial industry in developing and testing innovative AI solutions.

Facilitating data flow

Data is a key element in AI development. The HKSAR Government has all along been promoting data sharing and innovation, thereby encouraging the industry to utilise data securely and efficiently to create value. Currently, the Government's Open Data Portal has published over 5 600 datasets providing important support for the industries in training algorithms and developing large language models. Moreover, facilitating secure cross-boundary flow of data within the Greater Bay Area (GBA) is beneficial to the technology and industry development of AI. The DPO has introduced the GBA Standard Contract facilitation measure based on the “Memorandum of Understanding on Facilitating Cross-boundary Data Flow within the Guangdong-Hong Kong-Macao Greater Bay Area” to facilitate safe and orderly cross-boundary flow of data. The HKSAR Government will also proactively explore the compliant and secure flow of Mainland data to the Hong Kong Park in the Loop for scientific research purposes, supporting AI application and innovation.

Governance and regulation, talent cultivation

The Government is committed to striking a balance between AI development and regulation. Cheong said that the Innovation, Technology and Industry Bureau has published the Policy Statement on Facilitating Data Flow and Safeguarding Data Security in Hong Kong, to optimise data governance. The DPO has issued Ethical Artificial Intelligence Framework and other guidelines to provide recommendations for the development, design, processing and secure use of AI services.

Cheong pointed out that strengthening talent cultivation is the key to driving the development of the AI industry. She added that the Government has been fully advancing various initiatives to nurture local AI talents and attract overseas ones. For primary and secondary education, the Quality Education Fund has earmarked HKD2 billion to promote digital education. The Government has also encouraged universities funded by the University Grants Committee to add new programmes relevant to STEAM and the “eight centres”.

Call for the business sector to accelerate digital transformation

Looking ahead, Cheong said the Government will continue to actively align with the national “AI+” initiative. Leveraging its ever-improving infrastructure, steadily enhanced innovative R&D capabilities, expanding application scenarios, robust and mature data governance standards and specifications, and continuously optimised talent training system, Hong Kong will further strengthen international co-operation and resolutely advance a comprehensive AI development strategy. She also noted that the Hong Kong business sector can leverage the city's unique advantage of being connected to the Mainland and the world to explore the markets of the GBA and other Mainland cities and accelerate digital transformation through various Government programmes, launch innovative services and seize development opportunities.

霍露明 Crystal Fok 超算中心設立助解科研困局 Establishment of Supercomputing Centre Helps Address Research Challenges



全球人工智能 (AI) 發展迭代飛速，對全球經濟產生深遠影響。為配合國家發展整體步伐，提高香港區域競爭力，特區政府致力打造香港成為 AI 產業國際交流協作高地，並支持數碼港設立香港首個及最大型的人工智能超算中心 (AISC)，透過超強算力以支援科研的落地應用，驅動傳統產業升級轉型，促進數字經濟和創科產業發展。

AISC 於 2024 年 12 月正式投入服務，支持及強化本地健康科技、AI、製造與新能源科技等產業的研發能力和業務發展轉型，加上配合為期三年共 30 億港元的“人工智能資助計劃”資助措施，鼓勵本地院校、初創等企業或機構單位善用 AISC 算力，推動科研及產業突破。

即時解決時間、人力、成本的痛點

截至去年十月，已有 15 項來自本地院校、政府決策局及部門的申請項目獲批，涵蓋醫學大模型、生成式 AI 及新材料等不同範疇。數碼港業務發展部總監霍露明透露，AISC 運算速度將逐步提升到每秒浮點運算三千千萬億次，相當於每小時完成近百億張圖像處理，足見算力處理的之強、速度之快。她深信，AISC 有助解決本地超算算力不足、資源分散以致限制科研發展的挑戰，為不同產業的長遠發展打造一個理想的創科環境和堅固後盾。

“AISC 使用的芯片配置全是輝達 H800 芯片，屬目前本港最高性能的芯片，可處理大量數據及進行模型訓練，當中就有本地院校有意發展與癌症篩查相關的科研項目，惟受硬件配套所限而未能處理大量的成像數據，若自行配置又涉及購置、時間及人力等多方的營運成本，反之透過 AISC 的算力處理，便可即時解決上述的痛點，讓這些具發展潛力的科研項目能更有效地推進。”

AI 沙盒建安全網 推進產業研發應用

霍露明引用數碼港與香港金融管理局合作推出的生成式人工智能沙盒 (GenA.I. 沙盒) 為例，此安全盒能為企業及銀行提供合作平台，讓金融業界能夠安全有效地探索生成式 AI 技術應用，並在過程中識別潛在風險，獲得金融監管和合規的早期反饋，以制定實務指引和監管框架。

霍露明強調，一項科研或創科產品落地涉及長期開發和投入，對算力技術配置要求高惟成本甚大，且回報投資未明，更有可能潛在未明的政策配套短板，不利科技應用的整體推進步伐。沙盒的推行，配上 AISC 算力，可全面解決科研團隊、投資單位或企業等使用者的憂慮及潛在風險，令他們無後顧之憂地推進項目的研發及應用。

智能化轉型解決方案助落後企業後來居上

在創新科技一日千里的浪潮下，眾多企業聚焦 AI 及科技變革的發展窗口，加速推動產業發展升級。霍露明指出，早年已不乏企業啟動產業數字化升級，循序漸進邁向產業智能化，但仍有部分轉型起步稍為滯後的企業，例如部分物流業務仍涉及大量手寫單，或尚未建立 ERP 系統等基礎數字化管理，還有待後來居上。

“如今，市場上不乏為企業提供產業升級轉型解決方案的供應商，而借助 AI 智能辨識及處理海量手寫檔案數據已非難事。”霍露明認為，轉型滯後的公司可善用這些解決方案，便可直接跳過數字化轉型的階段，一躍過渡至智能化管理，一次性整合傳統業務累積下來的繁瑣資訊及數據，越級進入智能化轉型，就像彎道超車，甚或較那些已完成數字化轉型的同行企業更快適應 AI 驅動的產業變革。





The HKSAR Government is committed to positioning Hong Kong as an international hub for AI industry exchange and collaboration, and supports Cyberport in setting up Hong Kong's first and largest Artificial Intelligence Supercomputing Centre (AISC). Leveraging its super computing power, the centre supports the implementation and application of scientific research, thereby boosting the development of the digital economy and innovation and technology sectors.

Officially launched in December 2024, the AISC supports and enhances the R&D capabilities and business transformation of local industries such as health technology, AI, manufacturing and new energy technology. Coupled with the three-year HKD3 billion Artificial Intelligence Funding Scheme, the initiative encourages local universities, startups and other enterprises and organizations to make full use of the AISC's computing resources.

Instant resolution of pain points in time, manpower and costs

As of October last year, 15 applications from local universities, government policy bureaux and departments have been approved, covering diverse areas including medical large models, generative AI and new materials. **Crystal Fok, Head of Business Development at Cyberport**, revealed that the AISC boasts a computing speed equivalent to processing nearly 10 billion images per hour, demonstrating its powerful and high-efficiency computing capabilities. She firmly believes that the AISC helps tackle the challenges of insufficient supercomputing capacity and fragmented resources that have constrained local research development, building an ideal innovation ecosystem and a solid foundation for the long-term growth of various industries.

"The chip configuration of the AISC represents the highest performance currently available in Hong Kong, enabling it to process massive volumes of data and conduct model training. For instance, some local universities aim to develop research projects related to cancer screening, but were previously unable to process large-scale imaging data due to hardware limitations. Building an in-house computing infrastructure would entail substantial operational costs in terms of procurement, time, and manpower. In contrast, leveraging the AISC's computing power can instantly resolve these pain points."

AI sandbox creates a safety net to advance industrial R&D and application

Citing the Generative AI Sandbox jointly launched by Cyberport and the Hong Kong Monetary Authority as an example, Fok explained that this "safe space" provides a collaborative platform for enterprises and banks. It enables the financial sector to safely and effectively explore the application of generative AI technologies, identify potential risks in the process, and obtain early feedback on financial regulation and compliance, thereby facilitating the formulation of practical guidelines and regulatory frameworks.

Fok emphasized that the implementation of a scientific research project or a tech innovation product involves long-term development and investment, which demands high-end computing infrastructure but incurs substantial costs with uncertain returns. Additionally, there may be potential gaps in supporting policies, which could impede the overall progress of technology application. The launch of the sandbox, combined with the AISC's computing power, comprehensively addresses the concerns and potential risks of users including research teams, investors, and enterprises.

Intelligent transformation solutions empower latecomer enterprises to catch up

Amid the rapid advancement of innovation and technology, numerous enterprises are focusing on the development window opened by AI and technological transformation, accelerating the upgrading of industrial development. Fok pointed out that many enterprises embarked on industrial digitalization in the early stages, gradually progressing towards industrial intelligence. However, some enterprises that started their transformation journey relatively late are still striving to catch up.

"Today, the market is well-supplied with solution providers offering industrial upgrading and transformation services, and leveraging AI for intelligent identification and processing of massive handwritten document data is no longer a challenge."

Fok opined that late-moving enterprises can leverage these solutions to skip the digital transformation phase entirely and leapfrog into intelligent management. This allows them to integrate the cumbersome information and data accumulated from traditional operations in one go, achieving an accelerated transition to intelligent transformation. 

新一屆 立會議員暢談抱負

NEW-TERM LEGISLATIVE COUNCIL MEMBERS
SHARE THEIR ASPIRATIONS



姚祖輝 Andrew Yao



李惟宏 Robert Lee



嚴剛 Yim Kong



陳沛良 Chan Pui-leung

本會早前邀請多位身兼新一屆立法會議員的本會成員擔任會董會講座嘉賓，分享當選感受和未來工作抱負。

The Chamber recently invited several of its members who are also new-term LegCo Members to serve as guest speakers at the seminar for Committee Members, where they shared their feelings about being elected and their aspirations for future work.





出席 席分享的議員包括本會副會長、商界（第二）功能界別姚祖輝、金融服務界李惟宏，以及本會會董、商界（第三）嚴剛和保險界陳沛良。分享會由副會長楊華勇主持。他指出，本會有19位成員在不同界別晉身立法會，充分體現本會成員積極參政議政、服務香港的承擔。適逢國家“十五五”規劃開局，期望議員積極將工商界聲音帶入議會，為配合國家和香港長遠發展、推動經濟民生持續改善發揮工商界所長。

姚祖輝： 促進人才培育與青年交流

姚祖輝認為本會的優勢在於熟悉國家政策，可深化行政立法互動。他指未來應摒棄單純批評的方式，與官員攜手落實國家政策，重點推進香港創科中心建設，強化科技、人才與教育的聯動發展。

在八大中心建設基礎上，姚祖輝提出“八加一”思路，着力打造國家高等教育樞紐，計劃將非本地學生規模從八萬增至十五萬，挖掘教育產業潛力。針對高才通等人才計劃，他將對接人才服務辦公室，調研30萬申請者僅15萬留港的原因，解決人才就業適配問題。

此外，他將推動北部都會區產業園區建設，借鑒內地省市產業園經驗，助力洪水橋產業園發展。最終，他希望與官員協同優化服務，吸引數百間龍頭及科技企業落戶香港，通過三年到五年的努力，推動香港經濟實現新突破。

李惟宏： 推動金融服務發展

李惟宏強調，首要任務是推動宏觀政策與微觀落地相結合，讓政策切實惠及每一家企業、每一位從業者，助力業界應對經營難題、突破升級轉型挑戰，緩解合規與IT投入壓力。

基於選舉政綱承諾，他將聚焦提升香港國際金融中心整體競爭力，在鞏固傳統證券市場、IPO市場良好運作的基礎上，進一步提升期貨及衍生產品市場地位，推動黃金市場全方位發展，助力業界共用發展紅利。

作為本會成員，李惟宏將結合金融工作與本會多板塊資源，發揮平台優勢，助力企業及投資者通過香港對接內外資源。他表示，將在上屆履職基礎上，持續為業界發聲，通過寫信、協助約見政府官員等方式搭建溝通橋樑，推動香港金融融入國家發展、更好聯繫國際，實現更大發展。

嚴剛： 凝聚商界力量

嚴剛明確指出，未來將以“強企興港”為目標，推動商界發揮五大橋樑作用，凝聚中資、本土及外資企業力量，以工商界所長貢獻香港所需。他強調，各商界持份者應摒棄弧軍作戰模式，深化多元協同與跨界合作，共建產業生態圈，推動上下游聯動，合力做大做強香港經濟。

在發展層面，嚴剛稱將推動企業突破傳統瓶頸，聚焦科創新質生產力，鼓勵會員企業引入科技新概念，讓科創發展落地見效。他又指，立足“民生是最大政治”，引導企業在做強自身業務的基礎上，主動承擔社會責任，搭建溫暖民生橋樑，增強市民幸福感與獲得感。

此外，他將推動區域協同，助力香港企業融入大灣區發展及國家發展大局；依託中資企業“一帶一路”海外資源，搭建海外拓展橋樑，幫助中小企開拓新興市場。嚴剛表示，未來還將推動政府政策改革，凝聚商界合力，為香港繁榮及國家建設作出更大貢獻。

陳沛良： 把握跨境保險業機遇

從選舉委員會界別轉至保險界功能組別參選並當選，實現回歸本業，陳沛良稱未來將聚焦深耕保險領域，更好地為業界服務。他坦言，當前議員履職要求日益提高，需嚴格遵守完善後的議員守則，落實特首提出的三點期望，理順行政與立法關係，多提建設性意見，平衡好宏觀與微觀視角，兼顧業界訴求與國家、國際及香港整體大局觀。

陳沛良續指，此刻將重點參與大埔宏福苑火災相關議題討論，通過理性溝通向政府提出切實建議，防範同類事件再次發生。同時，緊密對接國家“十五五”規劃，聚焦規劃中保險領域養老、普惠保險、綠色金融等重點領域，推動相關工作落地見效。

作為本會多年成員及G19成員，陳沛良表示將在議會中發揮橋樑作用，堅決支持本會在議會的各項倡議，以實際行動踐行履職承諾。◎

The participating Members included the Chamber's Vice-Chairmen **Andrew Yao from the Commercial (Second) Functional Constituency** and **Robert Lee from the Financial Services Functional Constituency**, as well as Standing Committee Members **Yim Kong from the Commercial (Third) Functional Constituency** and **Chan Pui-leung from the Insurance Functional Constituency**. The sharing session was hosted by **Johnny Yu, the Chamber's Vice-Chairman**. He pointed out that 19 members of the Chamber have been elected to the LegCo across various functional constituencies, which fully demonstrates the Chamber members' commitment to active political participation and serving Hong Kong. He expressed the hope that the Members would actively bring the voices of the business and industrial sectors into the LegCo and align with the long-term development of the country and Hong Kong.

Andrew Yao: Promoting talent cultivation and youth exchanges

Yao stated that in the future, the simple approach of mere criticism should be abandoned, and efforts should be made to work hand in hand with government officials to implement national policies. The key focus will be on advancing the development of Hong Kong as an international innovation and technology hub and strengthening the integrated development of science and technology, talent and education.

Building on the development of Hong Kong's eight key centers, Yao plans to expand the scale of non-local students from 80,000 to 150,000 to tap into the potential of the education industry. For talent schemes such as the Top Talent Pass Scheme, he will liaise with the Talent Service Office to address the issue of talent-job matching.

In addition, he will push for the development of industrial parks in the Northern Metropolis, drawing on the experience of industrial parks in Mainland provinces and cities to support the development of the Hung Shui Kiu Industrial Park. Ultimately, he hopes to collaborate with government officials to optimize services and attract hundreds of leading and technology enterprises to set up in Hong Kong.

Robert Lee: Driving the development of financial services

Lee emphasized that the top priority is to integrate macro policies with micro-level implementation, helping the industry address operational challenges and break through the hurdles of upgrading and transformation.

In line with the commitments in his election platform, he will focus on enhancing the overall competitiveness of Hong Kong as an international financial center, further elevating the status of Hong Kong's futures and derivatives market, and promoting the all-round development of the gold market to enable the industry to share the fruits of development.

As a member of the Chamber, Lee will integrate his financial work with the Chamber's multi-sector resources to help enterprises and investors connect with domestic and international resources through Hong Kong. He stated that building on his performance in the previous legislative term, he will continue to speak up for the industry, build communication bridges, and drive the integration of Hong Kong's financial sector into national development and better linkages with the world.

Yim Kong: Uniting the Strength of the Business Sector

Yim clearly pointed out that in the future, he will unite the forces of Chinese-funded, local and foreign-funded enterprises, and contribute the strengths of the business and industrial sectors to meet Hong

Kong's needs. He stressed that all stakeholders in the business sector should deepen diversified collaboration and cross-sector cooperation, jointly build an industrial ecosystem, promote the linkage of upstream and downstream industries, and work together to expand and strengthen Hong Kong's economy.

In terms of development, Yim said he will push enterprises to break through traditional bottlenecks, focus on fostering new productive forces through innovation and technology, and encourage member enterprises to introduce new technological concepts. He also noted that people's livelihood is the foremost political priority, adding that he will guide enterprises to take the initiative in fulfilling their social responsibilities, build bridges for a caring livelihood, and enhance people's sense of happiness and gain.

Furthermore, he will promote regional coordination to help Hong Kong enterprises integrate into the development of the Guangdong-Hong Kong-Macao Greater Bay Area and the overall national development strategy. Relying on the overseas resources of Chinese-funded enterprises under the Belt and Road Initiative, he will build bridges for overseas expansion to help small and medium-sized enterprises explore emerging markets. Yim stated that he will also push for government policy reforms and unite the joint efforts of the business sector in the future.

Chan Pui-leung: Seizing Opportunities in the Cross-border Insurance Industry

Chan Pui-leung said he will focus on deepening efforts in the insurance sector in the future to better serve the industry. He frankly stated that the requirements for LegCo Members to perform their duties are rising day by day, adding that Members must strictly abide by the revised Code of Conduct for Members, rationalize the executive-legislative relationship, put forward more constructive opinions, and balance the demands of the industry with the overall interests of the country, the international community and Hong Kong.

Chan added that he will now focus on participating in discussions on issues related to the fire at Wang Fuk Court in Tai Po, putting forward practical suggestions to the government through rational communication to prevent the recurrence of similar incidents. At the same time, he will closely align with the country's "15th Five-Year" Plan, focus on key areas in the insurance sector outlined in the plan such as elderly care, inclusive insurance and green finance, and push for the effective implementation of relevant work.

As a long-standing member of the Chamber and a member of G19, Chan stated that he will play a bridging role in the LegCo, firmly support all the Chamber's initiatives in the LegCo, and fulfill his duty commitments through concrete actions. 



■ 王暉（前排右八）接待本會考察團
Wang Hui (eighth from right, front row) receives the delegation

組團考察粵東 探索發展態勢

VISITING EASTERN GUANGDONG AND
EXPLORE DEVELOPMENT TRENDS

考 察團由本會副會長曾智明、粵港澳大灣區委員會主席霍啟文等率領，先後與梅州市市長王暉，潮州市市長蔡淡群，汕頭市委常委、市政府黨組成員李飛等領導會面，了解三市最新發展情況，並就香港工商界如何進一步參與和推動香港、粵港澳大灣區與粵東地區經貿合作交流意見。

深化對接發展空間

曾智明表示，粵東地區擁有深厚的歷史文化底蘊和良好的產業基礎，當前在交通、能源等基礎設施方面有了很大提升，在推動產業升級和區域協調發展過程中展現出廣闊的發展空間。本會會員以及本次團員中有不少從事專業服務行業，可研究在金融、文旅、會計、設計、稅務諮詢等現代服務業領域，加強與三市的企業對接，更好利用香港的國際化平台，拼船出海。

霍啟文則指出，本次組團到粵東考察，希望探討香港工商界在粵東地區當前的產業發展中如何發揮自己所長，結合香港

本會日前組團赴梅州、潮州、汕頭三市，考察香港與粵東地區產業合作發展新態勢。

Recently, the Chamber organized a delegation to visit Meizhou, Chaozhou and Shantou, aiming to inspect the new trends of industrial cooperation and development between Hong Kong and the Eastern Guangdong region.

國際金融中心、航運中心、商貿中心等功能優勢，推動香港商界與內地企業攜手發展。

產業合作前景廣闊

蔡淡群會見團員時全面介紹了潮州的傳統文化、歷史傳承、特色經濟、物產資源，更特別分享該市人工智能與產業融合發展的案例，指出人工智能正推動潮州陶瓷衛浴、水族機電、婚紗服裝等傳統產業升級改造，並加速發展成為新的業態。



■ 與蔡淡群（右）座談交流
Exchanges and discussions with Cai Danqun (right)

梅州市委常委、統戰部部長崔毅表示，梅州正全力建設蘇區融灣先行區，2025年前三季度 GDP 增速全省第一，發展勢頭良好。他希望本會成員全面了解梅州在先進製造業、進出口貿易、農業科技、交通運輸等領域的投資機遇，為兩地經貿交流注入新動力。

李飛在致辭中介紹汕頭經濟社會發展的整體情況，突出汕頭在以僑引領對外經貿、產業結構優化、創新驅動發展、交通基礎設施投入、城鄉融合發展等領域取得的成效，希望考察團推動汕港兩地緊密對接，協同發展。

考察團此行尚考察了梅州經濟開發區、梅州高新技術產業園區，並參觀了當地多間著名企業、汕頭市城市規劃展覽館、葉劍英紀念館、曾憲梓事蹟展覽館、廣濟橋和潮州古城等。

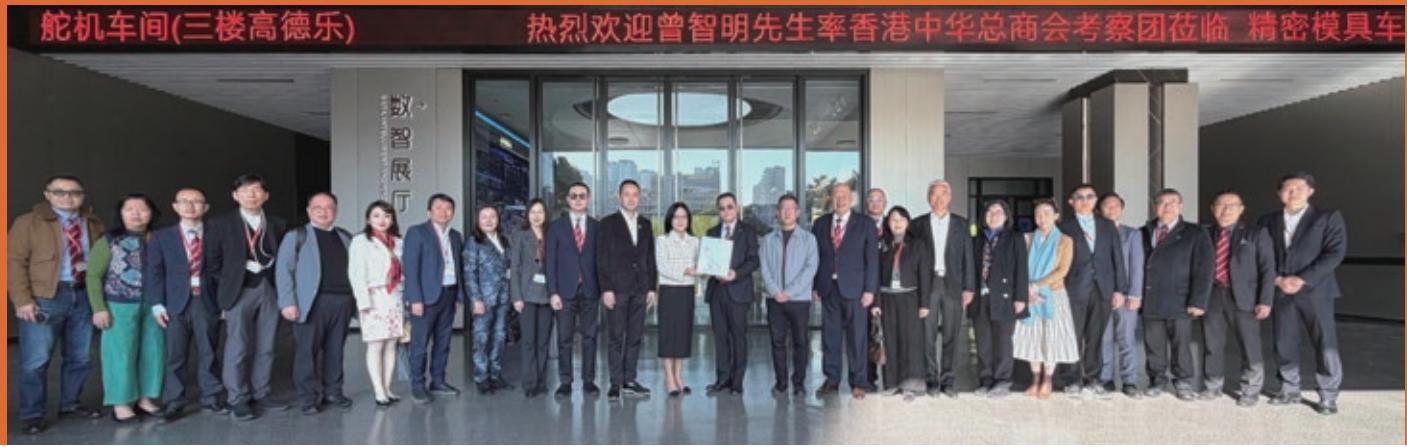
The delegation was led by **Ricky Tsang, Vice-Chairman of the Chamber**, and **Fok Kai-man, Chairman of the Guangdong-Hong Kong-Macao Greater Bay Area Committee**. They held successive meetings with leaders including **Wang Hui, Mayor of Meizhou**; **Cai Danqun, Mayor of Chaozhou**; and **Li Fei, Member of the Standing Committee of the CPC Shantou Municipal Committee and Party Leadership Group Member of the Shantou Municipal People's Government**. During these meetings, they gained an understanding of the latest development of the three cities and exchanged views on how the Hong Kong business community could further participate in and promote economic and trade cooperation between Hong Kong, the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area) and the Eastern Guangdong region.

Deepening connection and expanding development space

Tsang stated that the Eastern Guangdong region boasts a profound historical and cultural heritage as well as a sound industrial foundation. Currently, there has been significant improvement



■ 李飛（中）接待本會考察團
Li Fei (middle) receives the delegation



■ 參觀汕頭高德斯精密科技有限公司
Visit to Shantou Gooders Precision Technology Co Ltd

in infrastructure such as transportation and energy, and it has demonstrated broad development space in advancing industrial upgrading and coordinated regional development. Many members of the Chamber and participants of this delegation are engaged in the professional services industry. It is possible to explore ways to strengthen connections with enterprises in the three cities in modern service sectors including finance, cultural tourism, accounting, design and tax consulting, so as to make better use of Hong Kong's international platform for joint market expansion overseas.

Fok pointed out that the purpose of organizing this delegation to inspect Eastern Guangdong is to explore how the Hong Kong business community can leverage its strengths amid the current industrial development of the Eastern Guangdong region. By combining with Hong Kong's functional advantages as an international financial, shipping and trading center, we will promote the joint development of the Hong Kong business community and mainland enterprises.

Broad prospects for industrial cooperation

When meeting with the delegation members, Cai gave a comprehensive introduction to Chaozhou's traditional culture, historical inheritance, characteristic economy and natural resources. In particular, he shared cases of the integrated development of artificial intelligence and industries in the city, noting that artificial intelligence is driving the upgrading and transformation of Chaozhou's traditional industries such as ceramic sanitary ware, aquarium electromechanical equipment and wedding dress

manufacturing, and accelerating their development into new industrial forms.

Cui Yi, Member of the Standing Committee of the CPC Meizhou Municipal Committee and Director of the United Front Work Department, stated that Meizhou is fully committed to building a pilot zone for integrating the old revolutionary base area into the Greater Bay Area. With the highest GDP growth rate in Guangdong Province in the first three quarters of 2025, it maintains a strong momentum of development. He hopes that the Chamber's members can fully grasp the investment opportunities in Meizhou in fields such as advanced manufacturing, import and export trade, agricultural technology and transportation, so as to inject new impetus into economic and trade exchanges between the two places.

In his speech, Li introduced the overall economic and social development of Shantou, highlighting the achievements made in areas such as overseas Chinese-led foreign economic and trade development, industrial structure optimization, innovation-driven development, investment in transportation infrastructure and integrated urban-rural development. He hopes that the delegation will promote close connection and coordinated development between Shantou and Hong Kong.

During the trip, the delegation also visited the Meizhou Economic and Technological Development Zone and Meizhou High-Tech Industrial Park. In addition, they paid a visit to a number of renowned local enterprises, Shantou Urban Planning Exhibition Hall, Ye Jianying Memorial Hall, Tsang Hin-chi Life Story Exhibition Hall, Guangji Bridge and the ancient city of Chaozhou. 



■ 參觀梅州聖戈班汽車玻璃系統有限公司
Visit to Meizhou Saint-Gobain Sekurit Glass Systems Co Ltd



■ 參觀廣東盈華銅箔科技有限公司
Visit to Guangdong Yinghua Electronic Materials Technology Co Ltd



古董電話 尋回昔日美好時光

VINTAGE TELEPHONES:
RECALLING THE BEAUTIFUL DAYS OF YORE

在智能手機當道的今天，年青一代已不曉得昔日撥動電話的聲響、厚甸甸的黃頁電話簿，還有總有一個在附近的電話亭，那是別有一番味道的舊式電話年代。香港電話收藏家羅肇忠與電話結緣近一個甲子，由電話維修師變身為珍藏家，再成為作家出書並舉辦主題電話珍藏展，一步步見證電話的發展歷程，更成為香港電話的“百科全書”，就由他侃侃而談這場無心插柳柳成蔭的電話收藏人生。

Law Shiu-chung (Uncle Sam), a Hong Kong telephone collector, evolved from a telephone repairman to a collector, then to an author who published a book and held a themed vintage telephone exhibition. Every step of his journey has witnessed the development of telecommunication devices.

年

輕懵懂的羅肇忠於1969年加入香港電話公司任電話維修師，自始開啟了與電話的一生情緣。因應當時電話公司提供電話租借的服務需要，他每日需到訪不同地點進行電話維修工作，在日復日的拆拆砌砌中，電話漸漸成為他重要的生活組成部分。

與電話結緣於日久生情

“我在電話公司工作了25年，直至2004年離開，那時為獎勵自己，哄自己開心，並為個人事業留下象徵紀念，猶豫萬分後終擲下三個月薪金在古董店購入一台心儀良久的木箱電話，它亦是我的首件電話收藏品，往後便開啟長達30年收藏各類舊電話的歷程，至今藏品已超過200件。”

打造古董電話天地 如香港電話“活字典”

為更好地保存數量不菲的珍藏品，羅肇忠多年前已租用工廈單位，整齊劃一展示於各古董店舖收獲得來的各款“寶貝電話”，藏品橫跨1900至1980年代，由木箱、電木膠及亞加力膠製成的電話。每次他都如數家珍般介紹每個珍藏品的歷史背景，甚至結構及操作原理。“由於木材屬於便宜又普及的材料，所

以成為電話最初的主要製造材料，隨後有比利時科學家發明了電木並應用於電話產品中，後來再有更為普遍的亞加力膠製作的電話。”羅肇忠指出，時移勢易下，電話的溝通形式及定義亦日漸多元化，由初時的電報文字傳遞，逐步走入聲音、圖像，甚至當下的視像溝通，轉瞬便完成溝通傳遞，頓感科技日新月異，潮流更迭之快速。

收藏路上角色多變 視教育大眾為己任

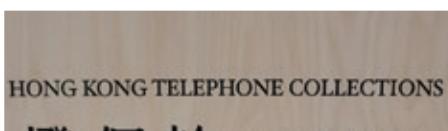
收集電話藏品漸漸成為羅肇忠的生活習慣，舉凡剪報、黃頁及各類電訊公司的收據及公文等，他都一一網羅其中。多年來的藏品後來收輯成為《香港電話—早期電話史與原理》一書，更憑此著作在第三屆“想創你未來 初創作家出版資助計劃”科普組獲獎，一圓作家夢。去年九月，再獲出版商支持，舉行了“撥個輪—香港電話珍藏展”，向公眾展示自己一生收藏，讓年輕一代聽聽致電時撥輪轉動的聲音，看看五吋厚的電話簿，觸摸不同材質的電話產品，感受及連接一種別緻的老香港情懷。

至今羅肇忠仍未停止收藏的步伐，孜孜不倦為其“電話事業”忙碌着，包括定期整理並分門別類各種電話剪報及備上註腳；不時更新Facebook群組“Uncle Sam 電話趣談”，透過網絡與志同道合的朋友分享香港電話情懷；又與出版商合作計劃向中學捐贈500本書籍，讓更多年輕人了解早期電話的運作原理和發展進程。

“我沒想過哪一天會停止收藏，只是想盡一己之力，向未接觸過這些電話年代



羅肇忠 Law Shiu-chung



展品收藏家及《香港電話—早期電話史與原理》作者

羅肇忠

歡迎試用撥輪式電話





的年輕人，以及走過這些時段的年長族群訴說：電話不只是科技通訊物品，亦承載着不同家庭或使用者的生活印記，記錄很多人與事，值得我們稍停腳步，聽聽它們的故事。”

The young Law joined Hong Kong Telephone Company as a telephone repairman in 1969, thus embarking on a lifelong affinity with telephones. Back then, the company offered telephone rental services, which required him to travel to different locations daily for repair work. Gradually, telephones became an integral part of his life.

Forging a lifelong bond with telephones

“I worked at the telephone company for 25 years until I left in 2004. To reward myself, lift my spirits and keep a symbolic memento of my career, I hesitated for a long time before spending three months' salary to buy a long-coveted wooden box telephone at an antique shop. It was my very first telephone collectible, marking the start of my 30-year journey of collecting various vintage telephones. To date, my collection has exceeded 200 pieces.”

Creating a vintage telephone haven

To better preserve his sizable collection, Law rented a unit in an industrial building

many years ago, where he neatly displays all the “treasured telephones” acquired from various antique stores. His collection spans the 1900s to the 1980s, featuring telephones made of wood, bakelite and acrylic. Every time he introduces his collection, he can talk vividly about the historical background, even the structure and operational principles, of each and every piece.

“Wood was cheap and readily available, so it became the primary material for early telephone manufacturing. Later, a Belgian scientist invented bakelite, which was then applied to telephone production. Subsequently, telephones made of the more commonly used acrylic came onto the scene,” Law noted. As time changes, the forms and definitions of telephone communication have become increasingly diverse—from the initial telegraph text transmission, to voice and image communication, and now video communication, which enables instant information exchange. This rapid progression is a striking testament to the ever-advancing technology and the swift tides of trends.

Taking public education as his mission

Collecting telephones gradually became a way of life for Law. He spared no effort to gather newspaper clippings, telephone directories, receipts and official documents from various telecommunications companies,

adding them all to his collection. Years of accumulated materials eventually culminated in the publication of his book about the evolution of telephones in Hong Kong, which also earned him an award. In September last year, with the support of his publisher, he held a solo exhibition to showcase his lifelong collection to the public. The exhibition allowed younger generations to listen to the clicking sound of rotary dials, flip through five-inch-thick telephone directories, and touch telephone devices made from different materials.

To this day, Law shows no sign of slowing down his collecting endeavours. He remains tirelessly occupied with his “telephone career”: regularly sorting and cataloguing telephone-related newspaper clippings with annotations; updating his Facebook group from time to time to share his passion for Hong Kong's telephone history with like-minded friends via the internet; and collaborating with his publisher on a plan to donate 500 books to secondary schools, so as to help more young people learn about the operational principles and development of early telephones.

“I have never thought about stopping my collection. I only wish to do my part to convey this message: a telephone is not merely a piece of telecommunication technology, but also a carrier of life memories for different families and users. It is well worth our while to pause for a moment and listen to their stories.”



解讀
“赤馬”

紅羊” 洞悉馬年運勢

GAINING INSIGHT INTO THE YEAR OF
THE HORSE FORTUNE



近期常有媒體提及“赤馬紅羊劫”，呼籲大眾在未來兩年要加倍謹慎。所謂“赤馬紅羊”其實是什麼？我們又應如何趨吉避凶？

In recent times, the media has frequently referred to the “Fiery Horse and Red Goat Calamity”, urging the public to exercise extra caution over the next two years. What exactly is the so-called “Fiery Horse and Red Goat”? And how can we seek good fortune and avert misfortune?



蔣匡文 Michael Chiang

來到2026年，不少人把“赤馬紅羊”掛在唇邊，認為世界將進入每60年一遇，且易生動盪大災難的“赤馬紅羊劫”，惹起不少焦慮。

赤馬紅羊 源自宋朝

建築師、術數師蔣匡文闡釋，2026年為丙午赤馬年，與2027丁未紅羊年共同構成“赤馬紅羊”週期。談及“赤馬紅羊”的由來，蔣匡文追溯至南宋時期。他介紹，學者柴望曾于赤馬紅羊年初一，向宋理宗進獻《丙丁高抬貴手》，梳理了此前千年間赤馬紅羊年的動亂事件，警示朝廷防備蒙古入侵，卻因“危言聾聽”被貶官。後南宋果然被蒙古所滅，“赤馬紅羊多災”的說法便在民間流傳開來。從術數角度而言，丙午、丁未年天干丙丁屬火，地支午馬未羊，五行火性過旺，故得名“赤馬紅羊”。

蔣匡文通過統計38次赤馬紅羊年的歷史事件發現，僅六次出現天下大亂，兩次為豐年。多數年份的動盪，多為皇權更迭或內部變革，與普通民眾生活關聯不大。他更批判了當下網路上盛行的“破赤馬紅羊法”套裝及生肖玉佩炒作亂象，強調考古發現證明古代並無此類逐年更換佩戴玉佩的習俗，此類商業行為純為盈利目的，呼籲大眾理性看待術數，切勿盲目跟風。



末日未至 高溫降臨

針對網路上的末日傳言及台灣戰爭預測，蔣匡文明確駁斥。他表示，按術數推算世界末日將在2424年，今生無需擔憂；而結合太乙數、《皇極經世》等多維度分析，台灣有戰爭的傳言不實。不過他提醒，2026年值同人卦與地水師卦，象徵拉幫結派與戰事，國家與周邊國家發生衝突的概率較高，但無需過度恐慌。

天災方面，蔣匡文依據地母卦解讀，2026年芒神未穿鞋，預示春夏將有大水，臨近河溪的豪宅住戶需警惕；夏季因丙午火盛，可能出現創紀錄高溫，老年人及高血壓患者需做好防護；秋冬則易發生火災、地震、火山爆發等災害，但其影響程度取決於地域距離。

世界變幻莫測 個人從容積善

在人物與世界格局方面，蔣匡文預測今年或有全球矚目的大人物離世。此外，他提到當前正處於冥王星、海王星、天王星形成的“三王渦旋”週期，世界格局正經歷百年未有之大變局，俄烏戰爭或需至2027年方能停歇。

關於避禍之道，蔣匡文強調“積善之家必有餘慶”，建議大眾多做善事，若心存顧慮可佩戴玉飾。他分享了一位不信風水的醫生，因佩戴玉鐲在車禍中安然無恙的案例，佐證玉飾避禍的傳統智慧。蔣匡文亦提及2026年九宮飛星圖可以用於流年風水佈局，但同時提醒其僅能應對日常小凶，重大風水問題仍需向專業人士諮詢意見。

蔣匡文反復強調“年年難過年年過”，勸誡大家無需對“赤馬紅羊”過度焦慮，應以理性心態應對變化，以向善之舉積累福報，從容度過這一特殊年份。”

以上內容為本會會員服務及地區事務委員會與文化委員會合辦的“2026丙午馬年運程”專題講座之內容摘要。

As we enter 2026, many people have been talking about the “Fiery Horse and Red Goat”, believing that the world is heading into this once-in-60-years period marked by potential upheaval and major disasters – the “Fiery Horse and Red Goat Calamity” – which has sparked considerable anxiety.

The Fiery Horse and Red Goat: originating from the Song Dynasty

Michael Chiang, an architect and

metaphysics expert, explains that 2026 is the Bingwu Year of the Fiery Horse, which together with 2027 – the Dingwei Year of the Red Goat – forms the “Fiery Horse and Red Goat” cycle. Tracing the origins of this concept back to the Southern Song Dynasty, he notes that the scholar Chai Wang once presented an analysis to Emperor Lizong of Song on the first day of a Fiery Horse and Red Goat year, detailing the upheavals that had occurred during such years over the preceding millennium and warning the imperial court to guard against Mongol invasions. However, he was demoted for what was deemed alarmist talk. Later, the Southern Song Dynasty was indeed conquered by the Mongols, and the belief that “Fiery Horse and Red Goat years bring great misfortune” has since spread among the people.

By compiling statistics on historical events during 38 Fiery Horse and Red Goat cycles, Chiang found that widespread chaos occurred in only six

of these periods, while two saw bumper harvests. The upheavals in most of these years were mostly related to imperial power transitions or internal reforms, with little bearing on the daily lives of ordinary people. He further criticizes the prevalent hype online around so-called “Fiery Horse and Red Goat Calamity Resolution Kits” and zodiac jade pendants, emphasizing that archaeological findings prove there was no such custom of changing jade pendants to wear each year in ancient times. Such commercial practices are purely profit-driven, and he urges the public to view metaphysics rationally and not follow trends blindly.

No doomsday in sight and extreme heat ahead

Chiang firmly refutes online doomsday rumors and predictions of war involving Taiwan. He states that according to metaphysical calculations, the end of the world will occur in 2424, so there is no need for worry in our lifetime; and based

on multi-dimensional analysis, rumors of war in Taiwan are unfounded. However, he cautions that 2026 aligns with the Hexagram of Tongren (Fellowship) and the Hexagram of Shi (The Army), symbolizing factionalism and warfare, meaning the probability of conflicts between the country and its neighboring nations is relatively high – though there is no need for excessive panic.

In terms of natural disasters, drawing on the Earth Mother Hexagram for interpretation, Chiang points out that the Harvest God is depicted without shoes in 2026, foretelling heavy floods in spring and summer, a risk that residents of luxury homes near rivers and streams need to guard against. Due to the overwhelming fire element of the Bingwu year, the summer is likely to see record-breaking high temperatures, and the elderly and patients with high blood pressure should take adequate

protective measures. Autumn and winter will be prone to disasters such as fires, earthquakes and volcanic eruptions, though their impact will vary by geographical location.

Stay composed and do good deeds

Regarding notable figures and the global landscape, Chiang predicts that 2026 may see the passing of a globally renowned prominent figure. Additionally, he mentions that the world is currently in the “Three Planets Vortex” cycle formed by Pluto, Neptune and Uranus, undergoing unprecedented changes in the global structure not seen in a century, and that the Russia-Ukraine war may not end until 2027.

On the way to avert misfortune, Chiang emphasizes the ancient wisdom that “a family that accumulates good deeds will always be blessed”. He advises the

public to perform more good deeds, and for those who feel apprehensive, wearing jade ornaments may bring comfort. He also notes that the 2026 Nine Palaces Flying Stars chart can be used for annual feng shui layout, but cautions that it can only ward off minor daily misfortunes – for major feng shui issues, professional advice should still be sought.

Chiang repeatedly stresses the saying that “every year brings hardships, yet every year we get through them”. He exhorts people not to be overly anxious about the “Fiery Horse and Red Goat” period, but to face changes with a rational mindset, accumulate good karma through kind acts, and calmly navigate this special year. 

The above content is a summary of the “Fortune Outlook for the Year of Horse 2026” seminar jointly organized by Members’ Services and District Affairs Committee and Culture Committee of the Chamber.

接待嘉賓

RECEPTION OF GUESTS



1



2



3



4

1. 中國駐越南特命全權大使何煒 (左) (7/1)

He Wei (left), Ambassador Extraordinary and Plenipotentiary of the PRC to the Socialist Republic of Vietnam. (7/1)

2. 上海市委統戰部常務副部長、上海海外聯誼會副會長王霄漢 (前排右五) (7/1)

Wang Xiaohan (fifth from right, front row), Executive Deputy Director of the United Front Work Department of the Shanghai Municipal Party Committee, Vice President of the Shanghai Overseas Friendship Association. (7/1)

3. 廣西壯族自治區港澳辦副主任宋海軍 (右四) (9/1)

Song Haijun (fourth from right), Deputy Director of the Hong Kong and Macao Affairs Office of the Guangxi Zhuang Autonomous Region. (9/1)

4. 廣州市委統戰部副部長劉國強 (右六) (27/1)

Liu Guoqiang (sixth from right), Deputy Director of the United Front Work Department of the Guangzhou Municipal Party Committee. (27/1)

接待嘉賓

RECEPTION OF GUESTS



5. 珠海市委統戰部副部長、市工商聯黨組書記趙偉媛（前排中）(29/1)

Zhao Weiyuan (middle, front row), Deputy Director of the United Front Work Department of the Zhuhai Municipal Party Committee, Secretary of the Party Leadership Group of the Zhuhai Federation of Industry and Commerce. (29/1)

6. 廣州市白雲區委常委、統戰部部長劉國華（右二）(26/1)

Liu Guohua (second from right), Member of the Standing Committee of the Baiyun District Committee of the CPC Guangzhou Municipal Committee, Director of the United Front Work Department of the Baiyun District Committee. (26/1)

7. 廣交會駐香港辦事處常駐代表余意（右二）(4/2)

Yu Yi (second from right), Resident Representative of the Canton Fair Hong Kong Office. (4/2)

8. 韓國進出口銀行非常務執行董事Chang Hun（左）(21/1)

Chang Hun (left), Non-Executive Director of the Export-Import Bank of Korea. (21/1)

與新任青年立法會議員交流



EXCHANGE WITH NEWLY ELECTED YOUNG LEGCO MEMBERS



早前本會青委舉辦午餐交流會，以“青年參政·青創未來”為題，邀請新一屆立法會兩位青年議員莊家彬及范凱傑分享參政心得、議會工作抱負，並就多項經濟社會議題深入交流。是次活動，獲本會首長、會董及青委成員等約40人參加。(9/1)

Earlier, the Young Executives' Committee of the Chamber hosted a luncheon networking session, inviting two young members of the new LegCo, **Albert Chuang** and **Fan Hoi-kit**, to share their experience in political participation and their aspirations for legislative work. In-depth exchanges were also held on a wide range of economic and social issues. The event was attended by approximately 40 participants, including the Chamber's Office-Bearers, Committee Members, and members of the Young Executives' Committee. (9/1)



會員活動

MEMBERS' ACTIVITIES



1



2



3

1. 青年委員會舉行新年晚餐聚會，席間設會員自我介紹、遊戲等。青委成員約70人出席。(20/1)

The Young Executives' Committee held a new year dinner gathering, which included member self-introductions and interactive games. Around 70 members of the Young Executives' Committee attended the event.

2. 創科及產業委員會邀請生產力促進局中小企一站通高級顧問許嘉豪等介紹多項惠及中小企與創科產業的政府資助計劃，分享實用申請技巧。(14/1)

The Innovation, Technology and Industry Committee invited **Ryan Hui, Senior Consultant of SME One**, and other guests

to introduce various government funding schemes supporting SMEs and the IT industry, as well as share practical application tips. (14/1)

3. 四個分區聯絡處分別舉辦2026丙午馬年運程晚餐講座，邀請榮譽會董關惠明分析來年風水運程，以及如何利用方位趨吉避凶。(14、20/1)

The four district liaison groups hosted Year of the Horse Feng Shui Fortune dinner seminars, inviting **Anthony Kwan, Honorary Committee Member**, to analyze the Feng Shui outlook for the coming year. (14, 20/1)