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CGCC VISION

港深創科園 建造創新高地

HSITP BUILDS INNOVATION HIGHLAND

滬港企業家圓桌會 規劃出海合作新機遇

Hosting Shanghai-Hong Kong Entrepreneurs
Roundtable to Forge New Global
Expansion Opportunities

港產威士忌 港味繞舌尖

Hong Kong-Made Whisky Rich in Local Flavor



香港中華總商會

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為推進北都發展拆牆鬆綁

UNLOCKING THE POTENTIAL OF THE NM

“**+**” “五五”規劃綱要明確支持加快北部都會區（北都）建設，副總理丁薛祥在今年全國“兩會”期間出席港澳政協委員聯組會時亦特別關注北都發展，提出要積極對接前海、河套等重大平台，將科技、教育與人才一體化推進，為北都未來發展方向提供清晰指引，打造北都成為推動香港深度融入及服務國家發展大局的核心引擎。

為加快北都發展，特區政府月前向立法會提交訂立專屬法例的立法構想，明確就指明的六個政策範疇提出精簡法定程序和便利措施建議。中總對制定北都專屬法例深表支持，相信有助提升政策靈活性，加快建設進度，促進產業落地發展。特區政府可探討成立“北都事務辦公室”，負責統一協調處理跨部門審批事宜，並為各類審批設定明確時限，提升北都建設的整體行政效率，便利企業參與北都建設，增強投資北都項目發展的信心。

借鑒“片區開發”模式 明確分工

這次立法建議不僅助力北都發展“提速”，更着眼於“提質”，冀構建一套靈活、前瞻的制度框架。專屬法例的精髓，在於授權精簡程序，但“精簡”不等於“放任”。我們建議參考上海浦東及深圳前海的經驗，採用“政府主導體劃，引入企業片區開發”模式，政府負責土地儲備、基建藍圖及整體規劃的“剛性框架”，再透過法例授權，將特定片區交由具實力的企業進行投資、建設和營運。此舉既能保證規劃的一致性，兼顧公共利益，又能充分發揮市場的效率與活力，真正實現“搶企業”、“搶人才”目標。

給予中小企更多參與空間

北都發展項目規模龐大，預計將以大型企業及龍

頭企業為主導。然而，一個健康的產業生態，不能只有“參天大樹”，還需要“灌木叢林”。部分具備潛力及意願的中小企，可能難以獨自進場。我們建議在專屬法例及相關規劃中，明確預留一定比例的用地或設施供中小企參與，或建立“以大帶小”的配對機制，將大型項目的配套服務、應用開發等環節交由中小企承辦，這樣既可扶持本地中小企發展，也能讓產業生態鏈更完整、更具韌性。

檢視跨境交通基建銜接與協調

社會討論北都發展時，較多聚焦於人員、數據、資金等“軟性”要素的跨境流動，但對於跨境交通基建的物理設計銜接，同樣不容忽視。香港道路普遍較為狹窄，而內地路段及橋樑設計通常較為寬敞，若兩地道路設施缺乏良好銜接，將直接制約產業協同發展，尤其不利於需要大型運輸的行業。因此，建議專屬法例應明確納入對跨境交通基建物理標準的檢視與協調機制，確保“路通”與“財通”同步實現。

總括而言，發展北部都會區是一個橫跨二、三十年的宏偉藍圖。特區政府應藉着推動產業和企業善用北都優勢拓展業務的契機，做好對接國家“十五五”規劃的工作，並推出優惠政策以加快形成產業集群，並給予北都大學城建設廣泛資源和配套支援，擔當人才匯聚的引領角色，長遠更要思考如何提升對年輕人北都發展的參與感和歸屬感，為這個宏偉規劃帶來持久的生命力。🚀

The 15th Five-Year Plan explicitly underscores the accelerated development of the NM as a national priority. This strategic importance was further highlighted by Vice Premier Ding Xuexiang during the recent “Two Sessions”, where he called for the NM to

“中總對制定北都專屬法例深表支持，相信有助提升政策靈活性，加快建設進度，促進產業落地發展。”

CGCC strongly supports the dedicated legislation for the Northern Metropolis (NM), as it will enhance policy flexibility and expedite construction.”

actively align with major platforms such as Qianhai and Hetao. By integrating technology, education and talent, this vision establishes the NM as the core engine driving Hong Kong's deeper integration into the country's overall development.

To realize this, the HKSAR Government's recent legislative proposals to streamline statutory procedures across six policy areas represent a vital step forward. CGCC strongly supports this dedicated legislation, as it will enhance policy flexibility and expedite construction. To further optimize governance, we suggest the establishment of a "NM Affairs Office". Such a centralized body would unify inter-departmental approvals and set clear timelines, thereby enhancing administrative efficiency, facilitating enterprise participation, and bolstering investor confidence.

Implementing a "Large-scale Land Disposal" Model with Defined Roles

This legislative initiative aims not only for speed but for high-quality development through a flexible, forward-looking institutional framework. While the essence of the legislation lies in authorizing streamlined procedures, "streamlining" must not be equated with deregulation. Instead, we recommend drawing on the successful experiences of Shanghai Pudong and Shenzhen Qianhai by adopting a model of "government-led overall planning with enterprise-driven large-scale land disposal approach." Under this approach, the government remains responsible for the "fundamental framework"—including land reserves and infrastructure blueprints—while specific districts are entrusted to capable enterprises for investment, construction, and operation. This strategy ensures planning consistency and the protection of public interests while fully leveraging market vitality to attract both global enterprises and top-tier talent.

Expanding Opportunities for SME Participation

Furthermore, a healthy industrial ecosystem within the NM requires more than just "giant trees" in the form of leading corporations; it also requires a robust

"thicket of shrubs" composed of small and medium-sized enterprises (SMEs). Given that many SMEs may find it challenging to enter such a large-scale market independently, we propose that the dedicated legislation explicitly reserve a proportion of land or facilities for their participation. Alternatively, a "large-to-small" pairing mechanism could be established, where supporting services and application development for major projects are subcontracted to local SMEs. This approach would foster a more resilient industrial supply chain and ensure that the benefits of the NM's growth are shared across the business community.

Harmonizing Cross-Boundary Infrastructure and Connectivity

At the same time, the physical connectivity of cross-boundary transport infrastructure is a critical factor that must not be overlooked. While much focus is placed on the "soft" flow of data and capital, the physical design of roads and bridges remains the backbone of integration. Disparities between Hong Kong's narrower roads and the wider sections typically found on the Mainland could create bottlenecks that constrain industrial synergy, particularly for logistics-heavy sectors. We therefore recommend that the dedicated legislation include a mechanism for reviewing and coordinating physical infrastructure standards. Ensuring seamless connectivity will ensure that "smooth traffic flow" and "economic prosperity" are achieved in tandem across the border.

In conclusion, the NM is a grand blueprint spanning several decades, and its success hinges on decisive action today. The HKSAR Government should seize this window to introduce preferential policies that accelerate industrial clustering and provide the necessary resources for the NM University Town to become a leading hub for talent. Looking ahead, it is equally crucial to enhance the sense of participation and belonging among our youth. By ensuring that the next generation feels a personal stake in the NM's development, we can guarantee the lasting vitality and success of this ambitious national project. 🌀



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完善北都大學城建設 打造留學香港商機

BUILDING NMUT FOR “STUDY IN HONG KONG”

北都會區（北都）是香港未來發展新引擎。國家“十五五”規劃綱要更提出，要加快北都建設。事實上，政府由在《北都行動綱領》提出“高端專業和物流樞紐”、“創新科技地帶”、“口岸商業及產業區”及“藍綠康樂旅遊生態圈”四大發展區域藍圖，到現在已逐步有項目落成，可見現屆政府提速提效發展北都的決心。

人才培育土壤

作為議員，為北都的發展建言獻策絕不能坐而論道，紙上談兵。立法會早前先後到北都西面的洪水橋／廈村新發展區，以及河套深港科技創新合作區香港園區考察，以了解北都發展的最新實況。河套區香港園區已於去年12月正式開園，兩座主要供生物及化學研發用的濕實驗室大樓，至今已有接近80間本地及海內外的機構和企業陸續進駐，使用率接近九成，令人鼓舞。而洪水橋產業園有限公司亦預計今年年中投入運作，以負責發展及營運洪水橋23公頃產業用地，相信有助加快北都產業導入。

北都大學城是香港教育、科技、人才一體化發展重要一環，政府計劃今年推出的三幅位於洪水橋／廈村新發展區的大學城教育用地可以說是整個北都大學城項目的第一擊。而政府把洪水橋大學用地由原先最初規劃的5.2公頃，增加到9公頃，正正反映出政府體會到大學城的建設及發展需要的空間，以及對大學城發展的重視。香港要打造“留學香港”品牌，打造國際高端人才集聚高地，北都大學城正好為此提供土壤。

有資料顯示，非本地生來港修讀本科等自資課程，預計可為八大每年帶來約150億元的學費收入。而留學生在港生活消費，亦會為本港各行業帶來收益。以英國為例，2021年英國國際留學生為該國帶來259億英鎊淨經濟效益，而美國在2021至2022學年，100萬名國際學生亦為該國經濟帶來約338億美元收益。我相信香港作為

中西文化薈萃的國際都會，亦絕對有能力做好我們的教育產業，搞好留學經濟。

做好生活配套

任何地方大學城的建設都不能只限於教育設施，亦要做好大學城周邊的生活配套。就此，在土地用途方面需靈活、具彈性，基礎配套的建設亦需配合大學城建設的速度。而事實上，不僅是北都大學城，整個北都的發展亦需如此。政府會就加快北都建設發展訂立專屬法例，並已進行公眾諮詢。

專屬法例目前涵蓋規劃和地政程序的拆牆鬆綁、加快工程建設、助力產業營運三個目標。我期望專屬法例可以做到簡化城市規劃程序；加快對收回土地補償的流程；讓工程可更便利地採用創新建築技術，提升效率；放寬工程項目申請建築噪音許可證的要求並簡化程序；以及引入措施，便利北都河套香港園區或指定地區的跨境流動。

政府先後在北都的古洞北、粉嶺北、洪水橋／廈村，以及河套區四個新發展區設立展館，以便公眾實地視察。我亦期望中總會員可以透過參觀視察活動，認識北都的發展及潛力。

The Northern Metropolis (NM) is the new engine driving Hong Kong's future development. The National 15th Five-Year Plan explicitly calls for accelerating the development of the NM. In fact, from the Government's proposal in the *Northern Metropolis Action Agenda* outlining four major development zones — the “High-end Professional Services and Logistics Hub”, “Innovation and Technology Zone”, “Boundary Commerce and Industry Zone”, and “Blue-Green Recreation, Tourism and Ecological Circle” — to the gradual completion of various projects today, it fully demonstrates the current Government's strong determination and efficiency in accelerating the development of the NM.

“北都大學城是香港教育、科技、人才一體化發展重要一環，期望中總會員可以透過參觀視察活動，認識北都的發展及潛力。”

The Northern Metropolis University Town (NMUT) is a key component in Hong Kong's integrated development of education, technology, and talent. I hope that the Chamber's members can gain a deeper understanding of the development and immense potential of the Northern Metropolis (NM) through site visits and inspection activities.”

Fertile ground for talent cultivation

As a Legislative Council member, I believe that offering suggestions for the development of the NM must go beyond empty talk or paper planning. The Legislative Council has earlier conducted site visits to the Hung Shui Kiu / Ha Tsuen New Development Area in the western part of the NM, as well as the Hong Kong Park of the Hetao Shenzhen-Hong Kong Innovation and Technology Co-operation Zone, to understand the latest progress on the ground. The Hong Kong Park in the Hetao area officially opened in December last year. The two major wet laboratories, primarily for biological and chemical research and development, have already attracted nearly 80 local, Mainland, and overseas institutions and enterprises, with an occupancy rate approaching 90% — an encouraging achievement. Meanwhile, the Hung Shui Kiu Industry Park Company Limited is expected to commence operations in mid this year to take charge of developing and operating the 23-hectare industrial land in Hung Shui Kiu. This will help accelerate the introduction of industries into the NM.

The NMUT forms a crucial part of Hong Kong's integrated development of education, technology and talent. The three university town education sites in the Hung Shui Kiu / Ha Tsuen New Development Area, which the Government plans to launch this year, represent the first major step in the entire NMUT project. The Government has also increased the size of the university site in Hung Shui Kiu from the originally planned 5.2 hectares to 9 hectares. This adjustment clearly reflects the Government's recognition of the spatial requirements for building and developing the university town, as well as its strong emphasis for the project. To establish the “Study in Hong Kong” brand and build a highland for gathering international high-end talent, the NMUT provides the ideal fertile soil.

Data shows that non-local students pursuing undergraduate and self-financing programs in Hong Kong are expected to generate approximately HKD15 billion in tuition fees for the eight UGC-funded universities each year. In addition, the living and consumption expenditure of these students will bring benefits to various local industries. For example, in 2021, international students contributed a net economic benefit of GBP25.9 billion to the United Kingdom. In the 2021/22 academic year, one million international students brought approximately USD33.8 billion in economic benefits to the United States. I firmly believe that, as an international metropolis where East meets West, Hong Kong has every capability to excel in its education industry and fully develop its study-abroad economy.

Improving living supporting facilities

The development of any university town cannot be limited to educational facilities alone; it must also include comprehensive living supporting facilities in the surrounding area. In terms of land use, greater flexibility and elasticity are required, and the construction of basic infrastructure must keep pace with the development of the university town. In fact, this principle applies not only to the NMUT, but to the overall development of the entire NM. The Government will enact dedicated legislation to accelerate the development of the NM and has already conducted public consultation.

The dedicated legislation currently covers three main objectives: streamlining planning and land administration procedures, accelerating construction works, and facilitating industrial operations. I hope the legislation can achieve the following: simplify urban planning procedures; expedite the compensation process for land resumption; facilitate the adoption of innovative construction technologies in projects to enhance efficiency; relax and streamline the requirements for applying for construction noise permits; and introduce measures to facilitate cross-boundary movement for the Hetao Hong Kong Park or designated areas in the NM.

The government has successively established exhibition halls in four new development areas of the NM — Kwu Tung North, Fanling North, Hung Shui Kiu / Ha Tsuen, and the Hetao area — to enable the public to conduct on-site inspections. I also hope that the Chamber's members can take this opportunity to visit and inspect the area, thereby gaining a better understanding of the development and potential of the NM. 📍

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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滬港企業家圓桌會 規劃出海合作新機遇



HOSTING SHANGHAI-HONG KONG ENTREPRENEURS ROUNDTABLE TO FORGE NEW GLOBAL EXPANSION OPPORTUNITIES

早前本會與上海市工商業聯合會（上海工商聯）合辦2026滬港企業家圓桌會。滬港兩地政商界代表及企業精英共聚交流，共商經貿合作深化發展之舉，規劃出海合作新機遇。

In partnership with the Shanghai Federation of Industry and Commerce, the Chamber co-organized the “2026 Shanghai-Hong Kong Entrepreneurs Roundtable”. Representatives from the government and business sectors, along with corporate elites from both cities, gathered for in-depth exchanges. The event focused on discussing concrete measures to deepen economic and trade cooperation, as well as exploring new opportunities for joint global expansion.



李慧琼 Starry Lee



蔡冠深 Jonathan Choi

員 桌會以“共拓‘十五五’新格局 共創出海新生態”為主題，**上海市委常委、上海海外聯誼會會長陳通**，**立法會主席李慧琼**應邀出席，聯同**本會會長蔡冠深**、**上海工商聯常務副主席張峰**，以及滬港兩地政商界高層領導與企業精英，共同就深化滬港經貿合作出謀獻策。

陳通： 滬港共同肩負國家發展重任

陳通指出，滬港同根同源、人文相親、經貿相融，具相近歷史底蘊與城市稟賦，可共同肩負國家發展重任。兩地在金融、貿易、航運、科創等領域互補共榮。過去一年，滬港合作成果豐碩，金融協同、聯合出海、科創融合及人文交流均上新台階。未來，上海全力建設“五個中心”、發展新質生產力、擴大開放；期望香港匯聚愛國愛港力量，守護長期繁榮穩定。盼兩顆東方明珠攜手同行，互映生輝。

李慧琼： 滬港互補賦能企業“走出去”

李慧琼認為，滬港合作逾20年，在經貿、科創、金融及文化領域成果豐碩。香港憑研發優勢及國際網絡，配合上海科創實力與產業體系，可在生物醫藥、人工智能、金融科技等領域共建設施，推動創新及產業鏈發展。香港並可發揮離岸中心角色，與上海加強互聯互通，為企業“走出去”提供資金及專業服務平台。特區政府已將相關內容納入五年規劃，立法會亦會配合收集意見，她呼籲各界善用滬港平台，強強聯手，打造出海生態。

蔡冠深： 配合“十五五”滬港協同開放

蔡冠深指出，“十五五”規劃綱要明確提出推動高水平對外開放。香港作為“超級聯繫人”和“超級增值人”可與上海強強聯手，共建內地企業出海一站式服務平台，連接滬港科研資源與產業生態，並透過加強兩地金融市場互聯互通、法律服務互補優勢，以及構築滬港完整航運治理鏈條，為內地企業“出海”提供全方位支援。





張峰 Zhang Feng



陳百里 Bernard Chan



李淑菁 Loretta Lee



李晨昊 Li Chenhao



王華傑 Wang Huajie

張峰： 滬港共建平台開創出海新生態

張峰表示，滬港企業家圓桌會 2023 年創設以來，已成為兩地經貿合作的品牌活動。上海坐擁高端製造、科創轉化及超大市場優勢，香港具備全球金融、貿易、法律服務及離岸資源，彼此優勢互補，為企業參與“一帶一路”建設和區域高質量發展注入強勁動能。上海市總商會將用好圓桌會平台機制，推動滬港企業深化合作，共同完善企業出海服務體系。

滬港兩地政府積極提供出海政策支持

滬港兩地官員從政策層面具體闡述合作路徑。商務及經濟發展局副局長陳百里表示，香港與上海經貿關係密切，特區政府正制定首份五年規劃，並由商經局帶領“內地企業出海專班”，打造一站式服務平台。投資推廣署助理署長李淑菁指出，香港是內地企業發展新質生產力的可靠選擇，能提供資本市場、科研及數據等綜合服務；北部都會區將打造創科地帶及高端物流樞紐。上海寶山區委書記李晨昊表示，寶山正構建“主導+特色+未來”現代化產業體系，並推動從創新策源到產業承接的轉化全鏈條，歡迎港商透過





■ 上海企業海外合作聯盟合作夥伴發佈儀式。
Launching ceremony for partners of the Shanghai Enterprises Overseas Cooperation Alliance.

寶山拓展內地市場。上海松江區委書記王華傑強調，松江是長三角 G60 科創走廊策源地，定位先進製造業集聚區，誠邀港企善用松江科創生態，共同拓展全球市場。

多項合作成果發佈及分享

會上舉行多項滬港合作成果發佈及分享儀式。上海企業海外合作聯盟邀請本會及本港多家主要商會組成合作夥伴，全方位支援企業“走出去”。本會與上海工商聯並與中信銀行（國際）共同發佈跨境金融戰略合作備忘錄，進一步深化滬港金融聯動。此外，會上共 21 家滬港機構就八個領域達成十項合作協議，涵蓋科技創新與產學研、環保農業、金融保險及機器人等範疇。

專業對話聚焦“全鏈出海”

圓桌會亦設有主題對話環節，從法務、金融、稅務三大專業範疇，以及科創企業的實戰角度，進行跨領域交流。對話環節由本會副會長姚祖輝主持。

在專業服務方面，歐華律師事務所合夥人楊大明表示，香港作為全球第三大金融仲裁中心，建議內地企業在拓展海外市場時加強知識產權保護；本會副會長李惟宏表示，香港可為內地企業提供上市、私募基金、收購合併等多元化金融服務；德勤中國高級合夥人曾順福指出，香港擁有成熟專業的生態圈，能深刻理解內地企業需求並提供跨境支援。

科創企業代表則從實戰角度分享經驗：上海寶濟藥業董事長劉彥君指出，公司以“中國—美國／歐洲”為出海策略，相信香港能在監管合規及臨床營運等門

檻上提供全面支援；上海人形機器人孵化器創始人汪兵表示，人形機器人須聚焦剛需場景，認為香港可成為 AI 企業融資與資金進出的關鍵橋樑。哲弗智能系統董事長李飛則指出，香港作為“超級聯繫人”，能為內地企業應對貿易壁壘及知識產權保護提供強而有力支撐。

圓桌會後並舉行午餐交流會，本會副會長楊華勇、張學修、李引泉、樊敏華、楊燕芝及多位常董，會董、與滬港兩地政商界代表進一步聯繫交流。

The event was attended by **Chen Tong**, Standing Committee Member of the CPC Shanghai Municipal Committee and President of the Shanghai Overseas Friendship Association and **Starry Lee**, President of the Legislative Council. Also present were **Jonathan Choi**, the Chamber's Chairman; **Zhang Feng**, Executive Vice President of the Shanghai Federation of Industry and Commerce; as well as senior government and business leaders and corporate elites from both cities, who exchanged views on advancing Shanghai-Hong Kong economic and trade collaboration.

Chen Tong: Shanghai and Hong Kong jointly shoulder the national development missions

Chen noted that Shanghai and Hong Kong share the same origin, cultural affinity and economic integration, with similar historical heritage and urban endowments, shouldering important national development missions together. The two cities enjoy complementary strengths and mutual prosperity in finance, trade, shipping, sci-tech innovation and other sectors. Over the past year, Shanghai-Hong



■ 跨境金融服務戰略合作啟動儀式。
Launching ceremony of Cross-border Financial Services Strategic Cooperation.

Kong cooperation has yielded fruitful results, with notable progress in financial synergy, joint global expansion, sci-tech integration and cultural exchanges. Moving forward, Shanghai is fully committed to building the “Five Centers”, developing new quality productive forces and expanding opening-up. He expressed the hope that Hong Kong will rally patriotic forces to safeguard its long-term prosperity and stability, and that the two Pearls of the Orient will forge ahead hand in hand to shine even brighter together.

Starry Lee: **Shanghai-Hong Kong complementarity empowers enterprises to go global**

Lee remarked that Shanghai-Hong Kong cooperation spans over two decades, delivering remarkable achievements in economy and trade, sci-tech innovation, finance and cultural exchanges. Leveraging its R&D advantages and global network, Hong Kong can team up with Shanghai’s strong sci-tech capabilities and complete industrial systems to jointly build platforms for biomedicine, artificial intelligence, fintech and other sectors, driving innovation and industrial chain development. As an offshore hub, Hong Kong can further enhance connectivity with Shanghai to provide capital and professional service platforms for enterprises seeking to go global. The HKSAR Government has integrated the relevant provisions into the five-year plan, and the Legislative Council will facilitate the process by soliciting views. She appealed to all sectors to capitalize on the Shanghai-Hong Kong platform, forge synergies and cultivate a robust ecosystem for overseas expansion.

Jonathan Choi: **Aligning with the 15th Five-Year Plan for coordinated opening-up**

In his address, Choi pointed out that the outline of the 15th Five-Year Plan clearly promotes high-standard opening-

up. As a super connector and super value-adder, Hong Kong can join hands with Shanghai to build a one-stop service platform for Mainland enterprises going global, integrating cross-border scientific research resources and industrial ecosystems. By strengthening financial market connectivity, complementing legal services and establishing a complete shipping governance chain between the two cities, comprehensive support can be provided for Mainland enterprises’ overseas expansion.

Zhang Feng: **Jointly building platforms to create a new global expansion ecosystem**

Zhang stated that since its launch in 2023, the Shanghai-Hong Kong Entrepreneurs Roundtable has evolved into a signature platform for bilateral economic and trade cooperation. Boasting strengths in advanced manufacturing, sci-tech commercialization and a vast consumer market, Shanghai complements Hong Kong’s edges in global finance, trade, legal services and offshore resources. Such synergy fuels enterprises’ participation in the “Belt and Road” initiative and regional high-quality development. The Shanghai General Chamber of Commerce will fully utilize the roundtable mechanism to deepen cross-border enterprise cooperation and refine the service system for businesses venturing overseas.

Shanghai and Hong Kong governments offer policy support for global expansion

Officials from the two sides elaborated on practical cooperation pathways at the policy level. **Bernard Chan, Under Secretary for Commerce and Economic Development**, said Hong Kong maintains close economic and trade ties with Shanghai. The HKSAR Government is formulating its first five-year plan, with the Commerce and Economic Development Bureau leading a “GoGlobal



■ 滬港企業合作項目發佈儀式。
 Launching Ceremony for Shanghai-Hong Kong Enterprise Cooperation Projects.



Task Force” to establish a one-stop service platform. **Loretta Lee, Assistant Director-General of Invest Hong Kong**, noted that Hong Kong is a reliable base for Mainland enterprises to develop new quality productive forces, offering integrated services covering capital markets, scientific research and data. The Northern Metropolis will be developed into an innovation and technology corridor and a high-end logistics hub. **Li Chenhao, Secretary of the Baoshan District Committee of Shanghai**, said Baoshan is building a modern industrial system featuring leading, distinctive and future-oriented industries, and developing a full-chain mechanism from innovation sourcing to industrial application. He welcomed Hong Kong enterprises to tap into the Mainland market via Baoshan. **Wang Huajie, Secretary of the Songjiang District Committee of Shanghai**, emphasized that Songjiang is the birthplace of the Yangtze River Delta G60 Sci-Tech Innovation Corridor and a hub for advanced manufacturing. He invited Hong Kong enterprises to leverage Songjiang’s innovation ecosystem to jointly explore global markets.

Multiple cooperation achievements unveiled and shared

A ceremony was held to release and showcase a host of Shanghai-Hong Kong cooperation achievements. The

Shanghai Enterprises Overseas Cooperation Alliance has partnered with the Chamber and major Hong Kong chambers of commerce to provide all-round support for enterprises going global. The Chamber and the Shanghai Federation of Industry and Commerce, together with CITIC Bank International, signed a memorandum of understanding on cross-border financial strategic cooperation to further deepen Shanghai-Hong Kong financial connectivity. In addition, 21 Shanghai and Hong Kong institutions reached ten cooperation agreements across eight areas, covering sci-tech innovation, industry-university-research collaboration, environmental agriculture, finance and insurance, and robotics.

Professional dialogue focuses on full-chain global expansion

The roundtable featured a thematic dialogue session with cross-sector exchanges covering legal, financial and taxation services, as well as practical sharing by sci-tech enterprises. The session was moderated by **Andrew Yao, the Chamber’s Vice-Chairman**.

On professional services, **Ernest Yang, Partner and Co-Head of the International Arbitration Practice in Asia Pacific at DLA Piper**, said as the world’s third-largest



■ (左起) 李飛、劉彥君、汪兵、姚祖輝、李惟宏、楊大明、曾順福參與主題對談環節。
(from left) Li Fei, Liu Yanjun, Wang Bing, Andrew Yao, Robert Lee, Ernest Yang and Patrick Tsang take part in the thematic dialogue session.

financial arbitration center, Hong Kong advises Chinese enterprises to strengthen intellectual property protection when expanding overseas. **Robert Lee, the Chamber's Vice-Chairman**, noted that Hong Kong can provide diversified financial services including listing, private equity and mergers and acquisitions for Mainland enterprises. **Patrick Tsang, Senior Partner of Deloitte China**, pointed out that Hong Kong's mature professional ecosystem can fully understand Mainland enterprises' needs and deliver tailored cross-border support.

Sci-tech enterprise representatives shared practical experience from an operational perspective. **Liu Yanjun, Chairman of Shanghai Bao Pharmaceuticals**, said the company adopts a "China-US/Europe" global expansion strategy, and recognizes Hong Kong's comprehensive support in regulatory compliance and clinical operations.

Wang Bing, Founder of the Shanghai Humanoid Robot Innovation Incubator, said humanoid robotics should focus on rigid demand scenarios, and Hong Kong can serve as a critical bridge for AI enterprises in financing and capital flow. **Li Fei, Chairman of Zhefu Intelligent Systems**, added that as a super connector, Hong Kong offers strong backing for Mainland enterprises in tackling trade barriers and protecting intellectual property rights.

A luncheon networking session followed the forum. **Johnny Yu, Charles Cheung, Li Yinquan, Kevin Fan and Jennifer Yeung, the Chamber's Vice-Chairmen**, together with Standing Committee Members and Committee Members, as well as political and business representatives from Shanghai and Hong Kong, engaged in further exchanges and connection. 🔄





浙港經驗交流 企業出海有道

ZHEJIANG-HONG KONG EXPERIENCE EXCHANGE: A PATH FOR ENTERPRISES TO GO GLOBAL

本會日前與浙江省工商業聯合會合辦中總“企業出海”系列活動“攜手浙商行天下”浙港企業產業對接交流會，邀請浙港兩地工商界領袖及企業家代表出席，圍繞企業出海策略、香港專業服務優勢及浙港產業合作等議題深入交流。

The Chamber recently co-hosted with the Zhejiang Federation of Industry and Commerce the “Going Global” series event – Zhejiang-Hong Kong Enterprise Industry Matchmaking and Exchange Forum: Joining Hands with Zhejiang Businesses to Explore the World.

蔡冠深： 香港是企業出海首選平台

本會會長蔡冠深在致辭中表示，當前內地市場競爭激烈，國際市場空間無限大，“不出海就出局，只有出海才能開新局”。香港作為國際金融中心，在融資、法律、會計等專業服務具備獨特優勢，是企業出海的首選平台。他指出，香港特區政府設立出海專班後，重點聚焦東盟市場，中總亦積極配合，帶領企業拓展東盟、中東及中亞等新興市場，協助內地企業有序、有效、安全地走向國際市場。蔡冠深強調，企業出海已進入“2.0階段”，不僅要走出去，更要打造品牌。他建議積極推動將“世界品牌日”落戶香港，助力中國品牌走向國際。



蔡冠深 Jonathan Choi

南存輝 Nan Cunhui

李惟宏 Robert Lee

姚祖輝 Andrew Yao

顏寶鈴 Pauline Ngan

南存輝： 香港是浙企出海的超級導航器

浙江省工商業聯合會主席南存輝指出，浙江經濟總量居全國第四，民營企業實力連續多年位居首位。香港已成為浙江第一大外資來源地、第一大服務貿易夥伴及第二大對外投資目的地，是浙江企業出海的“超級導航器和大平台”。他期待兩地在製造與服務領域進一步融合、協同創新，並在市場聯動方面深化合作，建立更緊密的常態化溝通機制。

專業服務推介與出海實戰經驗分享

交流會設有“香港專業服務優勢推介”及“出海實戰分享”環節。本會副會長、大唐金融集團董事長李惟宏從資本市場角度闡釋觀點。他指出，目前在港上市的浙江企業已接近130家，覆蓋數字經濟、人工智能、生物醫藥、高端製造等領域。今年首季香港已有40家企業上市、集資超過1,000億港元，市場活躍度持續提升。本會副會長、滬港聯合控股有限公司主席姚祖輝則以央企出海為例，分享中遠海運收購東方海外後實行雙品牌運營，以及中國通號利用香港拓展發達國家市場的經驗。本會內地事務委員會主席、飛達帽業副主席兼董事總經理顏寶鈴亦分享其企業出海歷程——從孟加拉國建立萬人規模工廠，到墨西哥設立生產基地並獲批自貿區，強調“民心相通、文化共融”是海外投資成功的關鍵。

此外，畢馬威香港稅務合夥人黃智威以實際案例分析了企業利用香港平台出海的稅務優勢，包括簡明稅制、與多國簽訂的稅收協定，以及利用香港無外匯管制的特點建立資金池等。浙江省工商聯副主席、瑞立集團董事長張曉平亦指出，瑞立早年已將香港定位為國際化運營的核心樞紐，依託香港統籌跨境經營

和合規體系。浙江省工商聯副主席、海亮集團董事長王黎紅指出，集團目前擁有23個基地，當中12個在海外，期待可借助香港的專業服務進一步提升全球競爭力。

Jonathan Choi: Hong Kong is the premier platform for enterprises to go global

In his speech, Jonathan Choi, the Chamber's Chairman stated that the Mainland market is highly competitive while the international market offers unlimited space. “Enterprises that fail to go global will be left behind; only by going global can we open new chapters.” As an international financial center, Hong Kong boasts unique strengths in professional services such as financing, legal and accounting, making it the premier platform for enterprises to go global. He noted that after the HKSAR Government set up a task force for enterprises to go global with a focus on the ASEAN market, the Chamber has actively followed suit, leading enterprises to expand into emerging markets including ASEAN, the Middle East and Central Asia, and helping Mainland enterprises enter the international market in an orderly, effective and secure manner. Choi emphasized that enterprises’ “going global” has entered the 2.0 stage — they need to not only expand overseas but also build international brands. He proposed advancing the establishment of the “World Brand Day” in Hong Kong to support Chinese brands in going global.

Nan Cunhui: Hong Kong is a super navigator for Zhejiang enterprises to go global

Nan Cunhui, Chairman of the Zhejiang Federation of Industry and Commerce, pointed out that Zhejiang ranks fourth in China in terms of economic aggregate, and its private enterprises have led the country in strength for consecutive years. Hong Kong has become Zhejiang's largest source of foreign investment, largest trade in services partner and second largest outbound investment

destination, serving as a “super navigator and major platform” for Zhejiang enterprises to go global. He looked forward to further integration and collaborative innovation between the two regions in manufacturing and services, deepening cooperation in market linkage, and establishing a closer regular communication mechanism.

Sharing experience in going global

The forum included sessions on Promotion of Hong Kong's Professional Service Advantages and Sharing of Practical Experience in Going Global. **Robert Lee, Vice-Chairman of the Chamber and Chairman of Grand Finance Group**, shared his views from the capital market perspective. He noted that nearly 130 Zhejiang enterprises are listed in Hong Kong, covering sectors such as digital economy, artificial intelligence, biomedicine and high-end manufacturing. In the first quarter of this year, 40 enterprises listed in Hong Kong, raising over HKD 100 billion, with continuous improvement in market vitality. **Andrew Yao, Vice-Chairman of the Chamber and Chairman of Shanghai Hong Kong United Holdings Limited**, took central enterprises' going global as examples, sharing the dual-brand operation of COSCO SHIPPING after acquiring OOCL, and the experience of China Railway Signal & Communication leveraging Hong Kong to expand into developed markets. **Pauline Ngan, Chairman of the Chamber's Mainland Affairs Committee**,

Vice-Chairman and Managing Director of Mainland Headwear Holding Limited, also shared her enterprise's going global journey — from building a factory with 10,000 employees in Bangladesh to setting up a production base and obtaining approval for a free trade zone in Mexico. She stressed that “people-to-people bonds and cultural integration” are the keys to successful overseas investment.

In addition, **William Wong, Tax Partner at KPMG Hong Kong**, analyzed the tax advantages for enterprises to go global via Hong Kong with practical cases, including a simple tax system, tax treaties signed with many countries, and the establishment of capital pools by taking advantage of Hong Kong's no foreign exchange control policy.

Zhang Xiaoping, Vice Chairman of the Zhejiang Federation of Industry and Commerce and Chairman of Sorl Group, noted that Ruili positioned Hong Kong as the core hub for its international operations in its early years, and coordinates cross-border operations and compliance systems based in Hong Kong. **Wang Lihong, Vice Chairman of the Zhejiang Federation of Industry and Commerce and Chairman of Hailiang Group**, pointed out that the group currently has 23 bases, 12 of which are overseas, and looks forward to further enhancing its global competitiveness with the help of Hong Kong's professional services. 

香港成為 “出海生態圈”

HONG KONG EMERGES AS A
POPULAR HUB FOR THE

熱門據點 “GO GLOBAL” ECOSYSTEM



在“十五五”的新征程下，國家加速推進高水平對外開放。內地企業的出海模式由過去的產品出口與成本導向，升級為在全球範圍內配置資源、打造國際品牌，並向世界輸出技術標準與管理價值鏈。當中，越來越多內地企業選擇香港作為其全球化佈局的戰略據點。

Amid the new journey of the 15th Five-Year Plan, the country is accelerating high-level opening-up. The go-global model of Mainland enterprises has evolved from product exports and cost-oriented expansion in the past to the global allocation of resources, the building of international brands, and the export of technical standards and management value chains to the world nowadays. Among these, a growing number of Mainland enterprises choose Hong Kong as their strategic hub for global layout.

在全球政經格局的不斷變化下，有抱負的內地企業視走向世界為保持競爭力、實現長遠發展的必經之路。**投資推廣署助理署長李淑菁**認為，它們選擇香港作為出海基地，原因是香港能提供企業最需要的高度確定性，以及國際標準對接能力。

助內企符合國際法規 對沖風險

在“一國兩制”的獨特優勢下，香港擁有與國際接軌的普通法制度、自由流通的資金與資訊，以及深厚的專業服務底蘊。當內地企業面對陌生的海外合規要求、複雜的跨國供應鏈重組及數據安全挑戰時，香港不僅是一個融資窗口，更是策略支點。透過香港，內地企業能有效對沖地緣風險，將不確定性轉化為可控的商業策略。

李淑菁指，這種戰略思維的轉變，正被越來越多具前瞻性的企業付諸實踐。各行各業的企業，從餐飲、零售，到創科、中醫藥產業，均積極利用香港作為出海跳板。例如，不少內地知名餐飲與零售品牌選擇在香港設立首家海外門店，在香港高度國際化的市場環境測試水溫，並借助本地專業的品牌包裝與特許經營管理經驗，將品牌推向東南亞以至全球市場。

香港亦擔當技術標準的“轉換插頭”，許多創科及中醫藥企業在香港設立研發中心或海外總部，憑藉香港的科研環境、知識產權保護制度以及國際認可的臨床試驗數據，將內地領先的技術與傳統中醫藥轉化為符合國際標準的產品，降低出海阻力的同時，提高新質生產力。

政府政策資源配合 支援全面多元

為了系統性地支援內地企業出海，特區政府啟動“內地企業出海專班”，通過整合跨部門資源，匯聚法律、會計、金融、諮詢及商會等專業服務生態圈的力量，構建出最新的一站式支援平台，賦能內地企業走向世界。

投資推廣署作為“內地企業出海專班”秘書處，一直是內地企業落戶香港、借港出海的首站。李淑菁表示，署方先協助內地企業在港順利落地扎根，解決辦公室及人才等實務需求；隨後助其將業務升級為國際總部或企業財資中心，以統籌全球營運；待進軍海外市場時，則會協助對接本港專業機構，以提供跨境合規、數據安全、ESG及離岸融資等服務。她鼓勵駐港內企與香港專業服務界深化合作、分享經驗，豐富和壯大香港的商業生態圈，共同探索更多“十五五”帶來的機遇。🔄

Against the evolving global political and economic landscape, ambitious Mainland enterprises regard going global as an essential path to maintaining competitiveness and achieving long-term development. **Loretta Lee, Associate Director-General of Invest Hong Kong**, believes that enterprises pick Hong Kong as their go-global base because it provides the high certainty and capacity for alignment with international standards that enterprises need most.

Helping Mainland enterprises comply with international regulations and hedge risks

Benefiting from the unique strengths of One Country, Two Systems, Hong Kong has a common law system in line with international norms, free flow of capital and information, and robust professional service capabilities. When Mainland enterprises face unfamiliar overseas compliance requirements, complex cross-border supply chain restructuring and data security challenges, Hong Kong serves not only as a financing window but also as a strategic pivot. Through Hong Kong, Mainland enterprises can effectively hedge geopolitical risks and turn uncertainties into controllable business strategies.

Li pointed out that this shift in strategic thinking is being put into practice by more and more forward-looking enterprises. Enterprises across all sectors – from catering and retail to innovation and technology, and traditional Chinese medicine – are actively using Hong Kong as a springboard to go global. For instance, many well-known Mainland catering and retail brands set up their first overseas stores in Hong Kong to test the waters in its highly international market. With local professional expertise in brand packaging and franchise management, they expand their brands to Southeast Asia and the global market.

Hong Kong also acts as an “adapter” for technical standards. Many innovation and technology and traditional Chinese medicine enterprises establish R&D centers or overseas headquarters in Hong Kong. Leveraging Hong Kong’s research environment, intellectual property protection system and internationally recognized clinical trial data, they transform leading Mainland technologies and traditional Chinese medicine into products that meet international standards. This reduces barriers to going global while boosting new quality productive forces.

Government policies and resources provide comprehensive and diversified support

To systematically support Mainland enterprises in going global, the HKSAR Government has launched the Task Force for Mainland Enterprises to Go Global. By integrating cross-departmental resources and pooling the strengths of the professional service ecosystem including legal, accounting, financial, consulting and chambers of commerce, it has built an upgraded one-stop support platform to empower mainland enterprises to go global.

As the secretariat of the “Task Force for Mainland Enterprises to Go Global”, Invest Hong Kong has long been the first stop for Mainland enterprises to establish a presence in Hong Kong and go global via the city. Li stated that Invest Hong Kong first helps Mainland enterprises set down roots in Hong Kong smoothly and addresses practical needs such as office space and talent. It then assists them in upgrading their operations to international headquarters or corporate treasury centers to coordinate global business. When expanding into overseas markets, it connects them with local professional institutions to provide services including cross-border compliance, data security, ESG and offshore financing. She encouraged Mainland enterprises based in Hong Kong to deepen cooperation and share experience with Hong Kong’s professional services sector, enrich and strengthen Hong Kong’s business ecosystem, and jointly explore more opportunities brought by the 15th Five-Year Plan. 🔄

港深創科園

HSITP BUILDS INNOVATION HIGHLAND

建造創新高地



北部都會區（北都）創科發展正加速推進，港深創科園作為關鍵項目自然備受關注。今期《商薈》特別專訪園區代表，闡述最新入駐情況、人才與產業配套，以及園區如何配合國家“十五五”規劃。

The I&T development of the Northern Metropolis (NM) is accelerating, with the Hong Kong-Shenzhen I&T Park (HSITP) naturally attracting significant attention as a key project. This issue of *CGCC Vision* specially interviews a representative of the Park to elaborate on the latest tenancy situation, talent and industry support facilities, and how the Park aligns with the country's 15th Five-Year Plan.



馬惟善 Vincent Ma

自 2025年12月正式開園以來，港深創科園已吸引超過60家本地及海外創科企業和科研機構簽約進駐，目前兩座濕實驗室大樓出租率超過八成。**港深創新及科技園有限公司行政總裁馬惟善**指，入駐企業主要集中於人工智能與數據科學、生命健康科技，兩者合共約佔八成，其餘為先進製造領域，並涵蓋微電子、新能源及機器人等前沿技術。其中包括元化智能科技、海辰儲能、歌爾微電子、韶音科技及跨國藥企阿斯利康等龍頭企業，顯示園區已具備吸引優質機構落戶的能力。

發揮“一區兩園”優勢

馬惟善認為，港深創科園的最大特色在於發揮“一區兩園”優勢。河套合作區以“一河兩岸、一區兩園”模式發展，香港園區與深圳園區制度及產業互補，形成協同創新格局。他解釋，特區政府正透過北都專屬法例“拆牆鬆綁”及河套白名單機制，推進人流、物流、資金流及數據流的跨境便利化，並推動跨境標準互認和監管協同。連接兩園的西側跨河行人橋工程已啟動，目標2027年前完成，將進一步促進兩地科研人員往來。

在北都整體佈局中，港深創科園與新田科技城形成明確分工。馬惟善表示，河套香港園區聚焦“研發+中試”，新田科技城則承

接原型開發及量產環節。這種分工為企業提供從研發到產業化的完整空間，並與大灣區產業鏈緊密銜接，有助提升創新鏈與產業鏈融合效率，強化香港在粵港澳大灣區的橋樑角色。

國際人才與國家規劃

面對全球創科競爭，馬惟善認為，港深創科園的獨特優勢在於背靠祖國、聯通世界，結合“一國兩制”及“一區兩園”的制度創新，能連接國際科研資源與大灣區完整產業鏈。園區重點發展生命健康科技、人工智能與數據科學及先進製造，並提供國際標準的濕實驗室設施。園區透過培育計劃吸引香港、內地及海外人才，人才公寓等配套亦逐步完善，反饋正面。

馬惟善指，港深創科園緊密配合國家“十五五”規劃，透過“科研+中試”模式補足成果轉化環節，推動創新鏈與產業鏈融合，聚焦人工智能及生命健康科技等領域，助力培育新質生產力。在“一國兩制”優勢下，園區能匯聚全球資源並支持企業“走出去”，成為北都培育新質生產力的重要策源地。

工商界機遇

對於香港工商界而言，馬惟善表示，進駐港深創科園的最大機遇是連接科研資源、大灣區產業及國際市場，加速企業研發、轉化和業務升級。他認為，中總可發揮橋樑作用，促進會員企業與科研機構對接，組織考察及項目對接平台，協助企業更好參與北都及河套發展。

展望未來五至十年，馬惟善認為，隨着北都持續推進，港深創科園將成為香港經濟高質量發展的重要動力，推動形成“南金



融、北創科”格局。至2030年，園區第一期落成，生態圈初步成形；到2035年，河套合作區將邁向國際領先水平，匯聚頂尖團隊，強化中試轉化能力，為香港經濟結構轉型、GDP貢獻及就業創造注入強大動能。

Since its official opening in December 2025, the HSITP has attracted more than 60 local and overseas I&T enterprises and research institutions to sign tenancy agreements. The occupancy rate of the two wet laboratory buildings currently exceeds 80%. **Vincent Ma, Chief Executive Officer of HSITP**, pointed out that the tenant enterprises are mainly concentrated in artificial intelligence and data science, as well as life and health technology, which



■ 河套合作區採用“一河兩岸、一區兩園”的發展模式，香港園區與深圳園區在制度及產業優勢上互補，形成協同創新格局。The Hetao Cooperation Zone adopts the development model of “One river, two banks; One zone, two parks”. The Hong Kong Park and Shenzhen Park complement each other in institutional and industrial advantages, forming a collaborative innovation landscape.

together account for approximately 80%. The remainder are in advanced manufacturing, covering cutting-edge areas such as microelectronics, new energy and robotics. These include leading enterprises such as Meta Intelligent Technology, HaiChen Energy Storage, Goertek Microelectronics, Shokz Technology and the multinational pharmaceutical company AstraZeneca. This demonstrates that the Park already possesses the capability to attract high-quality institutions to settle.

Leveraging the “one zone, two parks” advantage

Ma believed that the greatest strength of the HSITP lies in leveraging the “one zone, two parks” advantage. The Hetao Co-operation Zone adopts the development model of “one river, two banks, one zone, two parks”, in which the Hong Kong Park and the Shenzhen Park complement each other in

institutional and industrial strengths, forming a collaborative innovation pattern. He explained that the HKSAR Government is advancing the cross-boundary facilitation of people flow, logistics, capital flow and data flow through the dedicated legislation for the Northern Metropolis (“dismantling walls and loosening bonds”) and the white list mechanism in the Hetao Co-operation Zone. It is also promoting mutual recognition of cross-boundary standards and regulatory coordination. The construction of the western cross-river pedestrian bridge connecting the two parks has commenced, with the target of completion before 2027. This will further facilitate the movement of research personnel between the two places.

In the overall layout of the Northern Metropolis, the HSITP and the San Tin Technopole form a clear division of labor. Ma stated that the Hetao

Hong Kong Park focuses on “R&D + pilot production”, while the San Tin Technopole undertakes prototype development and mass production stages. This division provides enterprises with a complete space from R&D to industrialization. It also closely integrates with the industrial chain of the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area). This helps enhance the efficiency of integrating the innovation chain and industrial chain, and strengthens Hong Kong’s bridging role in the Greater Bay Area.

International talent and national planning

Facing global I&T competition, Ma considered that the unique advantage of the HSITP lies in its position of being backed by the motherland while connecting to the world. Combined with institutional innovation under

“One Country, Two Systems” and the “One Zone, Two Parks” arrangement, it can link international research resources with the complete industrial chain of the Greater Bay Area. The Park focuses on developing life and health technology, artificial intelligence and data science, as well as advanced manufacturing. It provides wet laboratory facilities that meet international standards. Through incubation programs, the Park attracts talent from Hong Kong, the Chinese Mainland and overseas. Talent apartments and other supporting facilities are also being progressively improved, receiving positive feedback.

Ma pointed out that the HSITP closely aligns with the country’s 14th Five-Year Plan. Through the “R&D + pilot production” model, it fills the critical gap in the commercialization of research outcomes, promotes deep integration of the innovation chain and industrial chain, and focuses on

areas such as artificial intelligence and life and health technology to help cultivate new quality productive forces. Leveraging the advantages of “One Country, Two Systems”, the Park can pool global resources and support enterprises to “go global”, becoming an important source of new quality productive forces in the Northern Metropolis.

Opportunities for the business community

For the Hong Kong business community, Ma indicated that the greatest opportunity of settling in the HSITP is to connect research resources, the Greater Bay Area’s industrial system and international markets, thereby accelerating enterprise R&D, transformation and business upgrading. He believed that the Chamber can play a bridging role by promoting connections between member enterprises and research institutions, organizing study visits

and project matching platforms, and assisting enterprises to better participate in the development of the Northern Metropolis and the Hetao Co-operation Zone.

Looking ahead to the next five to ten years, Ma believed that as the Northern Metropolis continues to advance, the HSITP will become an important driving force for Hong Kong’s high-quality economic development and help form the “South Finance, North Innovation” pattern. By 2030, the first phase of the Park will be completed and the innovation ecosystem will take initial shape. By 2035, the Hetao Co-operation Zone will move towards an internationally leading level, gathering top-tier teams, strengthening pilot production and transformation capabilities, and injecting strong momentum into Hong Kong’s economic restructuring, GDP contribution and job creation. 



前瞻對接“十五五”路徑 香港商機持續升溫

FORWARD-LOOKING ALIGNMENT WITH
THE 15th FIVE-YEAR PLAN PATH

在當前國際局勢下，“十五五”規劃為國家未來五年發展作出相應的戰略擘畫，當中亦以專章部署港澳發展，提出鞏固提升和建設打造香港“四中心、一高地”的功能定位。內地與香港的營商環境與經濟趨勢相當有盼頭，機遇處處。

Amid the current international landscape, the 15th Five-Year Plan charts the strategic course for the national development over the next five years, with a dedicated chapter outlining the development of Hong Kong and Macao. The business environments and economies of the Mainland and Hong Kong are brimming with opportunities.



謝國樑 Tse Kwok-leung

國家續拓經貿 港助企業出海

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，國家在“十五五”時期將積極開放市場，進一步鞏固與西方互惠經貿關係，並鼓勵企業出海建立離岸基地，透過打造國際品牌進行全球化佈局。他預期國家會加大新能源投資，構建能源輸送安全通道。因應中東戰火重塑全球政經格局，內地將成為動盪中最穩定的市場，有利招商引資，同時也有助促進內地新能源與產業創新。

謝國樑強調，香港必須抓緊“十五五”時期重要機遇，憑藉自身的制度特色與比較優勢，更緊密地融入國家發展藍圖。他指出，香港要維持開放自由的營商環境，以作為連接國際的橋樑，及擔當內地企業出海平台與通道。內地企業非常需要香港的國際營商網絡與融資環境，還有各項重要的專業服務，包括法律、金融、會計及稅務等。

深耕人民幣國際化 擴大資金池

香港也要持續拓展人民幣業務，優化人民幣業務資金安排。隨着國家加速推進人民幣國際化，更多中東、東南亞國家使用人民幣作為結算貨幣，香港的離岸人民幣市場亦迎來黃金期。香港可利用資本市場促進內地企業的海外資產流動，並加強與中東、東南亞的人民幣國

際業務，做大資金池，提高市場流動性。

謝國樑又提到，香港穩定幣市場潛力可觀，估計國家將視香港為試點，以研判拓展穩定幣作為跨境貿易結算的功能角色。香港同時要把握發展基金及財富管理業務的龐大商機，並進一步完善國際人才安居樂業環境，為高等教育培訓跨文化高端人才創造更好條件。

另外，特區政府正制訂首份五年規劃。謝國樑表示，這是香港的嶄新課題，對經濟和社會發展具有深遠影響，香港必須把握和理解行政主導與自由經濟能否兼容、前瞻性規劃與自由經濟是否存在矛盾。他建議香港在對接“十五五”規劃過程中，要挑選最適合自身發展的方向，並制定規劃與評估成效的機制安排。🔗

Nation expands trade and Hong Kong aids enterprises going global

Tse Kwok-leung, Senior Research Fellow (Honorary) of Lau Chor Tak Institute of Global Economics and Finance (IGEF) of CUHK, holds that during the 15th Five-Year Plan period, the country will actively open its markets, further consolidate mutually beneficial economic and trade ties with the West, and encourage enterprises to establish offshore bases and pursue global layout by building international brands. He anticipates that the country will increase investment in new energy and develop secure energy transportation corridors. In light of the reshaping of the global political and economic landscape amid conflicts in the Middle East, the Chinese Mainland will emerge as the most stable market amid turmoil, which is conducive to attracting foreign investment and boosting innovation in the mainland's new energy and industrial sectors.

Tse stressed that Hong Kong must seize the crucial opportunities of the 15th Five-Year Plan period and integrate more closely into the national development

blueprint by leveraging its institutional strengths and comparative advantages. He noted that Hong Kong should maintain an open and free business environment to serve as a bridge to the world and a platform and channel for Mainland enterprises to go global. Mainland enterprises have a strong need for Hong Kong's international business network, financing environment, and key professional services including legal, financial, accounting and taxation services.

Deepen RMB internationalization and expand capital pool

Hong Kong should also continue to expand RMB businesses and optimize capital arrangements for RMB transactions. As the country accelerates RMB internationalization, more countries in the Middle East and Southeast Asia are adopting RMB as a settlement currency, ushering in a golden era for Hong Kong's offshore RMB market. Hong Kong can leverage its capital markets to facilitate the flow of overseas assets of Mainland enterprises, strengthen RMB international business with the Middle East and Southeast Asia, expand the capital pool and enhance market liquidity.

Tse also pointed out that Hong Kong's stablecoin market boasts considerable potential, and he expects the country to take Hong Kong as a pilot region to explore the role of stablecoins in cross-border trade settlement. Hong Kong should also seize the enormous business opportunities in fund and wealth management, further improve the living and working environment for international talents, and create better conditions for higher education to train cross-cultural high-end talents.

In addition, the HKSAR Government is formulating its first five-year plan. Tse stated that this is a new undertaking for Hong Kong with far-reaching implications for its economic and social development. Hong Kong must understand and address whether executive-led governance can be compatible with a free economy, and whether forward-looking planning conflicts with a free economy. He suggested that in the process of aligning with the 15th Five-Year Plan, Hong Kong should select the most suitable development directions for itself and establish mechanisms for planning formulation and effectiveness evaluation. 🔗



哈薩克斯坦發展加速 率先佈局中亞商機

BUSINESS OPPORTUNITIES ABOUND IN KAZAKHSTAN

中亞地區在全球地緣政治與經濟格局中的地位日益重要，而哈薩克斯坦作為該區域面積最大、資源最豐富的國家，正成為國際投資者的焦點。當地的礦產、基建、金融及綠能，對於香港與內地企業而言充滿機遇。

Central Asia is growing increasingly important in the global geopolitical and economic landscape. As the largest and most resource-rich country in the region, Kazakhstan has become a focal point for international investors. Its mining, infrastructure, financial services and green energy sectors present abundant opportunities for enterprises from Hong Kong and the Chinese Mainland.

哈薩克斯坦擁有人口約2,000萬，結構年輕且識字率高，經濟以天然資源為支柱。當地石油、天然氣及鈾、銅、鐵等礦產資源儲量豐富，投資吸引力持續提升。過去十年，美國、瑞士、荷蘭等為主要投資來源國，近年中國則躍升

為哈國最大貿易夥伴，雙方合作基礎穩固。

本會會長蔡冠深於二月曾出訪哈薩克斯坦，期間拜會該國總統，雙方就中哈經貿合作及多項重要議題深入交流。中哈傳統友誼深厚，在“一帶一路”框架下經貿

往來日益緊密，多個領域的商機值得關注。他認為，及早了解這個新興市場，可為日後拓展中亞業務做好準備。

建材需求殷切 金融對接待激活

建材與基建方面，哈薩克斯坦對橋樑、港口等設施需求旺盛，珠三角建材企業具備良好投資空間。目前建築材料多依賴進口，香港可發揮貿易與第三方服務角色。礦產開發領域上，當地銅礦等資源備受企業青睞，其中鈾礦儲量位居全球前列，戰略價值非常高。

在金融合作層面，哈薩克斯坦於2018年啟動的阿斯塔納國際金融中心（簡稱AIFC），通過普通法體系、伊斯蘭金融融合及數位資產監管創新三重制度設計，為全



蔡冠深 Jonathan Choi

球投資者提供熟悉的法律環境。香港可推動兩地金融對接，發揮國際金融中心優勢賦能合作。而貿易物流領域，中歐班列暢通高效，為內地與香港企業拓展中亞貿易提供便利。

助力轉型綠電 倡實地考察交流

至於電力方面，哈薩克斯坦仍依賴煤電，但同時推動新能源與跨境電力走廊建設。國家擬建設“中國—中亞輸電走廊”，將新疆的剩餘電力（風電、光電等）輸送至哈薩克斯坦等地，取代其建煤電廠的方案。同時，AI 算力中心需要大量電力，若電力走廊落實，可在當地設立超算中心，覆蓋整個中亞地區。中資企業亦已在哈國建設風能設備廠，支持綠色能源轉型。

蔡冠深指，哈薩克斯坦首都阿斯塔納為政治中心，而阿拉木圖則為商業樞紐、金融與文化中心。若以一般貿易或消費市場為目標，阿拉木圖較為合適；若涉及大型基礎建設或礦產項目（百億規模以上），則需在阿斯塔納與中央政府對接。企業可根據自身業務性質選擇切入點，並善用國家政策與平台，掌握中亞下一波增長機遇。他表示，計劃年內率團

前往該國考察，協助業界更全面掌握當地投資環境與合作路徑，搭建精準對接平台，促進雙方工商界深化互動。🔄

Kazakhstan has a population of approximately 20 million, with a young demographic structure and a high literacy rate. Its economy is underpinned by natural resources. The country boasts rich reserves of oil, natural gas and minerals including uranium, copper and iron, continuously enhancing its investment appeal. Over the past decade, major sources of foreign investment have included the United States, Switzerland and the Netherlands. In recent years, China has risen to become Kazakhstan's largest trading partner, with a solid foundation for bilateral cooperation.

In February, **Jonathan Choi, the Chamber's Chairman** led a visit to Kazakhstan, where he met with the country's President. They held in-depth exchanges on China-Kazakhstan economic and trade cooperation and other important topics. The two countries enjoy profound traditional friendship, with closer economic and trade ties under the framework of the “Belt and Road” Initiative, creating noteworthy business opportunities across multiple sectors. Choi noted that early understanding of this emerging market will help businesses prepare for future expansion into Central Asia.

Strong demand for building materials

In building materials and infrastructure, Kazakhstan has robust demand for bridges, ports and other facilities, offering promising investment potential for building materials enterprises in the Pearl River Delta. Most construction materials are currently imported, allowing Hong Kong to play to its strengths in trade and third-party services. In mineral development, resources such as copper are highly sought-after by enterprises; uranium reserves rank among the world's largest, carrying exceptional strategic value.

In financial cooperation, the Astana International Financial Centre (AIFC), launched by Kazakhstan

in 2018, provides a familiar legal environment for global investors through a three-pronged institutional framework: a common law system, integration of Islamic finance and innovative digital asset regulation. Hong Kong can promote financial connectivity between the two sides and leverage its advantages as an international financial center to support collaboration. In trade and logistics, efficient and smooth China-Europe Railway Express services facilitate trade expansion into Central Asia for Mainland and Hong Kong enterprises.

Supporting green power transition

In the power sector, Kazakhstan still relies on coal-fired electricity but is simultaneously promoting new energy and cross-border power corridor development. The country plans to build the China-Central Asia Power Transmission Corridor to deliver surplus electricity (wind, solar, etc.) from Xinjiang to Kazakhstan and other destinations, replacing planned coal-fired power plants. Meanwhile, AI computing centers require substantial power supply; once the power corridor is realized, supercomputing centers can be established locally to serve the entire Central Asian region. Chinese enterprises have already built wind energy equipment factories in Kazakhstan to support its green energy transition.

Choi pointed out that Astana, the capital of Kazakhstan, serves as its political center, while Almaty is the commercial, financial and cultural hub. Almaty is more suitable for general trade or consumer market-focused businesses; large-scale infrastructure or mineral projects (over 10 billion scale) require engagement with the central government in Astana. Enterprises can choose their entry points according to their business nature, leverage national policies and platforms, and seize the next wave of growth opportunities in Central Asia. He stated plans to lead a delegation to the country within the year to help the business sector fully understand the local investment environment and cooperation pathways, build a precise matching platform, and deepen interactions between the business communities of both sides. 🔄

香港招聘前景 對企業的啟示



WHAT HONG KONG'S HIRING OUTLOOK MEANS FOR BUSINESS

撰文：畢馬威中國香港特別行政區稅務個人服務主管蕭維強
By David Siew, Head of People Services, Tax,
Hong Kong SAR, KPMG China

香港勞動市場正步入新一輪調整期。疫後復甦步伐漸趨穩定，數碼轉型持續提速。畢馬威中國最新發佈的《香港就業市場展望》調查顯示，不少企業已由過去幾年的大規模擴招，逐步轉向更具策略的人力部署。

Hong Kong's labor market is entering a period of recalibration. After several years of post-pandemic recovery and rapid digital transformation, findings from KPMG China's latest *Hong Kong Employment Outlook* survey suggest that organizations are moving away from broad-based expansion toward more deliberate, strategically focused workforce planning.

招聘態度趨向審慎

我們在2026年1月訪問了近300位企業高管及專業人士，整體招聘情緒明顯偏向保守。預期2026年會增加人手的受訪者僅佔19%，是2020年以來最低；預期縮減的有22%，另有24%表示尚未確定公司的人力規劃方向。

尤其值得留意的，是高管層態度的轉變。在最高管理層受訪者當中，預期減少人手的比例達29%，與預期增加的

持平。這是2020年以來，首次出現高管比一般員工更傾向看淡招聘前景的局面。也就是說，手握招聘決策權的管理層正清楚表明取態，在有選擇地推動業務增長的同時，把成本管控與營運效率放在更優先的位置。

行業之間的差異則較為明顯。創科業仍是擴張意欲最強的板塊，對人工智能(AI)、雲端工程及網絡安全等專才的需求依然殷切。但即使如此，預期縮減人手的受訪者也比去年增多，原因是自動化和流程優化正逐步取代部分傳統資訊科技職能。

創收崗位成為焦點

放眼各行各業，招聘方向日趨聚焦。不少企業已不再大規模招人，而是集中資源投放在能直接帶動收入的崗位，尤其是銷售及其他創收職位。另一方面，預期縮減的主要是營運及後勤支援職能，

包括財務、會計、人力資源和行政等，企業普遍認為這些範疇可透過科技和流程重塑來提升效率。

數碼轉型持續加速，市場對能夠同時駕馭商業策略、科技應用和營運執行的複合型人才需求愈來愈大。以我多年服務客戶的觀察，能夠把握這三者之間的關係、並據此調整招聘和人才管理策略的企業，往往更能將科技投資轉化為實際的商業價值。

穩定優先於流動

僱員方面，轉職意欲繼續降溫。計劃在2026年主動尋找新僱主的受訪者僅佔21%，低於2025年下半年的28%。可以看到，在職人士對事業抉擇愈加謹慎，比起頻繁跳槽，更重視穩定性、工作的意義以及循序漸進的發展。

薪酬預期同樣趨於平穩，多數受訪者預期加薪幅度介乎零或3至5%，與政府統計數字大致吻合。截至2025年9月，名義工資指數升幅為3.3%，實質工資指數則升1.8%。不過，去年的加薪情況因職級而有明顯分別。助理經理或以下級別有76%獲加薪，最高管理層卻只有30%，可見企業在高層薪酬上取態相當審慎。

香港人才樞紐地位持續鞏固

香港作為區域及國際人才中心的角色繼續深化。調查顯示，企業正積極從中國內地及海外引進專才，需求最集中的領域包括銷售及市場推廣(43%)、科技及資訊科技(37%)、營運及供應鏈(28%)，以及研發(24%)，目的是填補專業能力缺口，同時支持業務的國際拓展。

靈活的工作安排和大灣區內日益暢通的跨境流動，也為香港的人才吸引力加分不少。混合辦公模式漸趨成熟，選擇跨境通勤的專業人士愈來愈多。香港的國際化營商環境、便捷的區域連接，加上日趨完善的人才及家庭支援配套，都是吸引他們落戶的重要因素。

掃碼二維碼閱讀報告全文
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中文版



English version

人工智能帶來的迫切課題

今年調查中最值得留意的結構性轉變，當屬 AI 應用的大幅提速。廣泛部署 AI 的企業比例由 2025 年的 8% 躍升至 24%，一年間增至三倍，意味着企業對 AI 的運用已從試驗階段邁向融入核心業務流程。與此呼應的是，近半受訪者（47%）將理解和運用 AI 列為 2026 年最關鍵的人才技能，較一年前的 20% 急升。

不過，要把 AI 規模化、用得好，挑戰絕不簡單。供應商良莠不齊、數據私隱及網絡安全風險持續存在、內部專才不足，仍是企業面對的實際障礙。走到今天，核心難題已不在於技術本身，而在於如何管理好人機協作的新模式。企業必須具備合適的人才、管治框架和能力配套，才能真正駕馭 AI 帶來的變革。🌀

A more measured approach to hiring

The hiring sentiment captured in our survey – conducted in January 2026 among close to 300 business executives and professionals – points to a notably more cautious outlook. Only 19% of respondents forecast headcount growth in 2026, the weakest reading since 2020. Meanwhile, 22% expected reductions, and a further 24% remained unsure about the direction of workforce planning within their organizations.

What I find particularly striking is the shift at the leadership level. For the first time since 2020, C-suite respondents were more likely than the broader workforce to anticipate headcount reductions, with 29% expecting decreases – an equal proportion to those anticipating increases. In other words, the people making hiring decisions are themselves signaling a preference for cost discipline and operational efficiency, even as they pursue growth in selected areas.

At the sector level, the picture is more varied. Innovation & technology is still the most expansionary sector, buoyed by continued demand for specialists in artificial intelligence (AI), cloud engineering and cybersecurity. Yet even here, a growing number of respondents anticipate reductions

compared with last year, as automation and process optimization allow organizations to streamline traditional IT functions.

Revenue-driving roles take center stage

Across sectors, hiring intentions have become increasingly targeted. Rather than recruiting broadly, many companies are channeling resources toward roles that directly contribute to commercial outcomes – particularly sales and other fee-earning positions that support revenue generation. Conversely, anticipated reductions are concentrated in operations and support functions such as finance, accounting, human resources and administration, where employers see scope to improve efficiency through technology and process redesign.

As digital transformation accelerates, there is a growing need for professionals who can bridge business strategy, technology and operational delivery. In my experience advising clients, organizations that recognize this intersection – and recruit, as well as manage existing talent accordingly – are far better positioned to capture real value from the investments they are making in technology.

Stability over mobility

On the employee side, the appetite for job movement is cooling. Just 21% of respondents plan to actively seek a new employer in 2026, down from 28% in the second half of 2025. People are thinking more carefully about career decisions, placing greater weight on stability, meaningful work and steady progression rather than frequent moves.

Salary expectations have also moderated, with most respondents anticipating either no change or a 3 to 5% increase – broadly in line with Hong Kong government statistics showing a 3.3% rise in the Nominal Wage Index and a 1.8% increase in the Real Wage Index as of September 2025. Worth noting, however, is that pay outcomes last year varied significantly by seniority. While 76% of respondents at assistant manager level or below received salary increases, only 30% of C-level executives did – a sign of more cautious spending at the top.

Hong Kong's enduring appeal as a talent hub

Hong Kong continues to strengthen its position as a regional and global talent destination. Our survey shows that organizations are actively sourcing skills from the Chinese Mainland and overseas



markets – particularly in sales and marketing (43%), technology and IT (37%), operations and supply chain (28%), and research and development (24%) – to fill specialized capability gaps and support international expansion.

At the same time, flexible working models and growing cross-boundary mobility within the Greater Bay Area are further enhancing Hong Kong's attractiveness. As hybrid working becomes more established, we are seeing more professionals commuting across the boundary, drawn by the city's international business environment, strong regional connectivity and an increasingly supportive ecosystem for global talent and their families.

The AI imperative

Perhaps the most significant structural shift in this year's survey is the acceleration of AI adoption. The proportion of organizations widely deploying AI has tripled – from 8% in 2025 to 24% in 2026 – indicating a clear move from experimentation toward integration within core business processes. Correspondingly, nearly half of respondents (47%) identified AI understanding and application as a priority workforce skill, up sharply from 20% a year earlier.


Yet scaling AI responsibly remains a real challenge. Organizations continue to grapple with assessing vendor quality, managing data privacy and cybersecurity risks, and building sufficient internal expertise. The difficulty now lies less in the technology itself and more in managing a hybrid workforce of humans and machines – and making sure the right talent, governance and capabilities are in place to do so effectively. 🌀



“兩會”精神宣介會 探索香港新定位

EXPLORE HONG KONG'S NEW ROLE AT
SPECIAL BRIEFING ON “TWO SESSIONS”

外 交部駐港公署舉辦“全國兩會精神專題宣介會”，外交部駐香港特別行政區特派員公署特派員崔建春向外國駐港領團講解“兩會”重要成果及精神內涵。本會會長、全國政協常委蔡冠深，本會常董、全國政協常委、行政會議成員廖長江，以及其他港區人大代表和全國政協委員獲邀發表主題演講。

蔡冠深聚焦香港如何把握在“十五五”規劃下的獨特優勢，同時做好“引進來”與“走出去”，並從“超級聯繫人”升級為“CIO.2.0”。他指，“十五五”規劃是高標準開放、高質量發展的藍圖，香港不是被動的參與者，而是價值的放大者，應積極為每一個與內地對接的經濟體和企業，創造更多機會、提升戰略價值。(14/4) 



蔡冠深 Jonathan Choi




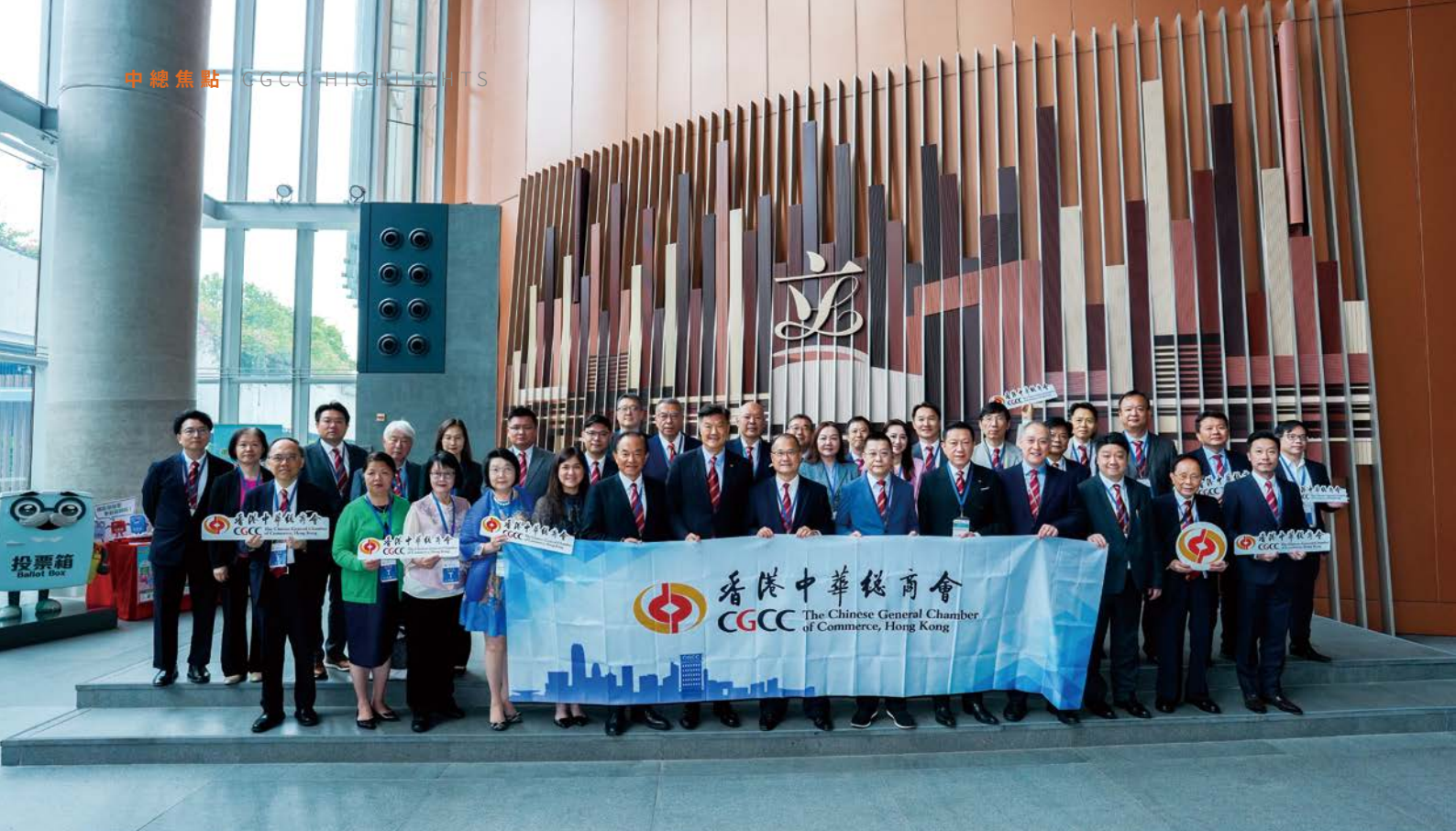
崔建春 Cui Jianchun



A special briefing on the spirit of China's "Two Sessions" was held by the Commissioner's Office of China's Foreign Ministry in the HKSAR. **Cui Jianchun, Commissioner of the Ministry of Foreign Affairs of the PRC in the HKSAR**, shared the key outcomes and spirit of the "Two Sessions" with several Consuls General in Hong Kong. **Jonathan Choi, the Chamber's Chairman and the CPPCC Standing Committee Member**, and **Martin Liao, the Chamber's Standing Committee Member, CPPCC Standing Committee Member and Member of Executive**

Council, as well as the NPC deputies and the CPPCC committee members, were invited to deliver keynote speeches.

Choi focused on how Hong Kong can leverage its unique advantages under the 15th Five-Year Plan to effectively balance "bringing in" and "going out" and evolve from a "super-connector" to a "CIO 2.0." Hong Kong shall be a value amplifier to actively create more opportunities for when it comes to engaging with the Mainland. (14/4) 



VISIT THE
LEGISLATIVE
COUNCIL TO
STRENGTHEN TIES

參觀立會
增進聯繫

本會會長蔡冠深率團到訪立法會大樓進行參觀交流，本會副會長兼立法會商界（第二）功能界別議員姚祖輝，及本會副會長兼立法會金融服務界議員李惟宏親自接待，一同共晉午餐。本會副會長曾智明、楊華勇、樊敏華及楊燕芝，以及多位常董會董出席。


眾人參觀了一樓會議廳、公眾席，並漫步歷史長廊，近距離了解立法會的歷史軌跡與日常運作。這次活動不僅讓成員加深了對議會工作的了解，更進一步拉近了工商界與立法機關的聯繫，有助大家日後更緊密合作，為香港的經濟繁榮共同努力。(28/4) 🔄





Jonathan Choi, the Chamber's Chairman, led a delegation to visit to the Legislative Council Complex and was received by Andrew Yao, the Chamber's Vice-Chairman and Legislative Council Member of Commercial (Second) Functional Constituency, and Robert Lee, the Chamber's Vice-Chairman and Legislative Council Member of Financial Services Functional Constituency. Ricky Tsang, Johnny Yu, Kevin Fan and Jennifer Yeung, the Chamber's Vice-Chairmen, along

with the Chamber's Standing Committee Members and Committee Members attended.

They checked out the LegCo Chamber, Public Galleries and Hall of History to learn about its history and daily operations. The event further strengthened ties between the business community and the legislature, paving the way for closer future collaboration for Hong Kong's economic prosperity. (28/4) 



■ 考察團與黃順真（前排右四）合照留念。
The delegation takes a group photo with Dorothy Wong (fourth from right, front row).

深度考察 深圳文化

IN-DEPTH EXPLORATION OF SHENZHEN CULTURE

本會文化委員會日前組織“深圳文化深度行”考察團，由**本會副會長、文化委員會專責會長樊敏華**擔任榮譽團長，**文化委員會主席蔡關穎琴**擔任團長，**副主席梁穎雯**擔任副團長。他們率領考察團深入走訪深圳市南山區、龍崗區、大鵬新區，感受文旅融合發展、現代藝術創新與傳統文化傳承的實踐成果，為深港兩地文化交流與合作探尋新的契機與方向。

見證漁村蛻變

考察團走入大鵬新區，與**大鵬新區黨工委委員、管委會副主任、統戰和社會建設局局長鞠曉晨**等領導交流，探討大鵬新區如何從歷史古城轉型為濱海度假區。考察團參觀了擁有近400家特色民宿的較場尾村，形成旅遊資源豐富的產業帶；以及參觀明清兩代東南沿海重要的海防軍事要塞——大鵬所城，實地了解歷史文化古蹟與現代文創店狀況。

培育藝術人才

考察團到訪香港中文大學（深圳），獲**大學藝術中心主任黃順真**及**音樂學院副院長陳永華**熱情接待及介紹，陪同參觀展覽空間、駐校藝術家工作室，以及歷時近三年建成的音樂學院，涵蓋現代音樂廳、歌劇院及練琴樓等，為校園營造濃厚的文化藝術氛圍，為學生提供一流的設備及師資，卓有成效，培養大量藝術人才。

感受傳統工藝

此外，考察團亦參觀伍氏興隆伍炳亮黃花梨藝術中心，與**中國工藝美術大師伍炳亮**交流，並近距離欣賞館藏逾350件木傢俱珍品，加深對傳統榫卯工藝的認識，讓千年木作技藝走進當代生活，弘揚中華傳統文化。(22/4) 🌟



■ 鞠曉晨（前排左一）陪同考察團參觀較場尾村特色民宿。
Ju Xiaochen (first from left, front row) accompanies the delegation to visit distinctive homestays in Jiaochangwei Village.

The Chamber's Cultural Committee recently organized a delegation for the In-Depth Shenzhen Culture Tour. **Kevin Fan, Vice-Chairman of the Chamber and Supervisory Chair of the Cultural Committee**, served as Honorary Leader of the delegation. **Janice Choi, Chairman of the Cultural Committee**, was the Leader, and **Connie Leung, Vice-Chairman of the Committee**, served as Deputy Leader. Leading the delegation, they visited Nanshan District, Longgang District and Dapeng New District of Shenzhen to experience the practical achievements of integrated culture-tourism development, modern artistic innovation and traditional cultural inheritance, and explore new opportunities and directions for cultural exchanges and cooperation between Shenzhen and Hong Kong.

Witnessing the transformation of a fishing village

The delegation visited Dapeng New District and exchanged views with **Ju Xiaochen, Member of the Party Working Committee, Deputy Director of the Administrative Committee and Director of the United Front Work and Social Construction Bureau of Dapeng New District**, discussing how the district has transformed from an ancient historical town into a coastal resort. The delegation visited Jiaochangwei Village, home to nearly 400 characteristic homestays and a well-developed tourism industry belt, as well as Dapeng Fortress—a key coastal defense fortress on the southeast coast in the Ming and Qing dynasties—to learn about historical and cultural relics and modern cultural and creative shops on site.

Cultivating Art Talents

The delegation visited The Chinese University of Hong Kong, Shenzhen (CUHK-Shenzhen), and was warmly received and briefed by **Dorothy Wong, Director of the University Art Center**, and **Chan Wing-wah, Associate Dean of the School of Music**. They were accompanied to visit exhibition spaces, artist-in-residence studios and the School of Music, which took nearly three years to complete. With a modern concert hall, opera house and piano practice buildings, the school creates a rich cultural and artistic atmosphere on



■ 考察團團員參觀明清兩代東南沿海重要的海防軍事要塞大鵬所城。
Delegation members visit Dapeng Fortress, a key coastal defense fortress on the southeast coast in the Ming and Qing dynasties.

campus, provides students with first-class facilities and faculty, and has effectively cultivated a large number of art talents.

Experiencing traditional crafts

In addition, the delegation visited Wu Bingliang Huanghuali Art Center of Wu's Hsing Lung. They exchanged views with **Wu Bingliang, a Master of Chinese Arts and Crafts**, and viewed more than 350 precious wooden furniture collections up close, deepening their understanding of traditional mortise and tenon craft. This helps bring millennial woodworking skills into contemporary life and promotes traditional Chinese culture. (22/4) 

港產威士忌 港味繞舌尖



HONG KONG-MADE WHISKY RICH IN LOCAL FLAVOR

香港精神，就是一個“快”字。香港有單一麥芽威士忌酒廠，已經令人意外。更意外的是他們竟以科技突破傳統釀酒局限，最快只需十多天便可釀出風味醇厚的陳年威士忌。可見創業有時不只是商業選擇，更是一份對城市的信念。

The Hong Kong spirit is all about “speed”. It is already surprising that Hong Kong has a single malt whisky distillery. Even more astonishing is that they have used technology to break traditional brewing limits, producing rich, aged-tasting whisky in just over ten days. This shows that entrepreneurship is not only a business choice, but also a firm belief in the city.





劉梓康 Lawrence Lau

生土長的“香港仔”，“九龍釀酒”創辦人劉梓康多年來一直活躍於多個創業領域，先後涉足自拍照相館及酒吧等行業，累積了豐富的營商與管理經驗。一次偶然的聚會，讓他結識了一位來自加拿大、出身釀酒世家的朋友，並得悉對方鑽研加速熟成技術已久，冀望以創新科技突破傳統釀酒必須歷經漫長歲月的限制，將原本動輒十數年的陳化過程，壓縮至短短兩周，釀造出媲美12至15年陳年威士忌的醇厚風味。

憑藉敏銳的商業觸覺與對創新的共同願景，劉梓康與友人一拍即合，再聯同另一位合夥人，於火炭一個約3,000平方呎的工廠單位設廠，共同創辦“九龍釀酒”並於去年投產。經過一年的營運，酒廠已達至收支平衡，穩定向本地酒吧及酒類銷售店供應，在市場漸站穩陣腳。

高速陳化突破傳統

他進一步介紹，廠內設有多個巨型不鏽鋼鍋爐及管道系統。從原料煮製、蒸餾、提純到熟成，全自動化運作且精密控制溫度等影響因素，使產品質量保持高水平且一致。年產量估計更可高達100萬瓶，規模屬東南亞領先水平。

“我們的威士忌釀造均與傳統釀酒一樣，都經過發麥、糖化、發酵及蒸餾四個步驟，而所研發的加速陳化技術則主



要針對最後的木桶熟成步驟，把經過未桶陳的透明新蒸餾酒，連同已碎片化處理、從海外購入的釀酒橡木，放入形同壓力煲的反應器內，最大化地壓縮陳化時間，令橡木的香氣、風味及顏色一一‘打’入酒中，突破了釀酒需時的傳統瓶頸。”

堅守香港 冀打響香港製造品牌

回憶創業路，劉梓康坦言過程挑戰不斷，實屬不易，酒廠初期曾因釀酒過程未符合威士忌桶陳的定義而幾經波折，及後與多部門連番溝通，在立法會議員協助下，關關難過關關過，最終獲准以威士忌名稱推出。

而這個自家研發的加速熟成技術，頗受鄰近的國家或地區青睞。新加坡和深圳等地，曾多次邀請他們當地落戶，但均被“港仔”一句“香港是我的家”婉拒。

劉梓康立志要重振“香港製造”的品牌。他指出，香港擁有健全的法律制度，商業和貿易法制與世界主要經濟

體接軌，加上香港品牌在海外市場甚有口碑，將有助提高海外消費者的信任度與吸引力。

以創新釀出香港故事

香港土地資源有限，但劉梓康認為正環境充滿挑戰，反而更能激發香港的創新及突破。他深信，“香港品牌”代表懂得在市場靈活變通，不應困於傳統工業及工序中，可借助科技重新定義“香港品牌”的價值，迎來高增值的產業轉型未來。“當初取名為‘九龍釀酒’不僅僅標榜本地烈酒品牌，更想彰顯香港的獅子山精神，向世界證明香港雖為彈丸之地，但仍有一群滿有熱忱的行業專才深耕不斷，乘風破浪，希望再次開創屬於香港的新工業時代。”

展望未來，因應目前研發技術的成熟，劉梓康已構思運用香港本土樹木替代從海外購入的橡木，在釀製中注入富有香港特色的口感，蘊釀獨一無二的“香港味道”。他但願藉此傳遞香港的城市記憶及生活氣息，讓一瓶瓶威士忌，成為講述“香港故事”的重要載體。



A home-grown “Hong Kong boy”, **Lawrence Lau, founder of Kowloon Spirits**, has long been active in multiple entrepreneurial fields. He previously ventured into selfie photo studios and bars, accumulating rich experience in business operations and management. During a casual gathering, he met a Canadian friend from a multi-generational distilling family who had been researching accelerated maturation technology for years. The friend hoped to use innovative technology to overcome the traditional constraint of lengthy ageing, compressing a process that normally takes more than a decade into just two weeks, producing a whisky with the depth and complexity comparable to 12- to 15-year-aged spirits.

With sharp business acumen and a shared vision for innovation, Lau and his friend immediately clicked. Together with another partner, they set up a factory in an approximately 3,000-square-foot industrial unit in Fo Tan and founded Kowloon Spirits, which began production last year. After one year of operation, the distillery has achieved break-even and is steadily supplying local bars and liquor retailers, gradually establishing a solid foothold in the market.

Accelerated maturation breaks through tradition

He further explained that the facility is equipped with multiple large stainless-steel boilers and piping systems. From raw material cooking, distillation and purification to maturation, the entire process is fully automated with precise control of temperature and other key factors, ensuring consistently high product quality. The

estimated annual production capacity can reach up to one million bottles, placing it at a leading scale in Southeast Asia.

“Our whisky production follows the same four steps as traditional distilling — malting, mashing, fermentation and distillation. The key innovation lies in the final barrel-ageing stage. We take the clear new-make spirit and, together with fragmented oak sourced from overseas, place them into a reactor resembling a pressure cooker. This maximizes the compression of maturation time, allowing the oak’s aroma, flavor and color to be infused into the spirit efficiently, breaking through the traditional time bottleneck of whisky making.”

Staying rooted in Hong Kong

Reflecting on the entrepreneurial journey, Lau admitted that the process was full of challenges and far from easy. In the early days, the distillery encountered setbacks because the maturation process did not meet the conventional definition of barrel-aged whisky. After repeated communications with various departments and with assistance from Legislative Council members, they overcame every obstacle and eventually obtained approval to market the product as whisky.

This self-developed accelerated maturation technology has attracted interest from neighboring countries and regions. Singapore and Shenzhen have repeatedly invited them to set up operations locally, but the “Hong Kong boy” politely declined each time with the simple reply: “Hong Kong is my home.”


Lau is determined to revive the “Made in Hong Kong” brand. He pointed out that

Hong Kong possesses a sound legal system, with its commercial and trade laws aligned with major global economies. Coupled with the strong reputation of Hong Kong brands in overseas markets, this will help enhance trust and appeal among international consumers.

Brewing a Hong Kong story through innovation

Although Hong Kong has limited land resources, Lau believes that these very challenges spur greater innovation and breakthroughs. He is convinced that the “Hong Kong brand” embodies flexibility and adaptability in the market. It should not be confined by traditional industries and processes, but can leverage technology to redefine the value of the “Hong Kong brand” and usher in a future of high-value industrial transformation.

“Naming it ‘Kowloon Spirits’ is not merely about promoting a local spirits brand. It is also about showcasing the Lion Rock spirit of Hong Kong — proving to the world that although our city is small, there is a group of passionate professionals who continue to deepen their expertise, ride the waves, and strive to create a new industrial era for Hong Kong.”

Looking ahead, with the current maturation technology now mature, Lau is already planning to replace imported oak with local Hong Kong timber, infusing the whisky with flavors that carry a distinct Hong Kong character and creating a unique “Hong Kong taste”. He hopes that through this, the city’s memories and vibrant lifestyle can be conveyed, allowing each bottle of whisky to become an important carrier for telling the “Hong Kong story”. 



■ 這件由陳好逑家人借出的粉紫地橙金片女蟒，為1960-70年代期間陳好逑於舞台所用。
This sequined Women's Python Ceremonial Robe (Mang) is on loan from the family of Chan Ho-kau and was worn by her on stage during the 1960s and 1970s.

■ 這件是由名伶龍貫天借出戲服，橙色繡大靠及大額子配有四支靠旗，曾用於《隋宮十載菱花夢》等舞台演出。
The Dakao on display is on loan from Loong Koon-tin, and was used in stage productions including *The Ten-Year Dream*.



粵劇 蘊情 戲服 藏珍

EXQUISITE CANTONESE OPERA COSTUMES WORTH SAVORING

從古典詩詞研究到粵劇傳承推廣，香港都會大學副教授陳家愉將剛柔藏於心間。因詩詞結緣粵韻，以翻譯架設文化橋樑，更傾注心力籌辦粵劇戲服展。於千難萬阻中，她執意為香港粵劇傳承播撒珍貴種子。

From classical poetry research to the inheritance and promotion of Cantonese opera, **Kelly Chan, Associate Professor of Hong Kong Metropolitan University (HKMU)** has devoted herself to organizing a Cantonese opera costume exhibition and is committed to inheriting Cantonese opera in Hong Kong.



是次訪問由本會傳訊及出版委員會委員陳耘（左）主持。欲觀看錄影片段，請留意本會 facebook 及微信等各大社媒帳號。
The interview was hosted by Cora Chan (left), Member of the Chamber's Communication and Publications Committee. For the video footage, please stay tuned to the Chamber's official social media accounts including Facebook and WeChat.

“生當作人傑，死亦為鬼雄。”如此豪氣干雲的名句，聽過的人不少，卻未必人人知道，它的作者原來是宋代詞人李清照。李氏雖為婉約派，作品以描寫女性細膩情感見稱，但細察其一生，丈夫遽逝，家亡國破，半生顛沛流離，卻未曾因命運摧折傲骨。陳家愉本業研究中國詩詞翻譯，特別喜歡李清照。那份婉約中的剛強，或許因而承襲。因緣際會，陳家愉後來在香港推廣粵劇經年。自言性格好強，粵劇藝術既是美好如斯，她偏不信無法好好承傳。

情迷粵曲風韻

陳家愉與粵劇的緣分，始於她鍾愛的古典詩詞。她自幼雖隨家人接觸過粵劇與南音，卻未即時聽出興趣。直到深入研習唐詩宋詞，尤其被李清照等女性詞人在男尊女卑時代裡綻放的剛強所打動，才在日後與粵劇再遇時漸生共鳴。

她發現粵劇曲詞與古典詩詞頗多相通之處，許多內容皆源自詩詞，便忍不住深入探究，逐漸對這門藝術心生喜愛。其後在理工大學任教期間，因緣加入學校粵曲小組，起初被誤薦唱生角常用的平喉，後經老師點撥，發現自己更適合唱女聲，慢慢唱出韻味，便一直堅持至今，也開始踏上粵劇傳承之路。

策展雖難 未論功利

談及曾從事的粵劇翻譯工作，陳家愉坦言其中充滿艱辛。回憶2010年代，互聯網尚未如今今天發達。大量舊粵劇資料、視頻片段極為零碎，必須親自向資深老倌請教，才能獲取珍貴信息。但她並不後悔，坦言自己唸文學，本就不是事事講求功利。能為粵劇傳承出一份力，便覺得頗有收穫。這份對粵劇的執着，也延伸到她傾力籌辦的香港都會大學粵劇戲服展中。展覽的籌辦過程，苦樂參半，箇中滋味自是難為外人所道。

作為何陳婉珍粵劇研藝中心的主任，陳家愉坦言，籌辦戲服展的過程，難關處處，但心裏那份不肯認輸的傲氣，讓她咬牙撐了下來。“戲服的穿戴有所講究之餘，戲服又要配合偌大展櫃，還要請各老倌慣用的衣箱（註：這裡的“衣箱”是指幫粵劇演員穿衣服的人）協助穿戴，過程繁瑣，腦筋甚傷。”

此次展覽與都大圖書館合作，她慶幸圖書館給予莫大支持，提供一個非常得體的展覽場地，這讓她十分感激。籌辦過程中，展覽規模卻意外地越搞越大，超出了最初的預期，也帶來了更多工作量。直到展覽正式完成的那一刻，她才鬆了一口氣。雖然展覽的戲服只有八



■ 除戲服外，展覽尚展出舊唱片及曲譜等珍貴粵劇文物。
Besides opera costumes, the exhibition also features precious Cantonese opera relics including vintage records and music scores.



弄個“盲盒”，可不可以？ Can we create Cantonese opera blind boxes?



“裳心貫藝 聲好芳華”粵劇戲服展覽 Resplendent Attire and Graceful Demeanor — The Cantonese Opera Costume Exhibition

展期 Exhibition period
2026年2月3日至6月30日
3 February to 30 June, 2026

開放時間 Opening hours
星期一至五 10:00-17:00
星期六、日及公眾假期 14:00-18:00
Mon to Fri 10:00-17:00
Sat, Sun & public holidays 14:00-18:00

地點 Venue
香港都會大學何思夷圖書館
(香港九龍何文田忠孝街81號)
Ho Sik Yee Library, 5/F, Jockey Club Campus,
HKMU (81 Chung Hau Street, Ho Man Tin, Kowloon, Hong Kong)

*參觀人士須提前預約
*Advance registration required

這次粵劇戲服展覽，其實都是源於吸引年輕人親近粵劇的點子。喝茶聽曲，面譜曲奇，為令學生放下對傳統文化的偏見，陳家愉可謂心思挖空。而戲服展示，本就是當初其中一個活動。

文化藝術，看似高不可攀，令人卻步。問題舉世亦然，絕非香港獨有，所以近年才有無數人發揮創意，想出一系列令人拍案叫絕的文創產品。內地精品，早已甚多；而最近香港故宮文化博物館的古埃及文明大展，紀念精品給市民一搶而空，也是非常令人鼓舞的例子。

陳家愉認為，粵劇文化傳承亟待商界支持。捐款贊助，當然是最直接的誠意。但她也指出，本地商界若能提供活動場地，又或是協助研製文創產品，也可能是令粵劇得到年輕人青睞的蹊徑。“例如現在流行盲盒，我們可不可以炮製粵劇盲盒？”陳家愉盼望，盒子揭開那刻，呈現人前的，不只產品的奪目，更有粵劇的可期未來。

The Cantonese opera costume exhibition actually started with an idea to attract young people to engage with Cantonese opera, and costume display was one of the planned activities.

Culture and art may seem unattainable, which is why countless people have unleashed creativity to develop amazing cultural and creative products in recent years. The recent blockbuster Ancient Egyptian Civilization exhibition at the Hong Kong Palace Museum saw its souvenir merchandise snapped up by the public, a highly encouraging example.

Chan believes the inheritance of Cantonese opera urgently needs business support. Donations and sponsorships are certainly the most direct help. However, she also pointed out that local businesses can help Cantonese opera win over young people by providing event venues or assisting in developing cultural and creative products. “For example, blind boxes are popular now. Can we create Cantonese opera-themed blind boxes?” Chan hopes that when the box is opened, it will not only showcase an eye-catching product but also a promising future for Cantonese opera.

件，但對陳家愉而言，這次展覽就像生下了自己的孩子一樣珍貴，其中的心血難以言喻。她更笑指，這份“為母”的辛酸，遠不止一份，“就像產下了孿生子一般。”

譯事不易 初心不離

“一名之立，旬月踟躕”的翻譯家嚴復以文字認真推敲而飲譽譯壇。這次從事翻譯的陳家愉，也絕對未敢馬虎。粵劇戲服展覽的細節工作，也耗費了研藝中心團隊大量心力。所有戲服，皆配備中英對照雙語說明。這雖然是她的強項，但她坦言部分內容翻譯難度極高，

且中文說明絕不容出錯，否則易惹詬病。因此，她特意邀請粵劇專業人士把關校對。

八件戲服，承載的是粵劇百年的藝術韻味；千般艱辛，映照的是陳家愉對文化傳承的拳拳赤子心。從詩詞到粵韻，從翻譯到策展，她以女性的柔軟與堅韌，在香港的粵劇傳承之路上踏出了屬於自己的步伐。一場戲服展，有形的是衣裳，無形的是香港文化守護者的一次溫暖堅守。這份執着，正是香港文化多元發展中，最珍貴的底色與力量。🌀

Li Qingzhao, a Ci poet of the Song Dynasty, was renowned for depicting the delicate emotions of women yet never lost her dignity despite life's hardships. Chan's academic focus is on the translation of Chinese poetry, and she holds a special fondness for Li Qingzhao. The fortitude beneath Li's graceful verses may have shaped Chan's own character. By chance, Chan has spent years promoting Cantonese opera in Hong Kong. Describing herself as strong-willed, she refuses to believe that such a magnificent art form cannot be well preserved.

Enchanted by the charm of Cantonese opera

Chan's connection with Cantonese opera

began with her love for classical poetry. Though she was exposed to Cantonese opera and nam yam with her family at a young age, she did not develop an immediate interest. It was not until she delved into Tang poetry and Song ci, particularly moved by the fortitude of female ci poets like Li Qingzhao, that she resonated with Cantonese opera when encountering it again later.

She found that Cantonese opera lyrics share much in common with classical poetry, as many lines are adapted from poetic works. She could not help but explore further and gradually fell in love with this art. Later, while teaching at The Hong Kong Polytechnic University, she joined the university's Cantonese opera group by chance, discovered her passion for singing, and embarked on the path of Cantonese opera inheritance.

No pursuit of utility

Speaking of her past work translating

Cantonese opera materials, Chan admitted it was full of hardships. Recalling the 2010s, she had to consult veteran Cantonese opera performers in person to obtain valuable old materials. Yet she has no regrets, saying that as a literature scholar, she never chases utility in everything. She feels greatly rewarded to contribute to Cantonese opera inheritance. This dedication has extended to the Cantonese opera costume exhibition at HKMU that she worked tirelessly to organize.


Chan frankly stated that the curation process was fraught with difficulties, but her unyielding spirit kept her going. "There are strict rules for wearing the costumes, which also need to fit large display cases. We had to invite specialists who regularly assist veteran performers with costume changes, making the process very complicated."

The exhibition is held in collaboration with the HKMU Library. She is grateful for the library's strong support in providing an excellent venue. The workload was

enormous during preparation, and she only breathed a sigh of relief when the exhibition was successfully launched.

Challenging translations

The detailed work of the costume exhibition also consumed a great deal of effort from the Research Centre for Arts team. All costumes are accompanied by bilingual Chinese-English descriptions. Though this is Chan's expertise, she admitted some content was extremely hard to translate, and the Chinese texts must be error-free to avoid criticism. Thus, she specially invited Cantonese opera professionals to proofread all materials.

The eight costumes carry the artistic charm of Cantonese opera over a century. Chan has taken her own steps on the path of inheriting Cantonese opera in Hong Kong. This dedication to cultural preservation is the most precious foundation and driving force for the diverse development of Hong Kong's culture. 

接待嘉賓

RECEPTION OF GUESTS



1. 西安市碑林區委書記張帆 (前排中) (21/4)
Zhang Fan (middle, front row), Secretary of the Beilin District Committee of Xi'an (21/4)
2. 廣東省肇慶市端州區委書記張浩龍 (前排中) (2/4)
Zhang Haolong (middle, front row), Secretary of the Duanzhou District Committee, Zhaoqing, Guangdong Province (2/4)
3. 廣州市大灣區辦常務副主任陳旭 (左) (22/4)
Chen Xu (left), Executive Deputy Director of the Guangzhou Greater Bay Area Office (22/4)
4. 泰中商務委員會主席、安美德集團董事長兼代理首席執行官邱威功 (左) (9/4)
Vikrom Kromadit (left), Chairman of the Thailand-China Business Council and Founder and Acting CEO of Amata Corporation PCL (9/4)
5. 廣東省行業協會聯合會會長龔少林 (前排左四) (21/4)
Gong Shaolin (fourth from left, front row), President of Guangdong Province Federation of Industry Association (21/4)

深科技分享會 推動科研成果落地



DEEPTECH SHARING SESSION EXPLORES COMMERCIALIZATION OF INNOVATION



區玉輝 Kevin Au

本會創科及產業委員會舉行“專題分享會：深科技實驗室”，邀請了香港中文大學創業研究中心主任區玉輝擔任主講嘉賓，分享該校的深科技實驗室如何通過集合科研人員、初創團隊、投資者、商界及行業專家、創業導師及工商管理碩士課程學生，帶動科研成果商業化的經驗。本會副會長、委員會專責會長楊華勇及委員會主席林智彬等出席交流。(23/4) [🔗](#)

The Innovation, Technology and Industry Committee held a DeepTech sharing session and invited **Kevin Au, Director, Centre for Entrepreneurship of CUHK**, to talk about the University's experience in commercializing research results through the integration of researchers, startup teams, investors, business and industry experts, entrepreneurship mentors, and MBA students. **Johnny Yu, the Chamber's Vice-Chairman and Supervisory Chair of the Committee**, and **Lawrence Lam, Chairman of the Committee**, attended the event and exchanged their opinions. (23/4) [🔗](#)

體驗數智賦能 走訪中醫醫院



VISIT WOMEN'S DIGITAL INTELLIGENCE EXHIBITION AND CHINESE MEDICINE HOSPITAL



本會婦女委員會組織成員參觀“數智賦能婦女和女童成果展”及香港中醫醫院。透過觀看展覽，團員深入了解國家在“十五五”規劃佈局下，以數智賦能推動男女平等、促進婦女及女童全面發展的豐碩成果。隨後，團員前往參觀香港中醫醫院，該醫院是香港首間中醫醫院，並以公私營合作模式運作。當日團員由**香港中醫醫院總經理（財務）呂家豪**熱情接待，他詳細介紹了醫院的設施、服務概況及打造中西協作、醫療康養一體化的創新發展模式，讓團員了解傳統醫學與現代專科服務相結合的實踐路程。(25/4) [🔗](#)

The Ladies' Committee organized a delegation to visit the “China's Progress in Digital and Intelligent Empowerment for Women and Girls” exhibition and the Chinese Medicine Hospital of Hong Kong (CMHHK). Through the exhibition tour, participants gained in-depth understanding of the remarkable achievements made by the nation. Under the blueprint of the 15th Five-Year Plan, digital intelligence empowerment has advanced gender equality and boosted the all-round development of women and girls. The group then proceeded to visit the CMHHK, Hong Kong's first dedicated Chinese medicine hospital, which operates under a public-private partnership model. On the day, the group was warmly received by **Leo Lui, General Manager (Finance) of CMHHK**. He gave a detailed briefing on the hospital's facilities and services, as well as its innovative development model of forging Chinese-Western medical collaboration and integrating medical treatment with wellness care. The visit enabled members to learn about the practical progress of combining traditional medicine with modern specialist healthcare services. (25/4) [🔗](#)

會員活動

MEMBERS' ACTIVITIES



1



2

1. 創科及產業委員會前往大埔創新園參觀維特健靈大藥廠及聯泰香港鮮蛋液有限公司的生產基地，了解企業如何透過科技提升效益與競爭力。(17/3)

The Innovation, Technology and Industry Committee visited the production bases of Vita Green and Luen Tai Hong Kong Fresh Liquid Eggs Limited at Tai Po InnoPark to learn how companies enhance efficiency and competitiveness through technology. (17/3)

2. 九龍西區聯絡處、九龍東區聯絡處及、新界區聯絡處合辦防騙講座，邀請香港警務處旺角警區警民關係組代表，講解近期常見騙案手法及應對建議。(21/4)

The Kowloon West District Liaison Committee, Kowloon East District Liaison Committee and New Territories District Liaison Committee jointly organized a fraud prevention seminar, explaining common recent fraud methods and corresponding countermeasures. (21/4)