

商 峇

CGCC VISION

“雙謝”論中東 國際新棋局

TWO TSES ON THE MIDDLE EAST: A NEW GLOBAL LANDSCAPE

慶賀神舟 23 升空 港彥首航逐夢蒼穹
Shenzhou-23 Launches: Hong Kong's First
Astronaut Reaches for the Stars

政策持續優化 賦能企業穩健“出海”
Continuous Policy Optimization Empowers
Enterprises to Go Global Steadily



香港中華總商會

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抓緊地緣變局下的新機遇

SEIZING NEW OPPORTUNITIES AMIDST GEOPOLITICAL SHIFTS

或 家主席習近平上月分別與美、俄元首會晤，為推進環球政經局勢穩定發展注入強心針。行政長官率領的商貿代表團早前亦完成出訪中亞行程，為港商及內地“出海”企業探索新興市場打好重要基礎。香港工商界必須抓緊新形勢下多元發展新機遇，更主動參與對接內地和“一帶一路”新興市場，把“超級聯繫人”角色做深做實，在變局中精準定位，將機遇化為實質合作。

開拓新興市場發展機遇

面對國際政經新格局變化，香港工商界已從過往較專注於歐美等傳統海外市場，逐步將目光投放至“一帶一路”倡議覆蓋的新興市場。近年，包括中東、東盟及中亞地區，正獲得越來越多本港企業的關注。

早前，特區政府率領商貿代表團出訪中亞的哈薩克斯坦與烏茲別克斯坦，中總亦全力支持並積極參與其中。代表團此行考察當地創科與金融發展，與兩國政商領袖對接交流，簽署多份涵蓋數碼科技、初創及人工智能等領域的合作備忘錄，並促成香港至哈薩克直航航線於明年首季開通，正是將新興市場發展潛力落實為具體行動。

中亞各國在推動經濟多元化過程中，對基礎設施、物流銜接、跨境融資、合規與法律服務等需求殷切。香港企業要拓展中亞市場合作商機，需要更早建立關係、更清楚掌握當地制度與落地節奏。中亞團此行可為香港以至內地企業探索當地龐大市場潛力，更可協助中亞市場連通內地、東南亞及東亞地區的資金與產業鏈，進一步鞏固和提升香港“內聯外通”功能角色。

打造企業“出海”首選平台

國家“十五五”規劃強調高水平對外開放，“引進來”與“走出去”並重，香港正是不可替代的雙向平台。香港尤其可協助內地企業善用本地專業服務對接海外規則的優勢，主動開拓東盟、中亞以至中東等新興市場。事實上，“出海”已不限於製造業，數字經濟、金融科技、綠色能源等服務型產業同樣潛力巨大。香港有能力從“產品轉運站”轉變為“企業出海服務中心”，提供從市場准入到跨境爭議解決的全鏈條支持。

隨着“世界品牌日”正式落戶香港並舉辦世界品牌大會，工商界更應積極推動香港從“產品出海”邁向“品牌出海”。國際品牌科學院已落戶香港，我們可善用香港在檢測認證、知識產權保護等領先優勢，打造集評價、交易、展示於一體的國際品牌中心，助力更多國潮品牌走向世界，同時吸引國際高端品牌匯聚香港。

強化企業互動對接

中總一直不遺餘力推動香港與內地和海外市場加強交流合作，助力會員開拓新興市場。多年來透過持續組織考察交流活動，協助企業對接當地合作夥伴，累積實務經驗，尤其積極與中東、東盟、中亞地區國家探討在粵港澳大灣區及“一帶一路”市場的合作商機。

本人於今年二月出訪哈薩克斯坦，期間拜會該國總統，探討中哈兩國經貿合作、產業對接、人文交流等核心議題，以及香港可擔當的功能角色。回港後更親自向中總成員分享哈國考察經驗及當地蘊藏商機，並邀請哈薩克斯坦駐港總領事出席交流，為會員企業及本地工商界開拓當地市場奠下合作基礎。

中總上月亦聯合上海工商聯舉辦滬港企業家圓桌會，邀請兩地政商界高層領導與企業精英，探索滬港共拓“出海”新機遇。我亦率領工商代表團赴海南考察，拜訪相關部委並參與瓊港企業家合作大會，圍繞海南自貿港建設機遇和瓊港產業互補深入交流，並為兩地金融、物流、醫療、貿易、旅遊等領域企業家提供“一對一”對接機會。

環球政經新形勢急速轉變，既為香港帶來挑戰，也迎來新一輪黃金發展新機遇。香港工商界要做好主動對接，特別是積極配合特區政府首份五年規劃的各項工作，為融入國家“十五五”做好部署，更好發揮香港的獨特功能，聯動內地企業一起“出海”探索，將香港優勢轉化為共同發展成果。

Last month, President Xi's back-to-back meetings with the leaders of the US and Russia sent a clear signal: great-power engagement remains the bedrock of global stability. Meanwhile, a business delegation led by the Chief Executive recently wrapped up a visit to Central Asia, laying crucial groundwork for Hong Kong businesses and Mainland enterprises looking to “go global” into

“面對環球政經新格局，香港工商界應把握市場機遇，把“超級聯繫人”角色，轉化為可落地、可合作的優勢。

In the face of an evolving global political and economic landscape, Hong Kong's business community must capitalize on market opportunities, transforming its “super-connector” role into tangible, collaborative advantages.”

emerging markets. For Hong Kong's business sector, the imperative is clear — to proactively engage with and integrate into Mainland and “Belt and Road” (B&R) emerging markets, thereby deepening and solidifying its role as a “super-connector.” This strategic positioning, set against a shifting global landscape, will turn opportunities into tangible cooperation.

Seizing development opportunities in emerging markets

In response to the shifting international political and economic order, Hong Kong's business community has progressively turned its focus away from traditional markets like Europe and the Americas and toward the emerging markets under the B&R Initiative. In recent years, regions such as the Middle East, ASEAN and Central Asia have drawn growing attention from Hong Kong enterprises.

A case in point is the recent visit by the HKSAR government's business delegation to Kazakhstan and Uzbekistan — actively supported and participated in by CGCC. The delegation explored local innovation, technology and financial developments, and engaged with political and business leaders from both nations. The visit resulted in the signing of multiple MoUs covering digital technology, startups and artificial intelligence, and also facilitated the establishment of direct flights between Hong Kong and Kazakhstan, scheduled to commence in the first quarter of next year. These outcomes represent a concrete step toward translating the potential of emerging markets into practical results.

As Central Asian nations pursue economic diversification, their demand for infrastructure, logistics connectivity, cross-border financing and compliance and legal services is growing rapidly. To effectively expand into the Central Asian market, Hong Kong enterprises must build relationships early and develop a clear grasp of local regulations and business practices. The recent trip has given Hong Kong and Mainland enterprises valuable insights into the region's vast market potential, while also helping Central Asian markets connect with capital and industrial supply chains across Chinese mainland, Southeast Asia and East Asia — thereby further strengthening Hong Kong's role as a vital link.

Building a Premier Platform for Enterprises “Going Global”

The nation's 15th Five-Year Plan emphasizes high-level opening-up, prioritizing both “bringing in” and “going out.” In this context, Hong Kong serves as an irreplaceable two-way platform. Specifically, Hong Kong can help Mainland enterprises leverage local professional services to align with international norms while proactively exploring emerging markets in ASEAN, Central Asia and beyond. Indeed, “going global” is no longer confined to manufacturing; service-oriented industries such as the digital economy, fintech and green energy also hold immense potential. Hong Kong has the capacity to evolve from a “product transshipment hub” into a “global enterprise service center,” offering comprehensive support ranging from market entry to cross-border dispute resolution.

With World Brand Day officially establishing its presence in Hong Kong and hosting the World Brand Congress, the business community should vigorously promote Hong Kong's transition from “product export” to “brand export.” The International Academy of Brand Science has already been established in Hong Kong. We can leverage Hong Kong's leading advantages in testing, certification and intellectual property protection to create an international brand center integrating evaluation, trading and exhibition. This will empower more “Guochao” (China chic) brands to reach global markets while simultaneously attracting high-end international brands to Hong Kong.

Enhancing Enterprise Interaction and Connectivity

CGCC has consistently championed stronger exchange and cooperation between Hong Kong, the Chinese Mainland and overseas markets, helping its members explore emerging markets. Through years of continuous study tours and exchange activities, we have helped enterprises connect with local partners and accumulate practical experience — particularly in exploring business opportunities within the Greater Bay Area and B&R markets across the Middle East, ASEAN and Central Asia.

In February of this year, I visited Kazakhstan and met with the President to discuss core issues such as China-Kazakhstan economic and trade cooperation, industrial alignment, cultural exchanges and the functional role Hong Kong can play. Upon returning to Hong Kong, I personally shared my experiences and the business opportunities in Kazakhstan with CGCC members, and invited the Consul General of Kazakhstan in Hong Kong to an exchange event — laying a foundation for our member enterprises and the local business community to develop the market.

Last month, CGCC also co-organized the 2026 Shanghai-Hong Kong Entrepreneurs Roundtable with the Shanghai Federation of Industry and Commerce, inviting senior political and business leaders and corporate elites from both regions to explore new opportunities for Shanghai and Hong Kong to “go global” together. I also led a business delegation to Hainan for an inspection visit, meeting with relevant ministries and participating in the Hainan-Hong Kong Entrepreneurs Cooperation Conference. We engaged in in-depth discussions on the opportunities presented by the Hainan Free Trade Port's development and the complementary industries of Hainan and Hong Kong, and provided one-on-one business matching for enterprises in finance, logistics, healthcare, trade and tourism from both regions.

The rapidly changing global political and economic landscape presents both challenges and a new wave of golden development opportunities for Hong Kong. The Hong Kong business community must proactively engage — particularly by actively supporting the various initiatives outlined in the HKSAR government's first five-year plan. This strategic alignment with the nation's 15th Five-Year Plan will better enable Hong Kong to leverage its unique strengths, collaborate with Mainland enterprises in exploring global markets, and transform Hong Kong's advantages into shared development achievements. 



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全面提升香港國際航運中心競爭力

COMPREHENSIVELY ENHANCE THE COMPETITIVENESS OF HONG KONG AS AN INTERNATIONAL MARITIME CENTRE

在5月13日立法會會議上，我動議了自己首個議員議案，與一眾同事討論“全面提升香港國際航運中心競爭力”。“十五五”規劃明確支持香港鞏固提升作為國際航運中心的地位，並提出“深化粵港澳合作，持續推動重點領域合作實現突破，促進港口、機場和軌道交通協同發展”。香港必須做好首份五年規劃，將國家戰略轉為具體行動。

近幾年全球供應鏈重構，地緣政治風險加劇，導致貨源流失、成本高企。面對這些結構性挑戰，需要有系統、有前瞻的策略部署。未來香港航運樞紐的競爭力取決於是否可以整合區域協同、綠色航運、航運港口科技以及高端專業服務。

加強區內港口協調

這兩年，香港港口貨櫃吞吐量跌至大約1,300萬個標準箱，反觀深圳港和廣州港的吞吐量屢創新高。在“十五五”規劃及大灣區資源共享的框架下，我建議香港特區政府積極聯同廣東省、深圳市、廣州市，以組合港模式共同分配航線和貨運量，引導南沙港和深圳港將部分國際中轉及高增值貨源分流至葵青貨櫃碼頭。最終目標是將香港碼頭吞吐量提升至1,500萬標準箱或以上。我們需要加強大灣區港口協調，令區內港口形成功能互補、分工清晰，深圳港對接高科技產品出口，廣州港深耕內陸多式聯運，而香港則聚焦國際轉運、高價值貨物和航運服務，將區域競爭轉化為整體優勢。

推動航運港口科技

航運業新一輪競爭，不單只是港口效率競賽，更是數據處理能力競賽。以我熟悉的中遠海運為例，兩年前已從傳統航運公司轉型為航運科技公司，利用涵蓋全球八萬艘商船一共800萬條歷史航線、4,000多萬個船舶行為數據，以及全球5,000多個港口近三萬個泊位的資料，用大數據協助船公司規劃最省錢、最省時的航線。這個例子正好說明，智能化絕對是未來航運業競爭力的關鍵因素。

特區政府亦可以考慮為碼頭運營商提供直接的升級補貼，包括自動化和智能化的改造，例如自動化橋吊、無人駕駛拖車等改造。另一方面，政府應該大力支持航運業與本地大專院校研發合作，設立航運科技研發基金，推動大學與港口營運商進行訂單式的產學研合作。

靈活應用綠色燃料

香港成功完成了首次液化天然氣及甲醇綠色燃料加注，證明具備相關條件和能力。其實不少內地城市在綠色低碳轉型方面做得不錯，例如上海已經提出“打造國際航運綠色燃料加注中心和交易中心”的路線圖，有香港值得借鑒的地方。

電動商用船也極具發展潛力。例如，“穗港電航01”號配備了三個總容量近6,000千瓦時的移動電源，能夠在航行與靠泊期間實現零排放，並可快速更換，有效解決內河充電設施不足的問題。我建議特區政府在未來五年規劃中，考慮啟動維多利亞港的電動商用船試點項目，積極推動綠色航運建設。

發展高增值航運保險

在航運保險方面，貿易戰以及紅海局勢等因素，都令香港市場角色變得非常被動。特區政府應積極支持航運保險機構拓展全球服務網絡，特別在再保險領域，香港完全有能力自主建立風險承保機制，而非長期依賴其他國家的承保網絡。同時，政府亦要促進航運融資與結算的便利化，大力支持船舶製造及海運運費以人民幣結算，加快推動船舶融資租賃業務，提升資金跨境收付的便利度，將航運服務與國家金融戰略深度結合。

全球航運業正處於挑戰與機遇並存的關鍵時期，只要我們善用“背靠祖國、聯通國際”的優勢，在國家支持及特區政府帶領下，香港國際航運中心一定能夠乘風破浪，再創輝煌。

At the Legislative Council meeting on 13 May, I moved my maiden Member's Motion and discussed with fellow colleagues the proposal of Comprehensively Enhancing the Competitiveness of Hong Kong as an International Maritime Centre. The 15th Five-Year Plan explicitly underpins Hong Kong's efforts to consolidate and upgrade its position as an international maritime center, and puts forward the initiative to "deepen Guangdong-Hong Kong-Macao cooperation, continuously strive for breakthroughs in key areas of collaboration, and advance the coordinated development of ports, airports and rail transit". Hong Kong must fully implement its inaugural five-year plan to turn national strategies into tangible initiatives.

“十五五”規劃明確支持香港鞏固提升作為國際航運中心的地位。香港必須做好首份五年規劃，將國家戰略轉為具體行動。

The 15th Five-Year Plan clearly supports Hong Kong in consolidating and elevating its status as an international maritime center. Hong Kong must deliver on its first five-year plan and translate national strategies into concrete actions.

In recent years, the restructuring of global supply chains and escalating geopolitical risks have led to cargo diversion and surging operating costs. Faced with these structural challenges, systematic and forward-looking strategic planning is imperative. The future competitiveness of Hong Kong as a maritime hub hinges on its capacity to integrate regional coordination, green shipping, maritime and port technology and high-end professional services.

Strengthen intra-regional port coordination

In the past two years, Hong Kong's port container throughput has fallen to around 13 million TEUs, while the throughput of Shenzhen Port and Guangzhou Port has repeatedly hit new highs. Under the framework of the 15th Five-Year Plan and resource sharing within the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area), I propose that the HKSAR Government actively collaborate with Guangdong Provincial Government, Shenzhen and Guangzhou authorities to allocate shipping routes and cargo volumes under a combined port model. It should guide Nansha Port and Shenzhen Port to divert part of their international transshipment and high-value cargo to Kwai Tsing Container Terminals. The ultimate goal is to raise Hong Kong's terminal throughput to 15 million TEUs or above.

We need to strengthen port coordination across the Greater Bay Area to foster functional complementarity and clear division of labor among regional ports. Shenzhen Port can focus on handling high-tech product exports, Guangzhou Port can deepen multimodal inland river transport, and Hong Kong can specialize in international transshipment, high-value cargo and maritime services, turning regional competition into collective competitive advantages.

Promote maritime and port technology

The new round of competition in the maritime industry is not merely a race in port operational efficiency, but also a contest in data processing capability. Take COSCO SHIPPING, an enterprise I am familiar with, as an example. Two years ago, it transformed itself from a traditional shipping firm into a maritime technology enterprise. Leveraging data covering 80,000 global merchant vessels, over 8 million historical shipping routes, more than 40 million vessel behavioral records and information on nearly 30,000 berths at over 5,000 ports worldwide, it adopts big data to help shipping companies plan the most cost-effective and time-efficient routes. This example fully illustrates that intelligentization is undoubtedly the core driver of competitiveness for the future maritime industry.

The HKSAR Government may also consider providing direct upgrade subsidies to terminal operators for automation and intelligentization retrofits, such as automated quay cranes and driverless terminal tractors. On the other hand, the Government should vigorously support R&D collaboration between the maritime industry and local tertiary institutions, set up a Maritime Technology R&D Fund, and drive order-oriented industry-university-research cooperation between universities and port operators.

Optimize the application of green fuels

Hong Kong has successfully completed its first bunkering trial of liquefied natural gas and methanol green fuels, proving it possesses the relevant conditions and capabilities. In fact, many Mainland cities have made remarkable progress in green and low-carbon transition. For instance, Shanghai has rolled out a roadmap to develop itself into an international green fuel bunkering and trading center for maritime transport, offering valuable reference for Hong Kong.

Electric commercial vessels also boast huge development potential. For example, the "Sugang Dianhang 01" is equipped with three mobile power batteries with a total capacity of nearly 6,000 kWh, achieving zero emissions during navigation and berthing. It also supports rapid battery replacement, effectively addressing the shortage of inland river charging facilities. I suggest the HKSAR Government launch a pilot scheme for electric commercial vessels in Victoria Harbour under the upcoming five-year plan to actively advance the development of green shipping.

Develop high-value-added maritime insurance

In terms of maritime insurance, factors including trade frictions and the volatile situation in the Red Sea have left Hong Kong in a passive market position. The HKSAR Government should proactively support maritime insurance institutions in expanding their global service networks. Particularly in the reinsurance sector, Hong Kong is fully capable of establishing an independent risk underwriting mechanism, instead of relying long-term on underwriting networks of other regions. Meanwhile, the Government should facilitate maritime financing and settlement, strongly support RMB settlement for shipbuilding and ocean freight charges, accelerate the development of ship financial leasing, and enhance the convenience of cross-border capital receipts and payments. This will further integrate maritime services with national financial strategies.

The global maritime industry is at a critical juncture with both challenges and opportunities. By capitalizing on Hong Kong's unique edge of being rooted in the motherland and connected to the world, and with national support plus leadership from the HKSAR Government, Hong Kong as an international maritime center will surely forge ahead against all odds and scale new heights of glory. 🚢

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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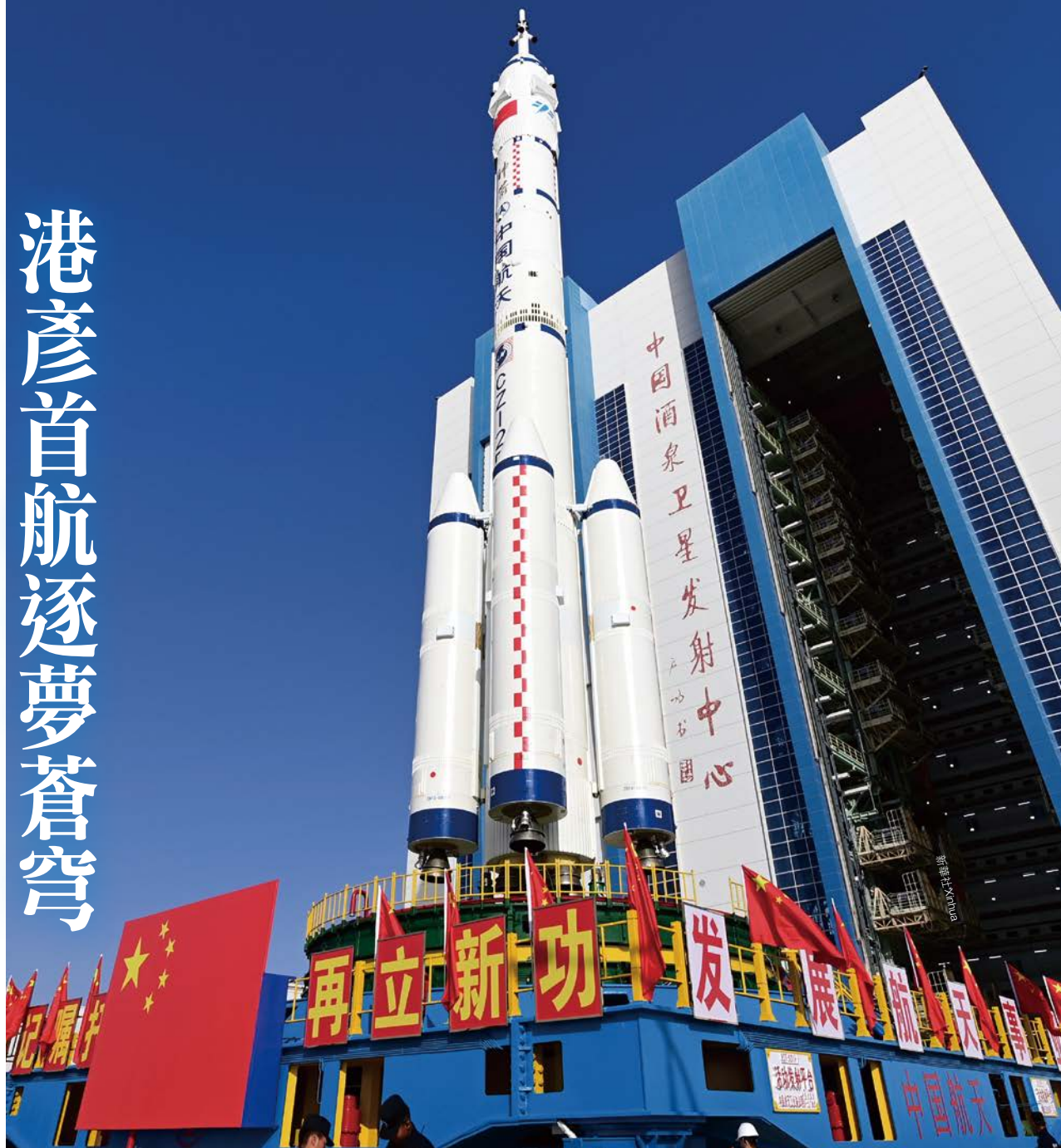
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慶賀 神舟23 升空

港彥首航 逐夢蒼穹



SHENZHOU-23 LAUNCHES: HONG KONG'S FIRST ASTRONAUT REACHES FOR THE STARS

神舟 23 號載人飛船發射任務圓滿成功，本會多位首長和成員觀看出征儀式和升空直播，見證首位香港航天員黎家盈參與國家航天飛行任務，感受殊深。

The launch mission of the Shenzhou-23 manned spacecraft has achieved complete success. Office-Bearers and members of the Chamber watched the departure ceremony and live broadcast of the launch, and were deeply moved to witness Lai Ka-ying, the first Hong Kong astronaut, participate in the national spaceflight mission.

“會長蔡冠深

本次任務實現香港航天領域歷史性突破，是香港融入國家航天發展的重要里程碑，社會各界倍感榮耀與振奮。香港首位升空載荷專家黎家盈從警務崗位踏向浩瀚星海，憑藉堅毅與專業圓航天夢，彰顯永不言棄的追夢精神，為香港各界樹立亮眼榜樣。

國家航天事業穩步前行，科技實力不斷攀升，充分體現我國科技自立自強的雄厚實力。國家大力支持香港打造國際創新科技中心，開放國家重大科研平台，讓香港人才有機會參與頂級項目，貢獻港人才智。

中總將全力配合國家航天事業與科技創新發展，包括繼續透過贊助和參與舉辦少年太空人體驗營，組織本港青年到內地體驗航天員訓練，推動香港年輕一代加深認識國家航天科技發展與成就。”

“副會長曾智明

歷經 30 餘年耕耘，我國載人航天從首飛圓夢到空間站常態運行，邁入新階段。黎家盈入選是“一國兩制”在航天領域的亮眼成果，象徵香港科研實力與國際優勢反哺國家航天事業，國家發展亦為港人拓寬發展平台。今次港人入選，更樹立港青科技報國榜樣，豐富國家航天人才結構。先父曾憲梓設立航天基金助力航天發展，我將延續報國初心。預祝神舟 23 號任務圓滿成功。”

“副會長楊華勇

能夠透過直播親身見證香港首位航天員隨神舟 23 號出征太空，我內心滿滿興奮與感動。身為香港人，目睹黎家盈通過層層選拔，正式踏足國家載人航天事業，由衷振奮與自豪。她的圓夢之路，生動詮釋香港深度融入國家發展大局、以科研實力貢獻國家建設。這既是“一國兩制”碩果，也將鼓舞無數香港青年深耕科研、報效祖國。我衷心為黎家盈喝彩，預祝任務一切順利、凱旋歸航！”

“副會長張學修

我滿懷激動觀看神舟 23 號發射直播，火箭騰空之際，滿心自豪。回望祖國航天由弱到強的發展，從首顆人造衛星到自建空間站，如今香港科研人員登上太空，半世紀的喜悅凝聚此刻。香港首位載荷專家黎家盈順利出征，步履從容，既是個人榮耀，亦是全港光榮，為香港青年樹立報國典範。這充分體現國家對香港人才的認可，印證“一國兩制”優勢。謹向全體航天員致敬，祝任務圓滿、航天員平安凱旋，香港市民遙望星空為眾人喝彩。”

“副會長李引泉

神舟 23 號順利發射、黎家盈順利踏足太空，既彰顯國家航天科研雄厚實力，更是“一國兩制”落地、香港深度融入國家發展大局的生動寫照。黎家盈由香港本土培養成才，憑藉紮實的理工專業功底脫穎成為航天載荷專家，為香港年青人樹立鮮活榜樣。她的追夢經歷，能夠有效喚起香港學子對科研的熱忱，鼓舞新一代青年積極深耕 STEM 相關學科，懷抱航天理想鑽研前沿科技，把握國家蓬勃發展帶來的海量機遇，憑專長報效國家。”

“副會長姚祖輝

神舟 23 號順利發射，我與在上海考察的多位議員一同觀看直播，同賀這一歷史時刻。更令人驕傲的是，嶺南大學在這次國家級任務中貢獻了關鍵科研力量！由嶺大深圳研究院院長李佳教授率領的團隊，建立了覆蓋全國超過一半排放源的碳排放源數據庫，正是由黎家盈在太空操作的“天韻相機”的“地圖”與“導航系統”，正正展示香港在國家科研發展中不可替代的獨特優勢。祝賀神舟 23 號發射圓滿成功，期盼日後愈來愈多香港青年憑藉所長，投身國家科研建設。”

“副會長李惟宏

熱烈祝賀神舟 23 號順利升空！土生土長的港人黎家盈成為首位出征太空的香港航天員。黎家盈入選印證國家對香港科研人才的認可，充分彰顯“一國兩制”優勢與香港科研潛力。作為金融服務界，深知科技創新與資本市場息息相關。航天科技是前沿賽道的制高點，也是未來產業的核心領域。黎家盈的努力，必將激勵更多香港青年投身創科，為國家科技自立自強貢獻力量。”

“副會長樊敏華

欣賀香港首位載荷專家黎家盈搭乘神舟 23 號升空，紫荊綻放太空，是“一國兩制”重要里程碑。黎家盈港大博士出身，任職警司多年，憑紮實專業通過國家嚴格篩選與密集航天訓練，成為港澳首名女航天員。升空後她將開展太空科研，銜接本港科研項目，輸出香港科研力量。其圓夢歷程，得益國家開放航天平台，既印證香港人才實力，亦鼓舞香港青年投身創科、報效國家。預祝黎家盈任務圓滿、平安凱旋。”

“副會長楊燕芝

熱烈祝賀神舟 23 號順利發射。我聯同中總青委成員收看直播，親歷這歷史時刻，滿心振奮。黎家盈成為香港首位航天員，圓滿實現港人征空夢想。她憑自身實力踏上太空征途，既彰顯香港女性的才華與擔當，亦是香港融入國家發展大局的鮮明例證。火箭騰空之際，切身體會國家航天實力與民族榮耀。黎家盈的經歷將啟發無數香港年輕人，特別是年青女性，勇於追夢，立足所長服務國家、實現抱負。”



“ Chairman Jonathan Choi

This mission marks a historic breakthrough in Hong Kong’s aerospace sector and an important milestone for Hong Kong’s integration into the national aerospace development, filling all sectors of society with pride and excitement. As the first payload specialist to travel to space, Lai has stepped from the police force into the vast sea of stars. With perseverance and professionalism, she has fulfilled her space dream, embodying the never-give-up spirit of pursuing dreams and setting a shining example for all sectors of Hong Kong.

The national aerospace cause has been advancing steadily, with China’s scientific and technological strength continuously rising, fully demonstrating the country’s strong capabilities in self-reliance and self-improvement in science and technology. The state strongly supports Hong Kong in building an international innovation and technology hub, and opens up major national scientific research platforms, allowing talents from Hong Kong to participate in top-level projects and contribute their wisdom.

The Chamber will fully cooperate with the development of the national aerospace cause and scientific and technological innovation, including continuing to sponsor and participate in the organization of the Young Astronaut Experience Camp, organizing young people from Hong Kong to the Chinese Mainland to experience astronaut training, and promoting the younger generation of Hong Kong to deepen their understanding of the development and achievements of the national aerospace science and technology.”

“ Vice-Chairman Ricky Tsang

After more than 30 years of hard work, China’s manned space program has entered a new stage, from the successful first flight to the regular operation of the space

station. Lai’s selection is a remarkable achievement of the “One Country, Two Systems” principle in the aerospace sector, symbolizing that Hong Kong’s scientific research strength and international advantages are contributing back to the national aerospace cause, while the country’s development has also broadened the development platform for people in Hong Kong. This time, the selection of a Hong Kong resident has further set an example for Hong Kong youth to serve the country through science and technology, and enriched the talent structure of the national aerospace sector. Tsang Hin-chi, my father, established an aerospace fund to support the development of the aerospace industry, and I will continue this original aspiration of serving the country. I wish the Shenzhou-23 mission a complete success.”

“ Vice-Chairman Johnny Yu

Being able to personally witness the first Hong Kong astronaut embark on a journey to space with Shenzhou-23 through the live broadcast, I am filled with excitement and emotion. As a person from Hong Kong, I am truly inspired and proud to see Lai pass through multiple rounds of selection and officially join the national manned space program. Her journey to fulfilling her dream vividly illustrates Hong Kong’s deep integration into the overall national development and its contribution to national construction through scientific research strength. This is not only a fruitful result of the “One Country, Two Systems” principle, but will also inspire countless young people in Hong Kong to devote themselves to scientific research and serve the motherland. I sincerely cheer for Lai, and wish the mission all the best and a triumphant return!”

“ Vice-Chairman Charles Cheung

I watched the live broadcast of the Shenzhou-23 launch with great excitement, and was filled with pride the moment

the rocket lifted off. Looking back at the development of the motherland's aerospace industry from weakness to strength, from the launch of the first artificial satellite to the construction of its own space station, and now to Hong Kong's scientific researchers traveling to space, the joy of half a century is condensed in this moment. Lai, Hong Kong's first payload specialist, set off smoothly with calm steps. This is not only her personal honor, but also the glory of the entire Hong Kong, setting a model for Hong Kong youth to serve the country. This fully reflects the state's recognition of talents from Hong Kong and confirms the advantages of the "One Country, Two Systems" principle. I would like to pay tribute to all astronauts, wish the mission a complete success and the astronauts a safe and triumphant return. Hong Kong's Citizens are looking up at the stars and cheering for all of you. ”

“ Vice-Chairman Li Yinquan

The successful launch of Shenzhou-23 and Lai's smooth journey to space not only demonstrate the strong scientific research strength of the national aerospace industry, but also vividly reflect the implementation of the "One Country, Two Systems" principle and Hong Kong's deep integration into the overall national development. Lai, who was born and raised in Hong Kong, has stood out to become an aerospace payload specialist with her solid professional foundation in science and engineering, setting a vivid example for young people in Hong Kong. Her experience of pursuing dreams can effectively arouse the enthusiasm of Hong Kong students for scientific research, inspire the new generation of young people to actively delve into STEM-related disciplines, study cutting-edge science and technology with space ideals, seize the numerous opportunities brought by the country's vigorous development, and serve the country with their expertise. ”

“ Vice-Chairman Andrew Yao

Shenzhou-23 was successfully launched, and I watched the live broadcast together with several legislators who were on an inspection tour in Shanghai, celebrating this historic moment together. What makes us even prouder is that Lingnan University has contributed key scientific research strength to this national-level mission! The team led by Professor Jia Li, Dean of the Shenzhen Research Institute of Lingnan University, has established a carbon emission source database covering more than half of the emission sources across the country, which is exactly the "mapping and navigation system" for the "Tianyun Camera" operated by Lai in space. This fully demonstrates Hong Kong's irreplaceable and unique advantages in the national scientific research development. Congratulations on the successful launch of Shenzhou-23, and we look forward to more young people from Hong Kong devoting themselves to the national scientific research construction with their expertise in the future. ”

“ Vice-Chairman Robert Lee

Warm congratulations on the successful launch of Shenzhou-23! Lai, a native of Hong Kong, has become the first Hong Kong astronaut to embark on a journey to space. Lai's selection confirms the state's recognition of Hong Kong's scientific research talents, and fully demonstrates the advantages of the "One Country, Two Systems" principle and Hong Kong's scientific research potential. As a member of the financial services sector, I am well aware that scientific and technological innovation is closely linked to the capital market. Aerospace technology is the commanding height of the cutting-edge track and the core area of future industries. Lai's efforts will surely inspire more young people in Hong Kong to devote themselves to innovation and technology, and contribute to the country's self-reliance and self-improvement in science and technology. ”

“ Vice-Chairman Kevin Fan

Congratulations to Lai, Hong Kong's first payload specialist, on her launch into space aboard Shenzhou-23. The blooming of the bauhinia in space marks an important milestone for the "One Country, Two Systems" principle. Lai, who holds a PhD from the University of Hong Kong and has served as a Superintendent of Police for many years, has passed the strict national selection and intensive aerospace training with her solid professionalism, becoming the first female astronaut from Hong Kong and Macao. After entering space, she will carry out space scientific research, connect with Hong Kong's scientific research projects, and contribute Hong Kong's scientific research strength. Her journey to fulfilling her dream has benefited from the country's opening up of the aerospace platform, which not only confirms the strength of Hong Kong's talents, but also inspires young people in Hong Kong to devote themselves to innovation and technology and serve the country. I wish Lai a successful mission and a safe and triumphant return. ”

“ Vice-Chairman Jennifer Yeung

Warm congratulations on the successful launch of Shenzhou-23. I watched the live broadcast together with members of the Chamber's Young Executives' Committee, and was filled with excitement to experience this historic moment. Lai has become the first Hong Kong astronaut, successfully fulfilling the dream of Hong Kong people to travel to space. She has embarked on her journey to space with her own strength, which not only demonstrates the talent and responsibility of Hong Kong women, but also is a vivid example of Hong Kong's integration into the overall national development. The moment the rocket lifted off, I personally experienced the country's aerospace strength and national pride. Lai's experience will inspire countless young people in Hong Kong, especially young women, to bravely pursue their dreams, serve the country with their expertise, and realize their aspirations. ”

“雙謝”論中東

國際新棋局 TWO TSES ON THE MIDDLE EAST: A NEW GLOBAL LANDSCAPE

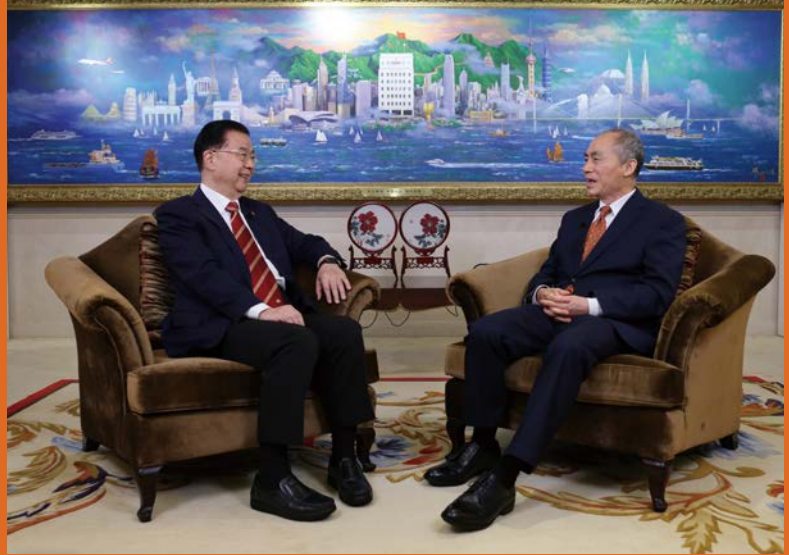
中東局勢迭變，國際棋局重塑。香港如何憑藉多重優勢拓機遇、防風險，下好未來每一着？

Amid the evolving situation in the Middle East and the reshaping of the global landscape, how can Hong Kong leverage its multiple advantages to seize opportunities, mitigate risks, and make every move wisely for the future?



挑

戰與商機，向來共生共存。中東市場對穩定金融服務、高端專業配套、跨境經貿往來與基建重建發展的需求持續釋放，為對外開放度高、制度體系完備的香港打開了全新發展賽道。今期《商薈》邀得本會永遠榮譽會長、中銀國際英國保誠資產管理有限公司董事長謝湧海及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兩位專家深度解讀時勢，從資本匯聚，談到香港優勢，再展望對接國家“十五五”的五年規劃走向。



■ 應本刊邀請，謝湧海（左）與謝國樑就今次議題拍攝了對談錄影。欲觀看相關片段，請留意中總 facebook 及微信等各大社媒帳號
Tse Yung-hoi (left) and Tse Kwok-leung filmed an interview video on this topic. To watch the related clips, please follow the Chamber's major social media accounts including Facebook and WeChat.



謝湧海
Tse Yung-hoi



謝國樑
Tse Kwok-leung

論資本流向：香港成資產優選落腳點

過往中東資本多聚焦歐美市場，而近年歐美市場環境變動頻繁，推動當地財團、家族辦公室轉而尋求更穩健的投資地。兩位專家均認為，香港憑藉遠離衝突核心、法治健全、資金進出自由、聯繫匯率體系穩固等特點，成為中東資產保全的優選落腳點。



在金融層面，香港作為全球重要國際金融中心及財富管理中心，憑藉資金自由流動、稅制簡單及法治完善等優勢，正持續吸引中東高端資本。而且，香港市場兼具流動性、投資價值與制度穩定性，不但符合中東資本對安全與回報的雙重需求，也為雙方在金融、貿易及專業服務領域拓展合作空間提供理想平台。

中東戰略資本佈局香港，本質是借力香港作為進入內地市場的跳板，精準對接內地強勁經濟增長及強大科創潛力。不少中東私募股權資本以香港為入口，投資內地科創、綠色能源及高端製造等投資領域，使香港成為地緣動盪下的全球資本避風港。



近年在環球投資者分散投資以降低風波的推波助瀾下，不少來自中東等國家或地區的“熱錢”流入香港，根據金管局公佈的數據，2025年認可機構的存款總額月均增加1,700億港元。香港具備成熟的金融平台，銀行體系流動性充裕，資本自由進出不受限制，完全可以滿足中東資本的核心訴求，吸引他們來港落戶，以香港為基地投資亞太高增長市場。

作為全球最大離岸人民幣樞紐，香港成熟的清算系統具有高度流動性，加上多元化的人民幣產品，能為中東投資者提供貿易結算、資產定價等一站式服務，滿足當地資本對中國優質資產的配置需求，亦進一步強化人民幣在國際貿易與投資地位，有助香港在鞏固傳統金融市場的同時開闢新的金融賽道。

香港與內地市場“互聯互通”的機制，讓中東資本能透過滬深港通等渠道，輕鬆參與中國這個全球第二大經濟體的增長機遇。近年香港特區政府更積極推出針對家族辦公室的稅務優惠、投資移民計劃及專業人才配套，例如“新資本投資者入境計劃”及為單一家族辦公室提供的利得稅豁免，降低中東資本的落戶成本。

論香港價值：立足國際新局 擔當往來橋樑

當前中東地緣局勢持續變動，國際經貿與資本格局迎來重組。兩位專家分別從樞紐定位、金融合作展開分析，解讀香港如何依托綜合優勢連通內地與中東，在變局之中捕捉發展新機遇。



面對外圍地緣政治及貿易摩擦持續升溫，香港早已主動推進市場多元化策略，積極拓展歐美以外的全球業務版圖，展現高度韌性與應變能力。中東局勢波動後，香港企業迅速調整國際物流線路、供應鏈及能源配置，捨棄高危航線，採用迂迴及海陸聯運等方案，維持貨物運輸與商貿穩定，同時透過自由港優勢承接轉口業務，高水平發揮國際航運樞紐功能。

與此同時，中東國家亦因應國際市場對石油依賴下降的趨勢，大力發展新能源與科創產業。中東國家資本充裕但欠缺成熟的國際融資及配套的專業服務，香港可發揮超級聯繫人優勢，扮演中國內地與中東經貿與投資往來的橋樑，例如中東光伏、氫能等新能源產業正迎來爆發式增長，香港可憑藉綠色金融領先優勢，聯動內地成熟技術、設備及完整產業鏈，向中東輸出環境、社會和管治 (ESG) 認證、項目管理及跨境綠色融資等高端專業服務，構建內地、香港與中東三方互利共贏的合作新格局，進一步鞏固香港作為國際金融、貿易及專業服務樞紐的獨特地位。



中東地緣政治持續升溫，當地財團及家族辦公室紛紛調整海外佈局，香港更成為他們的避風新據點。中東資本向來偏好歐美市場，但近年歐美市場變化頗多，促使他們尋求更穩健的第三地，香港不僅遠離中東衝突核心，法治穩定、資金自由流通及聯繫匯率制度，正好滿足家族辦公室對資產保全的核心需求。

香港特區政府於2014年至17年期間，先後三次在政府債券計劃下成功發售伊斯蘭債券，去年首隻伊斯蘭債券ETF更來港上市，是亞洲首隻追縱投資沙特政府發行的伊斯蘭債券ETF產品，更是全球首隻在沙特以外投資於里亞爾計價的伊斯蘭債券ETF。多年來，香港持續深化與中東金融合作，疏通可能存在的政策痛點，為如今更為暢順的跨境資金融通打好穩固基石。

香港憑藉其“背靠內地、聯通世界”的獨特優勢，有望充分發揮“漁人之利”。中東地區動盪未定，對日常物資、基建項目及金融服務的需求日益迫切。香港作為全球重要的貿易樞紐，不僅能承擔民生用品進出口的角色，還能提供基建與工程服務，協助中東推動城市重建項目。香港資金自由流動、法治完善，且受地緣衝突的影響有限，這些條件足以吸引中東資本落戶，使其成為中東在動盪局勢下值得信賴的穩定合作夥伴。

五年規劃：落實發展藍圖 開拓合作空間

香港首個五年規劃目前尚在編制，中東身處歐亞非樞紐，戰略地位重要、市場潛力巨大。兩位專家結合市場特點，為港商出海提供經營與風控建議，亦明確香港的戰略角色，為五年規劃方向提出建議。



香港企業開拓中東市場機遇雖大，惟不乏風險，故需兼顧經營深耕與風險可控。我建議港商在堅持本地化策略的同時，宜尊重當地宗教文化、民俗及商業規則，嚴守用工標準和產品認證，組建“國際化+本地化”團隊，建立長期信任。

至於風險管理，則可多管齊下，包括構建系統化風控體系，鑑別地緣風險，避開戰亂區域；熟悉當地法律，依重合約條款，優先選用香港仲裁機制處理糾紛；以及貿易結算宜採用信用證模式等，以穩健之姿、萬全之策應對可能發生的突發場景，全方位確保及保障跨境貿易的安全穩定。

隨着香港首個五年規劃的落地推進，全面對接國家重大發展戰略，其中“一帶一路”沿綫的中東市場處於歐亞非三大洲樞紐，是“一帶一路”建設的核心節點與關鍵通道。香港可發揮並承擔四大關鍵角色，包括提供跨境投融资服務、輸出高端專業及法律仲裁服務、發展伊斯蘭金融，以及依托北部都會區打造產業與投資平台，為中東資本落地大灣區提供新載體。



中東局勢動盪不定，對香港企業既是挑戰、也有機遇。港商拓展該地區業務時，切勿過於求成心切，須多加留意及尊重當地宗教文化，了解中東當地的商務節奏，深入觀察市場痛點，以規避可能發生的文化認知衝突。除文化習俗外，當地商業慣例、交易模式亦與其他市場存在差異。建議企業提前做好市場調研，搭配本地化運營團隊，從細節處降低溝通與經營風險，實現穩健發展。

拓展中東市場是香港五年規劃時期的一個戰略發展方向。香港有優勢在高端金融專業服務以及高科技產業方面與中東國家開展全面合作，協助中東城市重建，推動金融科技在該地區應用，成為中東市場可信賴的長期合作夥伴。

與中東開展全面合作也是香港對接“一帶一路”沿綫市場的重要實踐。透過與中東的深度聯動，香港將拓寬海外業務版圖進一步推動經濟與市場多元化發展。🔄

In this issue, we have invited two experts for an in-depth analysis of the current Middle East situation: **Tse Yung-hoi, the Chamber's Life Honorary Chairman and Chairman of BOCI-Prudential Asset Management Limited;** and **Tse Kwok-leung, Honorary Senior Research Fellow at the Lau Chor Tak Institute of Global Economics and Finance, CUHK.** They will discuss topics ranging from capital agglomeration to Hong Kong's advantages, and further look ahead to the direction of the 15th Five-Year Plan that aligns with the country's development strategy.



On capital flows: Hong Kong as the preferred destination for asset allocation

In the past, Middle Eastern capital mostly focused on European and American markets. However, the frequent changes in the market environment of Europe and the United States in recent years have driven local consortia and family offices to seek more stable investment destinations. Both experts agree that Hong Kong is the preferred foothold for Middle Eastern capital to preserve assets.



From a financial perspective, Hong Kong, with its advantages of free capital flow, simple tax system and sound rule of law, is continuously attracting high-end capital from the Middle East. Moreover, the Hong Kong market combines liquidity, investment value and institutional stability, providing an ideal platform for both sides to expand cooperation in the fields of finance, trade and professional services.

The strategic deployment of Middle Eastern capital in Hong Kong is essentially to leverage Hong Kong as a springboard to enter the Chinese Mainland market, and accurately connect with the strong economic growth and strong scientific and technological innovation potential of the Chinese Mainland. Many Middle Eastern private equity capital use Hong Kong as the entry point to invest in the Chinese Mainland, making Hong Kong a global safe haven for capital amid geopolitical turmoil.



In recent years, driven by global investors' demand for diversified investment to reduce risks, a large amount of "hot money" from countries and regions including the Middle East has flowed into Hong Kong. Hong Kong has a mature financial platform, abundant liquidity in the banking system, and unrestricted free inflow and outflow of capital, which can fully meet the core demands of Middle Eastern capital.

As the world's largest offshore RMB hub, Hong Kong's mature clearing system is highly liquid, and coupled with diversified RMB products, it can provide Middle Eastern investors with one-stop services such as trade settlement and asset pricing. This meets the local capital's demand for allocation of high-quality Chinese assets, and further strengthens the status of RMB in international trade and investment.

The "Connect" mechanisms between Hong Kong and the Chinese Mainland market allow Middle Eastern capital to easily participate in China's growth opportunities through channels such as the Shanghai-Hong Kong Stock Connect and Shenzhen-Hong Kong Stock Connect. In recent years, the HKSAR Government has also actively launched tax incentives for family offices, investment immigration schemes and supporting measures for professional talents, reducing the settlement costs for Middle Eastern capital.

On Hong Kong's value: Taking root in the new global landscape and acting as a connecting bridge

The current geopolitical situation in the Middle East continues to change, and the international economic, trade and capital landscape is undergoing restructuring. The two experts conducted analysis from the perspectives of hub positioning and financial cooperation respectively, explaining how Hong Kong can connect the Chinese Mainland and the Middle East by relying on its comprehensive advantages.



Faced with the continuous escalation of external geopolitics and trade frictions, Hong Kong has long taken the initiative to promote a market diversification strategy and actively expand its global business footprint beyond Europe and the United States. After the fluctuations in the Middle East situation, Hong Kong enterprises quickly adjusted their international logistics routes, abandoned high-risk routes, maintained the stability of cargo transportation and commerce and trade, and at the same time undertook entrepot trade by virtue of the advantages of the free port, giving full play to the function of an international shipping hub at a high level.

At the same time, in response to the declining global dependence on oil, Middle Eastern countries are vigorously developing new energy and scientific and technological innovation industries. Middle Eastern countries have abundant capital but lack mature international financing and supporting professional services. Hong Kong can give play to its advantage as a super connector and act as a bridge for economic, trade and investment exchanges between the Chinese Mainland and the Middle East. For example, the new energy industries such as photovoltaics and hydrogen energy in the Middle East are experiencing explosive growth. Hong Kong can, with its leading advantages in green finance, link up with the mature technologies, equipment and complete industrial chain of the Chinese Mainland, and export high-end professional services such as Environmental, Social and Governance (ESG) certification, project management and cross-border green financing to the Middle East.



As the geopolitical situation in the Middle East continues to escalate, Hong Kong has become a new safe haven for them. Middle Eastern capital has always preferred European and American markets, but the significant changes in these markets in recent years have prompted them to seek a more stable third destination. Hong Kong is not only far from the core of the Middle East conflict, but also has a stable rule of law, free capital flow and a linked exchange rate system, which exactly meet the core demand of family offices for asset preservation.

The HKSAR Government successfully issued Sukuk under the Government Bond Programme three times between 2014 and 2017, and last year, the world's first Sukuk ETF listed in Hong Kong, which is the first ETF outside Saudi Arabia to invest in Saudi Riyal-denominated Sukuk. Over the years, Hong Kong has continuously deepened financial cooperation with the Middle East and resolved potential policy pain points.

With its unique advantages, Hong Kong is well-positioned to fully reap the benefits. The situation in the Middle East remains volatile, and the demand for daily supplies, infrastructure projects and financial services is increasingly urgent. As an important global trade hub, Hong Kong can provide infrastructure and engineering services to assist the Middle East in promoting urban reconstruction projects. Hong Kong's free capital flow, sound rule of law, and limited exposure to geopolitical conflicts are all conditions sufficient to attract Middle Eastern capital to settle here.

Five-year plan: Implementing the development blueprint and expanding cooperation space

Hong Kong's first five-year plan is currently under formulation. Combining market characteristics, the two experts provide business and risk control suggestions for Hong Kong merchants going global, clarify Hong Kong's strategic role, and put forward suggestions for the direction of the five-year plan.



I suggest that while adhering to the localization strategy, Hong Kong merchants should respect the local religious culture, folk customs and business rules, strictly abide by employment standards and product certification, set up an "international + localization" team, and build long-term trust.

For risk management, a multi-pronged approach can be adopted, including building a systematic risk control system to identify geopolitical risks and avoid war-torn areas; being familiar with local laws, abiding by contract terms, and giving priority to using Hong Kong's arbitration mechanism to handle disputes; and adopting the letter of credit model for trade settlement to ensure and safeguard the security and stability of cross-border trade.

With the implementation and advancement of Hong Kong's first five-year plan, the Middle East market along the "Belt and Road" Initiative, located at the hub of Europe, Asia and Africa, is a core node and key channel for the construction of the "Belt and Road" Initiative. Hong Kong can play and undertake four key roles: providing cross-border investment and financing services, exporting high-end professional and legal arbitration services, developing Islamic finance and building an industrial and investment platform relying on the Northern Metropolis, so as to provide a new carrier for Middle Eastern capital to land in the Guangdong-Hong Kong-Macao Greater Bay Area.



The situation in the Middle East is volatile, so Hong Kong merchants must not be too eager for quick success. They should pay more attention to and respect the local religious culture, and conduct in-depth observation of market pain points to avoid possible cultural and cognitive conflicts. It is recommended that enterprises conduct market research in advance, set up a localized operation team, reduce communication and operation risks from details, and achieve steady development.

Expanding the Middle East market is a strategic development direction for Hong Kong during the five-year plan period. Hong Kong has the advantages to carry out comprehensive cooperation with Middle Eastern countries in high-end financial professional services and high-tech industries, assist in the urban reconstruction of Middle Eastern cities, and promote the application of financial technology in the region.

Carrying out comprehensive cooperation with the Middle East is also an important practice for Hong Kong to connect with the markets along the "Belt and Road" Initiative. Through in-depth linkage with the Middle East, Hong Kong will expand its overseas business footprint and further promote the diversified development of its economy and market. 🔄



政策持續優化 賦能企業穩健“出海”

CONTINUOUS POLICY OPTIMIZATION EMPOWERS ENTERPRISES TO GO GLOBAL STEADILY

香港憑藉“一國兩制”下的普通法制度、資金自由流動、簡單稅制及頂尖的專業服務等獨特優勢，成為內地企業“走出去”的理想平台。特區政府正積極制定首份五年規劃，其中由**商務及經濟發展局局長丘應樺**親自督導的“內地企業出海專班”，正是相關的重要舉措之一。

Leveraging its unique strengths, Hong Kong has become an ideal platform for Mainland enterprises to go global. The HKSAR Government is actively drafting its first five-year plan. A major initiative under this effort is the GoGloba Task Force, personally supervised by **Algernon Yau, Secretary for Commerce and Economic Development**.

最 新公佈的經濟數據展現了香港經濟的韌性：2026年3月整體出口及進口貨值按年分別大幅上升35.8%和41.2%，首季GDP增長5.9%。丘應樺表示，香港已躍升至全球第五大商品貿易經濟體，足證本港的國際經貿樞紐地位穩固，能為企業“借港出海”提供有力支援。

跨局跨界合作 提供客製化服務
特區政府在推動“出海”方面提供多項政策支持，當中“內地企業出海專班”積極吸引重點內地企業來港設立公司，協助它們在香港逐步發展合乎



丘應樺 Algernon Yau

海外市場標準的企業功能和業務，做好“出海”準備。自去年十月成立以來，“出海專班”致力促進跨局、跨部門、跨機構協作，成員之一的貿易發展局已正式啓動“出海專班跨界別專業服務平台”，集合八類香港專業服務提供者，包括法律、會計、金融、檢測認證等，精準對接內地出海企業的服務需求，為其提供專業、量身訂製的諮詢服務。

丘應樺指出，“出海專班”亦與國家商務部簽署合作備忘錄、協助企業建立國際合規體系，並透過駐外經貿辦、投資推廣署及貿發局“三位一體”的網絡，支援企業“出海對接”。同時，“出海專班”已舉行三次督導委員會會議，也陸續展開系列工作，包括在香港和內地省市舉辦不同主題的宣傳推廣活動。截至四月，出海專班已舉辦超過十場推廣活動，共吸引超過3,000名內地企業代表出席，其中不少均表達有意經香港“出海”。

加強推廣活動 促成內地企業外訪

丘應樺強調，香港將針對不同海外市場的具體需求，為企業提供度身訂做的出海方案。“出海專班”將繼續積極推進各項工作，包括聚焦招攬具戰略價值的內地企業來港發展。同時，會持續在香港和內地舉辦不同產業主題的推廣和對接活動，並邀請內地企業參與外訪考察，讓內地企業親身了解當地市場環境。

貿發局“出海全球通”登場

HKTDC Launches “GoGlobal Connect”

貿發局年初在內地向超過2,000家企業進行調查，當中超過八成(83%)表示有計劃透過香港的專業服務“出海”，數字較2023年(62%)顯著上升。有見“出海”需求日益殷切，局方於今年四月推出“出海全球通”服務平台。

“出海全球通”透過善用全球51個辦事處的資源，強化旗下服務，促進內地企業更有效對接香港專業服務供應商，攜手發掘全球商機，提升香港平台角色。該平台已正式落戶貿發局中小企服務中心，目前亦已跟進過百個企業出海的查詢個案。

“出海全球通”從四方面提供支援：

- 建立“出海專班跨界別專業服務平台”，匯聚八大領域的香港專業服務提供者，包括金融、法律、會計/稅務/商業諮詢服務、設計/市場推廣/品牌管理、物流運輸、通訊及資訊科技、基建及房地產、檢測及認證，方便內地企業對接；
- 在旗艦活動設立“出海全球通”專區，讓服務業機構提供諮詢服務
- 在內地舉行的商貿推廣活動加入“出海全球通”元素，推廣以香港作為“出海”平台；
- 善用貿發局環球網絡為企業提供線上線下的市場對接支援。

Earlier this year, the HKTDC surveyed over 2,000 enterprises across the Chinese Mainland. More than 80% (83%) said they planned to go global using Hong Kong's professional services — a sharp increase from 62% in 2023. Responding to the rapidly rising demand for global expansion, the HKTDC launched the “GoGlobal Connect” this April.

By drawing on resources from its 51 global offices, the platform upgrades service offerings, helps Mainland enterprises connect efficiently with Hong Kong professional service providers, jointly explore global business opportunities, and elevate Hong Kong's role as a strategic platform. The platform has officially settled at the HKTDC's SME Service Center and is now following up on more than 100 corporate inquiries regarding global expansion.

The “GoGlobal Connect” delivers support in four key areas:

- Establishing the GoGlobal Cross-sectoral Professional Services Platform, bringing together Hong Kong service providers across eight major sectors: finance, legal services, accounting/tax/business consulting, design/marketing/brand management, logistics and transportation, communications and information technology, infrastructure and real estate, as well as testing and certification, to streamline connections for Mainland enterprises;
- Setting up dedicated “GoGlobal Connect” booths at flagship events for service providers to offer on-site consulting;
- Adding “GoGlobal Connect” elements to trade promotion events held in the Mainland to promote Hong Kong as a prime platform for global expansion;
- Utilizing the HKTDC's global network to provide online and offline market matching support for enterprises



掃描二維碼，前往“出海專班跨界別專業服務平台”
Scan the QR Code to visit the GoGlobal Cross-sectoral
Professional Services Platform

今年是國家“十五五”規劃謀篇佈局之年，中央明確支持香港鞏固國際金融、航運、貿易中心地位。丘應樺說，“出海專班”會繼續發揮香港的獨特優勢，以香港所長貢獻國家所需，把“出海”服務發展成香港經濟的新增長點，同時推動香港專業服務的蓬勃發展。他鼓勵工商界善用“出海專班”，抓緊國家“十五五”時期的“出海”良機。🌀

The latest economic data reflects the resilience of Hong Kong's economy. In March 2026, overall merchandise export and import values jumped year-over-year by 35.8% and 41.2% respectively, with first-quarter GDP growing by 5.9%. Yau stated that Hong Kong has risen to the world's fifth-largest merchandise trading economy. This solidifies Hong Kong's position as an international economic and trade hub, able to deliver strong support for enterprises to enter global markets via Hong Kong.

Cross-bureau & cross-industry collaboration

The HKSAR Government offers a full range of policy support for global expansion. The GoGlobal Task Force actively attracts key Mainland enterprises to set up entities in

Hong Kong, helping them gradually build corporate functions and business operations that meet overseas market standards and fully prepare for global outreach. Since its launch last October, the GoGlobal Task Force has been promoting collaboration across government bureaus, departments and organizations. The Hong Kong Trade Development Council (HKTDC), one of its members, has officially rolled out the GoGlobal cross-sectoral professional services platform. It assembles eight categories of Hong Kong professional service providers, covering legal, accounting, financial, testing and certification and other fields, to precisely match the service needs of Mainland enterprises expanding overseas and deliver professional, customized consulting services.

Yau noted that the GoGlobal Task Force has also signed a memorandum of understanding with China's Ministry of Commerce to help enterprises build international compliance frameworks. It supports corporate global market engagement through the integrated three-tier network of overseas economic and trade offices, Invest Hong Kong and the HKTDC.

Meanwhile, the GoGlobal Task Force has held three Steering Committee meetings and launched a series of follow-up initiatives, including themed promotion events hosted in Hong Kong and the Mainland provinces and cities. As of April, more than ten promotion events have been held, attracting

over 3,000 representatives from Mainland enterprises. Many have expressed interest in entering global markets through Hong Kong.

Expand promotion events

Yau emphasized that Hong Kong will create tailored global expansion solutions for enterprises based on the specific demands of different overseas markets. The GoGlobal Task Force will continue to push forward all related work, focusing on recruiting strategically valuable Mainland enterprises to establish operations in Hong Kong. It will keep hosting industry-themed promotion and matching events in Hong Kong and the Mainland, and invite Mainland enterprises to join overseas study tours, allowing them to gain first-hand understanding of local market conditions.

This year marks the planning phase for the national 15th Five-Year Plan, with the central government explicitly supporting Hong Kong to strengthen its status as an international financial, shipping and trade center. Yau said the GoGlobal Task Force will continue to leverage Hong Kong's unique advantages, align Hong Kong's strengths with national development needs, turn global expansion services into a new growth driver for Hong Kong's economy, and fuel robust growth for Hong Kong's professional services sector. He encouraged the business community to make full use of the GoGlobal Task Force and seize global expansion opportunities during the national 15th Five-Year Plan period. 🌀

北都創科新引擎 應科院全力佈局

ASTRI: NORTHERN METROPOLIS -
A NEW INNOVATION AND TECHNOLOGY ENGINE



在香港建設國際創科中心的關鍵時刻，北部都會區（北都）正成為“南金融、北創科”佈局的核心引擎。作為香港最大的政府資助研發中心，香港應用科技研究院（應科院）正積極研究北都發展。

The Northern Metropolis (NM) is emerging as the core engine under the development blueprint of South-North dual engine (finance – I&T). As Hong Kong's largest government-funded R&D centre, the Hong Kong Applied Science and Technology Research Institute (ASTRI) is actively mapping out its development in the NM.

應 科院董事局主席李惠光表示，北都包括河套區港深創科園、新田科技城及牛潭尾，將成為香港未來新引擎，為香港注入新經濟動力，助力香港加速邁向國際創科中心。今年四月底，廣東省“十五五”規劃綱要首次提出積極對接香港北部都會區發展策略，顯示北都在粵港合作中的重要地位。

以行動說話

他透露，應科院已在展開實質行動。4月21日，應科院與香港電訊簽訂合作備忘錄，在港深創科園成立聯合研發實驗室，推動企業數碼轉型，支持香港數字經濟和智慧城市發展。雙方將結合香港電訊的網絡優勢與應科院的研發能力，共同開發人工智能、5G/6G、低軌衛星、低空經濟、網絡安全及物聯網等領域的新方案。

李惠光提到，實驗室將受惠於國家“先行先試”政策，促進各類要素便捷流動，成為跨境協作及成果轉化的平台。他強調，應科院將與香港電訊攜手開發 AI 賦能的先進通訊科技，協助企業提升競爭力，並加快科研成果從實驗室走向市場，驅動香港經濟高質量發展。

一河兩岸 填補缺口

談到北都定位，李惠光認為，這與應科院“聚焦應用研究、促成果轉化、以科技賦能百業”的目標高度契合。北都毗鄰深圳，可發揮“一河兩岸”協同效應，讓研發成果快速對接大灣區製造業基地和市場。同時，北都提供充足土地，支持建立中試基地和先導生產線，填補香港在科技產業化方面的缺口，配合全球人工智能、半導體及醫療健康科技的發展趨勢。

展望未來五至十年，李惠光期望北都成為具國際競爭力的創科高地。在人工智能領域，北都可建立開放

AI 算力平台，重點發展金融科技、智慧物流及工業 AI，孵化具國際影響力的企業。在醫療健康科技方面，配合河套生命健康產業集群，發展數字醫療、精準診斷和智能設備。在半導體及先進製造領域，則聚焦芯片設計、先進封裝等高增值環節。到2035年，北都將成為連接國際與大灣區的創科橋頭堡。

機遇與挑戰

李惠光指，北都為應科院帶來三大機遇：一是空間機遇，可建設完整研發設施和示範工廠；二是協同機遇，研發設計後快速對接深圳供應鏈；三是人才機遇，吸引國際及內地人才。與大灣區其他城市互補方面，北都應發揮香港“超級聯繫人”角色，聚焦基礎應用研究、國際標準及市場拓展，實現技術雙向流動。

李惠光亦坦言，北都發展仍處早期，面前有三大挑戰：創科生態圈未成熟、成果商業化“最後一公里”問題，以及跨境協作便利性。

對於北都，李惠光的寄語是：“立足香港、面向灣區、聯通世界”。他認為，要實現願景，需“政產學研投”緊密合作。政府做好促成者角色，科研機構注重市場導向，商界積極參與應用場景。他指出，鼓勵商界參與應科院的微電子、金融科技、智慧出行及建築四大科技聯盟，加快科研成果落地應用。

他相信，只要各方同心協力，北都必將成為香港創科重要平台，為香港融入國家發展大局、提升國際競爭力作出貢獻。他亦期待應科院全力以赴，與各界攜手共創北都未來。🌀

Sunny Lee, Board Chairman of ASTRI, stated that the NM — covering the Hetao Hong Kong-Shenzhen Innovation and Technology Park, San Tin Technology City and Ngau



李惠光 Sunny Lee

Tam Mei — will serve as Hong Kong's future growth engine, injecting new economic momentum and accelerating the city's transformation into an international innovation and technology (I&T) hub. In late April this year, the Outline of Guangdong's 15th Five-Year Plan explicitly proposed for the first time to actively align with Hong Kong's NM development strategy, underscoring the region's importance in Guangdong-Hong Kong cooperation.

Demonstrating commitment through action

Lee revealed that ASTRI has already rolled out tangible initiatives. On April 21, ASTRI signed a Memorandum of Understanding with HKT to set up a Joint Research and Development Laboratory at the Hong Kong-Shenzhen Innovation and Technology Park, driving corporate digital transformation and supporting Hong Kong's digital economy and smart city development. Leveraging HKT's network expertise and ASTRI's R&D capabilities, they will co-develop innovative solutions in artificial intelligence, 5G/6G, low-orbit satellites, low-altitude economy, cybersecurity and the Internet of Things.

Benefiting from the national “pilot first” policy, the lab will facilitate seamless flow of various elements and serve as a platform for cross-border collaboration and technology commercialization, Lee said. He stressed that ASTRI will join hands with HKT to develop AI-enabled advanced communication technologies, helping enterprises enhance competitiveness while accelerating the journey of R&D outcomes from laboratory to market, driving high-quality economic growth in Hong Kong.



■ 應科院於“香港國際創科展”設置展位。
ASTRI features an exhibition booth at InnoEX.

One river, two shores to fill industry gaps

Regarding the NM positioning, Lee said it aligns closely with ASTRI's objectives that “focus on applied research, promote commercialization, and empower all industries through technology”. Adjacent to Shenzhen, the NM can unleash synergy across the two sides of the river, enabling R&D achievements to quickly connect with manufacturing bases and markets in the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area).

Endowed with ample land resources, the NM can support the establishment of pilot-scale facilities and production lines, filling Hong Kong's gap in technological industrialization and aligning with global trends in artificial intelligence, semiconductors and healthcare technology.

Looking ahead five to ten years, Lee expects the NM to grow into an internationally competitive I&T hub. In artificial intelligence, the NM can build an open AI computing platform, focusing on developing fintech, smart logistics and industrial AI, while incubating enterprises with international influence. In healthcare

technology, complementing the Hetao life and health industrial cluster, it would develop digital healthcare, precision diagnosis and smart medical devices. In semiconductors and advanced manufacturing, focus will be on high value-added segments such as chip design and advanced packaging. By 2035, the NM will evolve into an I&T gateway connecting the international markets with the Greater Bay Area.

Opportunities and challenges

Lee identified three major opportunities the NM brings to ASTRI. First, spatial opportunities to build comprehensive R&D facilities and demonstration factories. Second, collaborative opportunities for rapid connection with Shenzhen's supply chains following R&D and design. Third, talent opportunities to attract global talent. In terms of complementarity with other Greater Bay Area cities, the NM should leverage Hong Kong's role as a “super-connector”, focusing on fundamental applied research, international standards, and market expansion to realize two-way technologies flow.

Lee also candidly acknowledged that NM development remains in its early

stages, facing three major challenges: an immature I&T ecosystem, the “last mile” problem in commercialization, and cross-boundary collaboration facilitation.

Lee's vision for the NM is “rooted in Hong Kong, oriented to the Greater Bay Area and connected to the world”. He believes realizing this vision requires close cooperation among the government, industry, academia, research and investment sectors. The government should fulfil its facilitator role while research institutions adopt a market-oriented approach. He encouraged business sector to serve as early testing partners by participating ASTRI's four major technology alliances in microelectronics, fintech, smart mobility and construction to expedite the application of research outcomes.

He is confident that with concerted efforts from all parties, the NM will become a key I&T platform for Hong Kong, contributing to the city's integration into national development and enhancing its international competitiveness. He also looks forward to ASTRI full commitment, working hand-in-hand with all sectors to co-create the future of NM. 🔄



銀髮消費升級 拓展產業邊界

SILVER CONSUMPTION UPGRADE BRINGS OPPORTUNITIES

隨着香港高齡人口持續增長，60至79歲的銀髮族已佔總人口的26%。消費者委員會的調查顯示，這個重要消費群組具備穩健資產基礎，亦展現出積極、自主的消費態度，為本地市場帶來龐大的銀髮經濟機遇。

As Hong Kong's elderly population continues to grow, the silver-haired group aged 60 to 79 already accounts for 26% of the total population. A survey by the Consumer Council shows that this important consumer group has a solid asset base and demonstrates a proactive and independent consumption attitude, bringing huge silver economy opportunities to the local market.



黎祖儀 Joey Lai

現時樂齡產品及服務層出不窮，這不僅有助提升長者生活質素，亦帶動發展相關產業和商業活動。**消費者委員會署理高級總監黎祖儀**指出，消委會在2024年展開研究，以深入了解銀髮消費者在香港和大灣區的消費模式和態度、消費背後的驅動因素，以及消費過程中所遇到的問題及滿意程度。

退休儲備殷實 消費趨積極自主

調查發現，銀髮族的財務基礎其實相當穩健，當中超過六成受訪者擁有物業，當中絕大部分已完成按揭供款；逾四成擁有超過百萬港元個人流動資產。另外，絕大多數受訪者無需供養子女，理財自主性高，具備投資與提升生活品質的能力。他們的消費模式亦見積極主動的特質，每月平均本地消費支出達7,785港元，首三大消費類別為零售購物、外出餐飲及消閒娛樂。

同時，大部分銀髮消費者都預期自己未來開支維持穩定，甚至有所增加。黎祖儀表示，他們對退休生活品質的要求不斷提升，普遍希望商戶提供專享折扣、提升產品與服務的質素和種類，並改善交通便利性。這些需求正好推動樂齡產業的多元發展，包括從智能家居輔具、健康監測設備，到樂活旅遊與終身學習課程等，形成從研發、生產，到銷售、售後服務的完整產業鏈，促進就業與技術創新。

建樂齡產業鏈 倡服務更人性化

香港銀髮經濟的潛力毋庸置疑，樂齡產品及服務的開發亦正逐步帶動從研發、生產到銷售的完整產業鏈，甚至促進跨行業合作，如地產與醫療結合成“醫養社區”、零售與數碼科技合作推出“銀髮友善網購平台”等，進一步拓展產業邊界。

在進一步釋放這股市場力量的同時，黎祖儀強調，商戶與服務提供者應不忘建立對長者更友善的消費環境。她以消委會接獲與長者相關的消費投訴為例，指出銀髮消費者於電訊服務、電器用品、健身及美容服務等範疇曾作出投訴，個案中不乏高齡、獨居、患病的長者被游說簽訂長期高收費合約，或購買不符實際需求的增值服務；亦有逾87%的受訪者曾遇上貨不對辦、退貨複雜、不熟悉以金融科技方式付款等問題。

黎祖儀建議，商戶應主動了解長者實際需要，並簡化手續、提供彈性安排、在銷售手法上多一份透明，建立“人性化”與“關顧人心”的服務形象。這些正是樂齡產業可持續發展的關鍵，也能讓香港成為區域銀髮經濟的典範城市。

以上為本會會員服務及地區事務委員會舉辦之專題講座“銀髮經濟：機遇與挑戰”精華內容。

At present, elderly-friendly products and services are emerging in an endless stream, which not only help improve the quality of life of the elderly, but also drive the development of related industries and commercial activities. **Joey Lai, Acting Senior Director of the Consumer Council**, pointed out that the Consumer Council launched a study in 2024 to gain an in-depth understanding of the consumption patterns and attitudes of elderly consumers in Hong Kong and the Guangdong-Hong Kong-Macao Greater Bay Area (Greater Bay Area), the driving factors behind consumption, as well as the problems and satisfaction levels encountered during the consumption process.

Proactive and independent consumption

The survey found that the financial foundation of the elderly group is actually quite solid: more than 60% of the respondents own property, the vast majority of which have completed mortgage repayments; more than 40% have personal liquid assets of over HKD1 million. In addition, the vast majority of respondents do not need to support their children, have high financial autonomy, and have the ability to invest and improve their quality of life. Their consumption patterns also show proactive and active characteristics, with an average monthly local consumption expenditure of HKD7,785, and the top three consumption categories are retail shopping, dining out, and leisure and entertainment.



At the same time, most elderly consumers expect their future expenses to remain stable or even increase. Lai said that their requirements for the quality of retirement life are constantly improving, and they generally hope that merchants can offer exclusive discounts, improve the quality and variety of products and services, and enhance transportation convenience. These demands are exactly driving the diversified development of the elderly industry, including smart home assistive devices, health monitoring equipment, leisure travel for the elderly, and lifelong learning courses, forming a complete industrial chain from R&D and production to sales and after-sales service, and promoting employment and technological innovation.


More humanized services

The potential of Hong Kong's silver economy is beyond doubt. The development of elderly-friendly products and services is

gradually driving the formation of a complete industrial chain from R&D and production to sales, and even promoting cross-industry cooperation, such as the combination of real estate and medical care to form "medical and nursing communities", and the cooperation between retail and digital technology to launch "elderly-friendly online shopping platforms", further expanding the boundaries of the industry.

While further unleashing this market force, Lai emphasized that merchants and service providers should not forget to build a more elderly-friendly consumption environment. Taking the consumer complaints related to the elderly received by the Consumer Council as an example, she pointed out that elderly consumers have filed complaints in the fields of telecommunications services, electrical appliances, fitness and beauty services, etc. In many cases, elderly, solitary and sick elderly people were persuaded

to sign long-term high-fee contracts or purchase value-added services that do not meet their actual needs; more than 87% of the respondents have encountered problems such as goods not matching the description, complicated return procedures, and unfamiliarity with fintech payment methods.

Lai suggested that merchants should take the initiative to understand the actual needs of the elderly, simplify procedures, provide flexible arrangements, be more transparent in sales methods, and establish a service image of "humanization" and "caring for people". These are the keys to the sustainable development of the elderly industry, and can also make Hong Kong a model city for the regional silver economy. 

The above is the essence of the seminar "Silver Economy: Opportunities and Challenges" held by the Members' Services and District Affairs Committee of the Chamber.



組團考察海南 共商瓊港合作

STUDY TOUR TO HAINAN FOR DISCUSSING COOPERATION

本會早前與海南省工商聯（總商會）合辦的“瓊港企業家合作大會”於海口市圓滿舉行。本會組織工商考察團出席，與當地政商領袖共同探索深化瓊港企業合作新契機。考察團並獲海南省、市領導接見。

The “Hainan-Hong Kong Entrepreneurs Cooperation Conference”, jointly organized by the Chamber and the Hainan Federation of Industry and Commerce, was successfully held in Haikou. The Chamber organized a delegation to attend the event, exploring new opportunities. The delegation was also received by provincial and municipal leaders of Hainan.

是次海南考察團由本會聯同粵港澳大灣區企業家聯盟組織而成。本會會長蔡冠深擔任團長，副會長張學修、樊敏華及內地事務委員會主席顏寶鈴擔任副團長，香港特區駐粵經貿辦主任李炳威、副主任蘇紫賢擔任特邀嘉賓。

大會聚焦深化兩地產業合作

海南省委書記馮飛親臨大會並致辭。他指出，海南自由貿易港全島封關運作後，開放活力持續增強、產業體系不斷優化、營商環境更加完善，正加快打造市場化、法治化、國際化一流營商環境。海南正着力發展旅遊業、現代服務業、高新技術產業和熱帶特色高效農業，期望更多香港企業投資海南，深化經貿投資、金融、數據流動、旅遊、人才交流等合作。



蔡冠深 Jonathan Choi



馮飛 Feng Fei



劉小明 Liu Xiaoming

蔡冠深強調，瓊港兩地產業和企業可探索“海南生產+香港服務+國際市場”聯動模式。香港可為海南產業提供金融、綠色金融及專業服務支援，海南亦可加快數字自貿港建設，推動數字經濟協同發展。本會將繼續發揮橋樑紐帶作用，協助香港企業把握海南自貿港機遇。

李炳威在發言時指出，瓊港企業可善用香港採購、貿易融資及高效物流服務，結合海南“零關稅”進口和島內加工增值優勢，促進自貿港發展。樊敏華、顏寶鈴分別就雙港聯動、深化產業合作、拓展全球市場分享經驗。會上，本會與海南省工商聯簽署合作備忘錄，推動瓊港合作落實。

與省市領導交流 共拓瓊港高質量發展

海南省省長劉小明與本會考察團座談時表示，香港一直是海南最主要的外來投資來源地和重要貿易夥伴，2025年在海南新設港資企業超過790家，港商投資額逾180億元人民幣，按年增長超過兩成，充分體現瓊港合作的強勁勢頭。他指出，海南與香港產業契合、合作空間廣闊，期望雙方在“十五五”規劃下共建恒常合作機制，聚焦金融服務、跨境貿易、醫療健康、商業航天、海洋科技、數字經濟、文旅消費等領域，推動重點項目落地。

蔡冠深表示，本會一直關注和支持海南自貿港建設，將繼續發揮橋樑紐帶作用，推動“港資、港法、港仲裁”模式落地海南，助力海南企業善用香港平台拓展國際市場，並引導更多香港企業把握自貿港機遇，實現互利共贏。

海南省委常委、三亞市委書記王祺揚與蔡冠深交流，介紹海南自貿港建設成效和三亞發展機遇。蔡冠深表示，三亞在高端化、品牌化、國際化、年輕化發展方面潛力巨大，本會將進一步深化與三亞交流合作，參與三亞高質量發展。

搭建企業互動對接平台

本會考察團與海南省貿促會舉辦企業合作交流會，圍繞海南自貿港建設機遇和瓊港產業互補交流，並為兩地金融、物流、醫療、貿易、旅遊等領域企業家提供“一對一”對接機會。海南省貿促會黨組書記、會長寧虹雯表示，希望與本會深化合作，為瓊港企業搭建更高效的對接渠道。張學修表示，該會將與海南省貿促會建立更緊密合作機制，推動海南企業借助香港國際平台“出海”。

實地考察發掘投資機會

考察團在海南期間走訪三亞、陵水、海口、定安、瓊海博鰲、文昌及澄邁等地，並獲當地領導陪同考察重點園區及項目。其中，三亞市副市長陳克伯陪同參觀瓊港經濟合作三亞示範區；瓊海市委書記、樂城先行區管理局黨委書記周長強出席博鰲樂城國際醫療旅遊先行區相關考察活動；海南省工商聯（總商會）主席丁飛全程陪同考察定安縣塔嶺工業園、文昌國際航天城展示中心及商業航天發射場等；在澄邁期間，澄邁縣委書記盛勇軍與蔡冠深座談交流、共商合作。考察團亦參觀三亞國際免稅城、陵水海底數據中心、陵水黎安國際教育創新試驗區等，了解海南自貿港產業規劃、招商政策及投資機遇。

This Hainan study tour was jointly organized by the Chamber the Guangdong-HK-Macao Bay Area Entrepreneurs Alliance. **Jonathan Choi, the Chamber's Chairman**, served as the Leader of Delegation; **Charles Cheung and Kevin Fan, the Chamber's Vice-Chairmen** with **Pauline Ngan, Chairman of the Chamber's Mainland Affairs Committee**, served as Deputy Leaders of Delegation; **Anthony Li, Director of the Hong Kong Economic and Trade Office in Guangdong (GDETO)**, and **So Tsz-yin, Deputy Director of GDETO**, served as special guests.

Deepening cooperation between the two regions

Feng Fei, Secretary of the Hainan Provincial Committee, attended the conference and delivered a speech. He noted

海南省工商业联合会 香港中华总商会 合作备忘录签约仪式



■ 與海南省工商業聯合會簽訂合作備忘錄。
Signing the Memorandum of Cooperation with the Hainan Federation of Industry and Commerce.



■ 王祺揚 (右)
Wang Qiyang (right)

that following the island-wide customs closure operation of the Hainan Free Trade Port, its opening-up vitality has been continuously optimized, and the business environment has been further improved. Hainan is accelerating the development of a world-class, market-oriented, law-based and international business environment. Hainan is striving to develop tourism, modern services, high-tech industries and tropical characteristic high-efficiency agriculture, expecting more Hong Kong enterprises to invest in Hainan and deepen cooperation in economic and trade investment, finance, data flow, tourism and talent exchange.

Choi emphasized that industries and enterprises in Hainan and Hong Kong can explore a collaborative model of "Hainan Production + Hong Kong Services + International Markets". Hong Kong can provide financial, green finance, and professional service support for Hainan's industries, while Hainan can accelerate the development of a digital free trade port and promote coordinated development of the digital economy. The Chamber will continue to serve as a bridge, assisting Hong Kong enterprises in seizing opportunities in the Hainan Free Trade Port.

Li stated that Hainan-Hong Kong enterprises can leverage Hong Kong's procurement, trade financing, and efficient logistics services, combined with Hainan's advantages of "zero-tariff" imports and value-added processing within the island, to boost the development of the free trade port. Fan and Ngan shared insights on dual-port linkage, deepening industrial cooperation, and expanding global markets respectively. During the conference, the Chamber and the Hainan Federation of Industry and Commerce signed a MOU to advance the implementation of Qiong-Hong cooperation.

Promote high-quality Hainan-Hong Kong development

Liu Xiaoming, Governor of Hainan Province, held a symposium with the Chamber's delegation. Liu stated that Hong Kong has long been Hainan's primary source of foreign investment and a key trading partner. In 2025, over 790 Hong Kong-funded enterprises were newly established in Hainan, with Hong Kong business investment exceeding RMB18 billion, representing an annual growth of over 20%—a clear indication of the strong momentum of Hainan-Hong Kong cooperation. He highlighted the close industrial alignment and vast cooperation potential between Hainan and Hong Kong, expressing hope that both sides will establish a regular cooperation mechanism under the 15th Five-Year Plan, focusing on financial services, cross-border trade, healthcare, commercial aerospace, marine technology, digital economy, cultural tourism and consumption to drive key project implementation.

Choi noted that the Chamber has long supported the development of the Hainan Free Trade Port and will continue to act as a bridge. It will promote the implementation of the "Hong Kong Capital, Hong Kong System, Hong Kong Arbitration" model in Hainan, support Hainan enterprises in leveraging Hong Kong's platform to expand into international markets, and guide more Hong Kong enterprises to seize free trade port opportunities for mutual benefit.

Wang Qiyang, Standing Committee Member of the Hainan Provincial Committee and Secretary of the Sanya Municipal Committee, met with Choi to discuss the progress of the Hainan Free Trade Port and development





opportunities in Sanya. Choi acknowledged Sanya's enormous potential for high-end, branded, international, and youth-oriented development, affirming the Chamber's commitment to deepening exchanges and cooperation with Sanya and contributing to its high-quality growth.

Building a platform for enterprise interaction and matching

The Chamber's delegation held an Enterprise Cooperation Exchange Meeting with the China Council for the Promotion of International Trade (CCPIT) Hainan Sub-council. The meeting focused on opportunities in the Hainan Free Trade Port and industrial complementarity between Hainan and Hong Kong, providing one-on-one matching opportunities for entrepreneurs in finance, logistics, healthcare, trade and tourism from both regions. **Ning Hongwen, Party Secretary and President of CCPIT Hainan Sub-council**, expressed a desire to deepen cooperation with the Chamber and establish more efficient matching channels for Hainan-Hong Kong enterprises. Cheung stated that the Chamber will forge a closer cooperation mechanism with CCPIT Hainan Sub-council to support Hainan enterprises in "going global" via Hong Kong's international platform.

On-site visits to explore investment opportunities

During their stay in Hainan, the delegation visited Sanya, Lingshui, Haikou, Ding'an, Bo'ao (Qionghai), Wenchang, and Chengmai, accompanied by local leaders to inspect key industrial parks and projects. Key visits included: **Chen**



Kebai, Vice Mayor of Sanya, accompanied the delegation to the Sanya Demonstration Zone for Hainan-Hong Kong Economic Cooperation. **Zhou Changqiang, Secretary of the Qionghai Municipal Committee and Secretary of the Lecheng Pilot Zone Administration**, attended inspections of the Bo'ao Lecheng International Medical Tourism Pilot Zone. **Ding Fei, Chairman of the Hainan Federation of Industry and Commerce**, accompanied the delegation throughout visits to the Ding'an Taling Industrial Park, Wenchang International Aerospace City Exhibition Center, and Commercial Aerospace Launch Site. In Chengmai, **Sheng Yongjun, Secretary of the Chengmai County Committee**, held discussions with Choi to explore opportunities and cooperation. The delegation also visited the Sanya International Duty-Free City, Lingshui Subsea Data Center and Lingshui Li'an International Education Innovation Pilot Zone to understand Hainan Free Trade Port's industrial planning, investment policies and opportunities. 📍

浙港科創加速對接 共拓新質生產力合作



徐旭 (前排右七)
Xu Xu (seventh from right, front row)

ZHEJIANG-HONG KONG SCI-TECH ALIGNMENT: DRIVING COOPERATION ON NEW QUALITY PRODUCTIVE FORCES

本會組團赴浙江考察交流，重點探討推動兩地“新質生產力”合作，期間與浙江省工商業聯合會、浙江省青年企業家協會合辦產業對接交流活動，並實地走訪浙江大學及多家科創企業與機構，聚焦產學研融合、青年企業家合作及國際化發展，取得多項共識與成果。

The Chamber organized a delegation to Zhejiang focusing on promoting bilateral cooperation on “new quality productive forces.” During the visit, the Chamber co-organized industry matching events with the Zhejiang Federation of Industry and Commerce and the Zhejiang Young Entrepreneurs’ Association, and conducted site visits to Zhejiang University as well as several sci-tech enterprises and institutions.

考察團由創科委專責會長楊華勇及青委會專責會長楊燕芝擔任團長，副會長姚祖輝及李惟宏擔任顧問，創科委主席林智彬及青委會主席黃進達擔任執行團長。在浙期間，考察團與浙江省委統戰部常務副部長徐旭會面，他向團員介紹浙江及重點城市在數字經濟、先進製造及創新產業方面的最新佈局，並指省委統戰部與本會長期以來緊密合作，並表示本會與省工商聯已成功舉辦兩屆浙港現代專業服務合作會議，成效顯著，雙方合作基礎深厚。

與省工商聯合辦產業對接會

本會亦與浙江省工商業聯合會合辦“‘攜手浙商行天下’——香港中華總商會走進浙里產業對接會”。楊華勇指出，中總將充分發揮聯通內地、連結海外的優勢，依託長三角一體化與大灣區兩大國家戰略，聯動浙港工商青年力量；省工商聯副主席林建良期望以這次浙港產業對接會為紐帶與契機，雙方代表圍繞浙港產業合作、科創與國際化佈局深入交流。



■ 與浙江青年企業家互動交流。
Engaging with Zhejiang's young entrepreneurs.



■ 了解浙大創新創業發展情況。
Gaining insights into the development of innovation and entrepreneurship at Zhejiang University.



推動產學研成果轉化

考察團此行並到訪浙江大學杭州國際科創中心及機器人與智能裝備學生創新實踐基地，亦與浙江省青年企業家協會合辦浙港“新質生產力”主題交流活動，會上多家新質企業代表進行主題分享，兩地企業家圍繞智能製造、生物醫藥、數字化轉型等展開熱烈討論。

了解前沿技術與產業實踐

考察團實地走訪多家科創企業，包括新華三集團、正泰太陽能科技有限公司、諾爾康神經電子科技、新鳳鳴集團，以及杭州六小龍的強腦科技、宇樹科技、雲深處科技，了解神經電子、人形機械人、數字基建、智能製造及綠色能源等領域。(24-27/5) 🔄

Johnny Yu and Jennifer Yeung, Supervisory Chairs of the Chamber's Innovation, Technology & Industry Committee and Young Executives' Committee, served as the Heads of the delegation; Andrew Yao and Robert Lee, the Chamber's Vice-chairmen, served as the Advisors; Lawrence Lam and Jason Wong, Chairmen of the Chamber's Innovation, Technology & Industry Committee and Young Executives' Committee, served as the Executive

Leaders. During their stay in Zhejiang, the delegation met with **Xu Xu, Executive Deputy Director of the United Front Work Department of the Zhejiang Provincial Committee**. Xu briefed the delegation on the latest developments in Zhejiang and its key cities regarding the digital economy, advanced manufacturing and innovative industries. He noted that the Provincial United Front Work Department and the Chamber have long maintained close cooperation.

Industry matching event with Provincial Federation of Industry and Commerce

The Chamber also co-organized a matching event with the Zhejiang Provincial Federation of Industry and Commerce. Yu pointed out that the Chamber would fully leverage its strengths in connecting the Mainland with overseas markets, rely on the two major national strategies of the YRD Integration and the Greater Bay Area, link up the young business forces of Zhejiang and Hong Kong, **Lin Jianliang, Vice Chairman of the Zhejiang Provincial Federation of Industry and Commerce**, expressed his hope that this matching event would serve as a bond for representatives from both sides to engage in in-depth exchanges on Zhejiang-Hong Kong industrial cooperation, sci-tech innovation and international expansion.


Promoting the commercialization of industry-academia-research achievements

During the trip, the delegation visited the Zhejiang University



Hangzhou International Sci-Tech Innovation Center and the Student Innovation Practice Base for Robotics and Intelligent Equipment. The Chamber also co-organized a themed exchange activity on “New Quality Productive Forces” with the Zhejiang Young Entrepreneurs’ Association, where representatives from several new quality enterprises shared their insights, and entrepreneurs from both sides engaged in lively discussions on intelligent manufacturing, biomedicine and digital transformation.

Understanding cutting-edge technologies and industrial practices

The delegation conducted site visits to a number of sci-tech enterprises, including New H3C Group, CHINT Solar Technology Co Ltd, Nurotron Biotechnology Co Ltd, Xinfengming Group, as well as BrainCo, Unitree Robotics and DeepRobotics – three of Hangzhou’s “Six Little Dragons” – to gain insights into fields such as neuro-electronics, humanoid robotics, digital infrastructure, intelligent manufacturing and green energy. (24-27/5) 

從起舞到管理

憑歷練編未來



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FROM DANCER TO ACADEMY ADMINISTRATOR

從專業芭蕾舞者蛻變為高等教育管理者，香港演藝學院校長陳頌瑛深感藝術訓練也可以塑造領導力。她鼓勵香港商界，共同參與編寫香港文化藝術新未來。

From a professional ballet dancer to a higher education administrator, **Anna Chan, Director of the Hong Kong Academy for Performing Arts (HKAPA)**, deeply feels that artistic training can also shape leadership. She encourages Hong Kong's business community to join hands in writing a new future for Hong Kong's culture and arts.

“藝術表演與學校管理是否兩個完全不同的世界？”在過去一年多校長任期中，陳頌瑛指自己經常被問到類似問題。她笑言，自己曾經是在舞台上踮起腳尖的芭蕾舞家，惟現在身為香港演藝學院校長，需管理428名員工的團隊，並面對市場、制度等挑戰，但30多年

職業生涯讓她深刻體會到，藝術與企業管理有許多共通邏輯。

她憶述，13歲時才開始學習芭蕾舞，屬較晚起步，卻在一年後立志以舞台表演為終身職業。在80年代的香港，父母普遍擔心藝術道路沒前途，30歲左右便要退休。她身為三個孩子的母親，



相片拍攝 Photo credit: 李偉良 Lee Wai Leung 相片提供 Photo provided by: HKAPA



陳頌瑛 Anna Chan

坦言不難理解當年父母這種猶豫。但香港目前有像香港演藝學院的專業院校，她建議父母們不妨理解演藝教育的好處。

“芭蕾舞培養了我重視紀律、追求完美、敢於長期承諾、重視團隊協作等特質，以及問題解決的能力。”陳頌瑛回想，每天早上六時起床練舞、放學後繼續訓練至深夜的經歷當然很苦，但也培養其韌力。她指出，在 AI 時代，知識技術快速迭代，但這些軟技能難以被取代，正是企業日益重視的溝通力、適應力與領導力。踮起腳尖的優雅動作背後，是長年累月的理性紀律與付出。

配合國家發展

從舞台走向幕後，陳頌瑛的思維也發生深刻轉變。她曾在西九文化區等機構工作，領悟到個人表演能贏得掌聲，但建立制度才能贏得長遠未來。如今在演藝學院，她不僅培養個別藝術家，更肩負培養整個文化產業人才梯隊的責任。她透露，學院目前在 QS 世界大學排名中，表演藝術位列全球第十、亞洲第一，這得益於完善的制度與國際網絡佈局。

陳頌瑛指，學院正積極對接國家“十五五”規劃中的文化強國、科技自立自強等戰略。香港肩負中華文化走向世界、世界文化進入中國的樞紐使命。她強調，這不是藝術界單獨能完成的任務，需要商界、教育界與藝術界共同參與。

積極轉型 活用 AI

她續指，香港演藝學院正積極轉型。學院核心改革方向，是將四個板塊結合，包括：人才培育、創作創新、文化交流與產業轉化。學院期待能從傳統人才培訓機構，轉型為產業引擎型學院，打造貫通教學、創作、研發與產業轉化的創新生態。

特別值得關注的，是北都新校區計劃。她強調，灣仔校區不會撤離，將繼續作為國際合作與培訓基地，保留七個專業表演場地，維持維港文化樞紐的地標地位。新校區位於洪水橋，將從創科角度出發，設立實驗劇場、孵化空間，重點發展 AI 與 ArtTech，成為跨界合作與測試基地。

投資文化 立足未來

陳頌瑛以“催化劑”形容北都校區，“我們試圖讓作品北上融入國家文化版圖，同時吸引大灣區及內地文化資源南下碰撞。”她展望，未來將啟動“表演藝術創科中心”，推動知識產權 (IP) 轉化為具經濟價值與橋樑作用的資產。她鼓勵每位學生，都要視自己為一個 IP。

面對 AI 時代的挑戰與機遇，陳頌瑛認為文化藝術不應被視為成本或附加品，而是城市長期競爭力的核心。她呼籲商界領袖宜將投資文化視為戰略佈局，而非純粹慈善。“文化塑造審美，審美影響創意，創意驅動產業，產業決定競爭力。”她指出，香港要走得更遠，需文化與商業並肩同行。

“Are artistic performance and school management two completely different worlds?” During her more than one year tenure as President, Chan has often been asked similar questions. She laughs and says that she was once a ballet dancer on her toes on the stage, but now as President of HKAPA, she needs to manage a team of 428 staff and face challenges from the market and institutional systems. However, her more than 30 years of professional career have made her deeply

realize that art and business management share many common logics.

She recalls that she started learning ballet at the age of 13, a relatively late start, but a year later she resolved to take stage performance as her lifelong career. In Hong Kong in the 1980s, parents generally worried that an artistic career had no future and that one would have to retire around the age of 30. As a mother of three children, she frankly says it is not difficult to understand her parents' hesitation back then. However, Hong Kong now has professional institutions like HKAPA, and she suggests that parents may wish to understand the benefits of performing arts education.

“Ballet has cultivated in me qualities such as respect for discipline, pursuit of perfection, courage to make long-term commitments, emphasis on teamwork, as well as problem-solving abilities.” Chan recalls that the experience of getting up at 6 a.m. every day to practice dance and continuing training until late at night after school was certainly tough, but it also cultivated her resilience. She points out that in the AI era, knowledge and technology iterate rapidly, but these soft skills are irreplaceable, and are exactly the communication, adaptability and leadership capabilities that enterprises increasingly value. Behind the graceful movements on tiptoe are years of rational discipline and dedication.

Aligning with national development

Moving from the stage to behind the scenes, Chan's mindset has also undergone a profound transformation. She once worked in institutions including the West Kowloon Cultural District, and realized that personal performances can win applause, but building systems can win a long-term future. Now at HKAPA, she not only nurtures individual artists, but also shoulders the responsibility of cultivating the talent echelon for the entire cultural industry. She reveals that the academy currently ranks 10th in the world and 1st in Asia for performing arts in the QS World University Rankings, thanks to its sound systems and international network layout.

Chan says the academy is actively aligning with the strategies of building a Cultural Power and achieving self-reliance and strength in science and technology in the country's 15th Five-Year Plan. Hong Kong shoulders the pivotal mission of bringing Chinese culture to the world and world

culture into China. She emphasizes that this is not a task that the arts community can complete alone; it requires the joint participation of the business, education and arts sectors.

Active transformation and AI utilization

She continues that HKAPA is undergoing active transformation. The core reform direction of the academy is to integrate four key areas: talent cultivation, creative innovation, cultural exchange and industrial transformation. The academy looks forward to transforming from a traditional talent training institution into an industry-driven academy, building an innovation ecosystem that connects teaching, creation, research and development and industrial transformation.

Of particular note is the Northern Metropolis (NM) new campus plan. She emphasizes

that the Wan Chai Campus will not be relocated, and will continue to serve as an international cooperation and training base, retaining seven professional performance venues and maintaining its landmark status as a cultural hub of Victoria Harbour. The new campus is located in Hung Shui Kiu, and will be developed from an innovation and technology perspective, with experimental theatres and incubation spaces, focusing on the development of AI and ArtTech, and serving as a base for cross-border cooperation and testing.

Investing in culture for the future

Chan describes the NM Campus as a “catalyst”. “We are trying to bring our works north to integrate into the country’s cultural landscape, while attracting cultural resources from the Guangdong-Hong Kong-Macao Greater Bay Area and the Mainland to the south for exchanges

and collaboration.” She looks forward to launching the “Performing Arts Innovation and Technology Centre” in the future, to promote the transformation of Intellectual Property (IP) into assets with economic value and a bridging role. She encourages every student to see themselves as an IP.

Facing the challenges and opportunities of the AI era, Chan believes that culture and arts should not be regarded as a cost or add-on, but as the core of a city’s long-term competitiveness. She calls on business leaders to view investment in culture as a strategic layout, rather than pure charity. “Culture shapes aesthetics, aesthetics influences creativity, creativity drives industries, and industries determine competitiveness.” She points out that for Hong Kong to go further, culture and business need to walk hand in hand. 



“青年滬動上海實習計劃”

“SHANGHAI INTERNSHIP PROGRAM FOR HONG KONG YOUTH” KICKS OFF 啟動出發



姚祖輝 Andrew Yao



王紹基 Ivan Wong

在隨後舉行的實習計劃香港啟動禮上，本會副會長、教育及培訓委員會專責會長姚祖輝、委員會主席王紹基分別致辭，他們均感謝特區政府、協辦單位及院校對計劃的大力支持，亦勉勵學生積極投入實習之旅。中聯辦協調部副部長徐小林、副處長陳隆秀、林琳、青年發展委員會委員蔡德昇、招商局集團人力資源部代表韓雪以及各間大學的代表應邀出席活動。

啟動禮後，本會首長、常董、多位會董與同學展開師友座談，交流心得。而迎新日營則於同日下午在馬灣基督少年軍臻訓中心舉辦。透過團隊活動，加強實習生解決難題、獨立處事的能力。

實習生於6月6日出發前往上海，並分別參加滬港同心大型歡迎晚會、由黃浦海外聯誼會及由普陀海外聯誼會舉辦的開營式，他們已於6月8日正式上班展開實習之旅。(26/5-8/6) 📍

本會於今年暑假再度舉辦“青年滬動·香港青年上海實習計劃2026”，帶領60位香港青年前赴上海開展為期56日實習之旅。在出發前講座及簡介會上，立法會議員林琳擔任主講嘉賓，講解“一國兩制”、《基本法》和《香港國安法》等內容，以及近年國家的經濟和社會發展情況。



The Chamber once again organized “Shanghai Internship Program for Hong Kong Youth”, sending 60 Hong Kong youths to Shanghai for a 56-day internship. A pre-departure seminar and briefing were held, with **Nixie Lam, Legislative Council member** speaking on the content of “One Country, Two Systems”, the *Basic Law*, and the National Security Law, as well as the country’s recent economic and social development.

At the Hong Kong launch ceremony of the internship program, **Andrew Yao, the Chamber’s Vice-Chairman and Supervisory Chair of the Education and Training Committee** and **Ivan Wong, Chairman of the Committee**, delivered speeches. They thanked the HKSAR Government, co-organizers and institutions for their strong support of the program, and encouraged students to actively participate in the internship. **Xu Xiaolin, Deputy Minister of the Coordination Department of the LOCPG**; **Chen Longxiu, Deputy Director of the Coordination Department of the LOCPG**; Lam;

Stanley Choi, Member of the Youth Development Commission; **Han Xue, representative from the HR Department of China Merchants Group**, and representatives from various universities were invited to attend the event.

Following the launch ceremony, the Chamber’s Office-Bearers, Standing Committee Members and Committee Members held a mentor-mentee forum with the students to exchange experiences. The orientation camp was held that afternoon at Anchor House in Ma Wan. Through team activities, the interns learned problem-solving skills and strengthened their independent work abilities.

The interns departed for Shanghai on June 6 and attended the Shanghai-Hong Kong Joint Welcome Gala and the opening ceremony organized by the Huangpu Overseas Friendship Association and the Putuo District Overseas Friendship Association respectively. They officially started their internship on June 8. (26/5-8/6) 📍



■ 是次訪問由本會文化委員會主席蔡關穎琴（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 Janice Choi (left), Chairman of the Chamber's Culture Committee. For the video footage, please stay tuned to the Chamber's official social media accounts including Facebook and WeChat.

功架蓋世 心懷慈暉

JOYCE KOI: A DEVOTEE OF CANTONESE OPERA AND CHARITY

不少戲迷覺得粵劇名伶蓋鳴暉有當花旦的條件。但她卻選擇了反串，專攻文武生行當。戲台上當過宦官的她，未來更大的心願，原來是要做西楚霸王。不隨俗流，慈悲為懷，這條粵劇漫長路，她且行且珍惜。

Joyce Koi, renowned Cantonese opera performer, specializes in the wenwusheng (civil and martial male) role. Her greatest aspiration for the future, it turns out, is to portray Xiang Yu. She refuses to follow the crowd, and always holds compassion close to her heart.

蓋 鳴暉與粵劇的深厚緣分，源自家庭的潛移默化。童年時期，她常隨母親前往新界觀賞神功戲、天后誕等大戲棚演出。台上五光十色的戲服、璀璨燈光與震撼的鑼鼓聲，令她深深着迷。當時，她心中暗暗立下志願：希望有朝一日能站上舞台成為粵劇演員。

即使在80年代的香港，粵劇已被不少年輕人嫌為老舊事，流行歌曲與潮流文化才是主流。蓋鳴暉不敢公開分享這份喜好，只能悄悄在家聽曲。直至中學時期，她偶然在報紙上看到八和會館粵劇學院第二屆招生，便毅然參加星期日的興趣班，正式接觸唱做唸打的基本功。雖然拉筋、壓腿、練功過程極其艱辛，許多同學三個月後便紛紛離開，但她憑着強烈的興趣與堅持走下去。

“喜歡一樣東西，就要專心去做。”這份童年心願與不隨波逐流的性格，成為她日後在粵劇道路上穩步前行的最大動力。對她而言，選擇粵劇不僅是興趣，更是命中注定的緣分。



愛心粵劇慈善晚會 2026

鳴芝聲劇團 《三笑姻緣》

2026年2月27日



■ 鳴芝聲劇團多次參與中總“愛心行動”的粵劇慈善晚會，免費招待基層市民領略粵劇之美。
Ming Chi Sing Opera Troupe has participated multiple times in the Chamber's "We Care · We Share" Campaign Cantonese opera charity shows, offering free performances to grassroots citizens to experience the beauty of Cantonese opera.



守業篤行 鳴芝聲長青

成立30餘載的鳴芝聲劇團，穩居香港粵劇界龍頭地位。身為劇團靈魂人物，蓋鳴暉深知創業難，守業更難，始終把誠信視為立團之本。她誠心誠意打磨每一場演出，以專業實力贏得主辦方和觀眾的長期信任，讓“鳴芝聲出品，必屬佳品”成為業界口碑。

她將劇團比喻為老火湯——經過多年慢火細熬，味道愈發醇厚，回甘歷久彌新。這份對品質的執着與對觀眾的負責，她認為正是鳴芝聲長年保持生命力、深受觀眾喜愛的核心原因。

突破自我 勇拓邊界

舞台上的蓋鳴暉，以反串文武生的英氣與細膩兼備，塑造了無數才子佳人經典形象。但她從不滿足於舒適圈，持續尋求突破。她最渴望挑戰的角色，是“西楚霸王”項羽。這位重情重義、悲壯豪邁的梟雄，雖然生不逢時、兵敗烏江，卻展現出英雄氣概與人性光輝。她希望有機會將這部戲搬上粵劇舞台，以女性之身詮釋男性威猛與內心情感，冀一新觀眾耳目。

此前，她已大膽反串太監一角。這個在香港粵劇界連男性文武生都鮮有敢演的角色，她卻迎難而上，精準刻畫角色的內心掙扎與男性化表現，獲得年輕觀眾的驚喜與認同。對她來說，不斷挑戰自我、拓展表演邊界，是演員應有的進步態度。

守正創新 迎合時代

面對流行文化的強烈衝擊，蓋鳴暉積極推動粵劇與時代接軌。她主張將傳統劇目濃縮精華，把原本四小時以上的演出控制在兩個半小時左右，加快舞台節奏，讓劇情緊湊到位，避免年輕觀眾感到沉悶。

她認為，好奇心是吸引年輕人入行的關鍵，而前輩的責任就是鋪好路，透過優質演出展示粵劇魅力。粵劇不僅是藝術表演，更承載中華歷史與忠義仁愛的教

育意義，能讓年輕一代在享受的同時，重新認識傳統文化。

心懷慈暉 樂善不倦

蓋鳴暉熱心慈善多年，視行善為人生重要部分。她是佛教徒，深信施比受更有福。出道初期便積極參與公益演出，即使不收酬勞也樂意為之。2005年，她隨宣明會前往蒙古探訪，親眼目睹當地家庭在零下20度仍衣衫單薄、食不果腹的困境，這次經歷深深觸動了她。

回到香港後，她更珍惜眼前幸福，也更努力呼籲社會大眾多做善事。她亦身體力行，將慈悲之心融入演藝事業，用善意溫暖社會。例如在2013年起，鳴芝聲劇團與中總“愛心行動”合作義演，累計已招待過萬市民免費欣賞經典劇目。蓋鳴暉認為，用義演的形式讓基層市民、長者與弱勢社群不費分毫領略傳統戲曲之美，既是推廣粵劇文化，亦屬回饋香港社會之舉。



今生無悔 許願將來

對於工商界人士，蓋鳴暉期望大家能從多方面支持粵劇發展。她指出，粵劇作為文化藝術事業，在太平盛世中需要外界助力，才能水漲船高。工商界以商業頭腦創造價值，藝術界則以表演贏得人心，雙方互相扶持，能共同成就更美好的社會。

回望半生戲海路，蓋鳴暉滿有感慨地直指自己“今生無悔”。她自問做事誠懇認真、全力以赴，秉持寧缺毋濫原則，不敷衍，不將就，以真心和口碑回報每一位支持者。所謂“人在做，天在看”，她相信真誠的努力，終會得到最好的回報。🌀

Koi's deep bond with Cantonese opera stems from the subtle influence of her family. During her childhood, she often accompanied her mother to the New Territories to watch sacred ritual operas. The elaborate costumes on stage and the sounds of gongs and drums completely captivated her. At that time, she secretly made a vow to herself: she hoped to one day stand on the stage as a Cantonese opera performer.

Even in 1980s Hong Kong, Cantonese opera was already dismissed as outdated by many young people. Koi did not dare to share this passion publicly, and could only listen to opera pieces quietly at home. It was not until secondary school that she chanced upon an advertisement in the newspaper for admissions to the Cantonese Opera Academy of Hong Kong. She resolutely joined the interest class and began learning the basic skills. Many of her classmates dropped out after three months, but she persevered, driven by her intense passion and determination.

“When you love something, you must devote yourself to it wholeheartedly.” This childhood vow, combined with her unwavering character that refuses to swim with the tide, became the greatest driving force for her steady progress along the path of Cantonese opera in the years to come.

Steadfast dedication

Established for more than 30 years, the Ming Chi Sing Opera Troupe has long held the leading position in Hong Kong's Cantonese

opera industry. As the soul of the troupe, Koi values integrity above all else. She wholeheartedly polishes every performance, and has earned the long-term trust of both organizers and audiences through her professional prowess.

She likens the troupe to a traditional slow-cooked soup – simmered gently over low heat for years, its flavor grows richer and more profound with time. She believes that this unwavering commitment to quality and sense of responsibility to the audience are exactly why Ming Chi Sing has remained deeply beloved by audiences for decades.

Challenging oneself to break boundaries

Koi has never been content to stay within her comfort zone. The role she most yearns to take on is that of Xiang Yu. This heroic, tragic and bold figure, who valued loyalty and righteousness above all else, embodies both heroic spirit and the brilliance of human nature. She hopes to have the opportunity to bring this character to life on the Cantonese opera stage, portraying the male character's majesty and inner emotions as a female performer.

Prior to this, she had already boldly taken on the cross-gender role of a eunuch. This is a role that even male wenwusheng performers in Hong Kong's Cantonese opera circle rarely dare to play, yet she rose to the challenge, winning surprise and acclaim from young audiences. For her, constantly challenging oneself is the proper attitude for an actor to grow and improve.

Upholding traditions while innovating with the times

Faced with the strong impact of popular culture, Koi has actively promoted the adaptation of Cantonese opera to keep pace with the times. She advocates condensing traditional operas, shortening performances that originally lasted over four hours to around two and a half hours, quickening the stage rhythm to prevent young audiences from feeling bored.

She believes that curiosity is the key to attracting young people to join the industry, and it is the responsibility of senior performers to pave the way, showcasing the charm of Cantonese opera through high-quality performances. Cantonese opera is not only an artistic performance, but also carries the educational significance of Chinese culture, allowing the younger

generation to rediscover traditional culture while enjoying the art form.

A compassionate heart for lifelong charity

Koi regards charity as an important part of her life. A devout Buddhist, she firmly believes that giving is more blessed than receiving. She has been actively participating in charity performances since the early days of her career. In 2005, she travelled to Mongolia with World Vision for a visit, where she witnessed with her own eyes local families living in thin clothing and suffering from hunger even in -20°C weather. This experience deeply touched her.

After returning to Hong Kong, she cherished the happiness in front of her even more, and worked harder to call on the public to engage in more charitable acts. She also practiced what she preached, integrating her compassionate heart into her performing career. For example, starting in 2013, the Ming Chi Sing Opera Troupe has partnered with the Chamber's “We Care · We Share Campaign” for charity performances, having hosted over ten thousand citizens to enjoy classic operas for free. Koi believes that this is not only a way to promote Cantonese opera culture, but also a gesture to give back to Hong Kong society.

No regrets with aspirations for the future

To members of the industrial and commercial sectors, Koi hopes that everyone can support the development of Cantonese opera in various ways. She points out that as a cultural and artistic undertaking, Cantonese opera needs external support in times of peace and prosperity. The industrial and commercial sectors create value with business acumen, while the arts sector wins people's hearts through performances. By supporting each other, the two sides can jointly build a better society.

Looking back on half a lifetime spent on the opera stage, Koi said with deep emotion that she has “no regrets in life”. She has always been sincere and earnest in everything she does, repaying every supporter with her genuine heart and well-earned reputation. She believes that sincere efforts will always be rewarded with the best returns in the end. 🌀

接待嘉賓

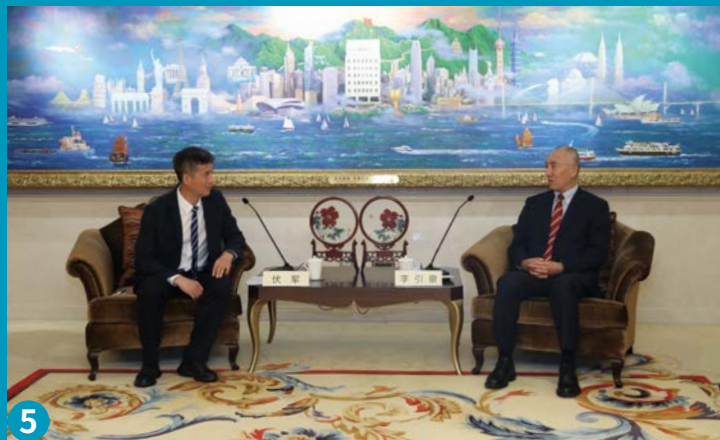
RECEPTION OF GUESTS



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1. 新疆維吾爾自治區政府副主席朱立凡（左四）（28/4）
Zhu Lifan (fourth from left), Vice Chairman of the Government of Xinjiang Uygur Autonomous Region (28/4)
2. 八師石河子市黨委書記、政委及石河子市人大常委主任鄂宏達（左）（13/5）
E Hongda (left), Secretary of the Party Committee and Political Commissar of the 8th Division Shihezi City and Chairman of the Standing Committee of the Shihezi Municipal People's Congress (13/5)
3. 中國貿促會聯絡部副部長姜洪志（左四）（14/5）
Jiang Hongzhi (fourth from left), Deputy Director of the Liaison Department of the China Council for the Promotion of International Trade (14/5)
4. 上海市奉賢區人大常委會副主任王建東（前排左三）（13/5）
Wang Jiandong (third from left, front row), Vice Chairman of the Standing Committee of the People's Congress of Fengxian District, Shanghai (13/5)
5. 新疆自治區工商聯（總商會）秘書長伏軍（左）（12/5）
Fu Jun (left), Secretary-General of the Xinjiang Uygur Autonomous Region Federation of Industry and Commerce (12/5)
6. 廣交會駐香港辦事處常駐代表余意（左二）（26/5）
Yu Yi (second from left), Resident Representative of the Canton Fair Hong Kong Office (26/5)
7. 吉林省商務廳外貿管理處副處長畢國輝（右四）（11/5）
Bi Guohui (fourth from right), Deputy Director of the Foreign Trade Management Division of the Department of Commerce of Jilin Province (11/5)



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8. 阿拉木圖市副市長 Olzhas Smagulov (右二) (14/5)
Olzhas Smagulov (second from right), Deputy Akim of the
City of Almaty (14/5)


9. 歐洲品牌研究院主席、ISO/TC289候任主席 Gerhard
Hrebicek (前排左五) (11/5)
Gerhard Hrebicek (fifth from left, front row), President of the
European Brand Institute and incoming Chairman of ISO/TC
289 Brand Evaluation (11/5)

與韓人商工會聯誼 細談經貿文化

NETWORKING WITH THE KoCham



本會與香港韓人商工會合辦聯誼活動，就港韓經貿合作、產業對接、文化生活等議題作深入交流。**本會對外事務委員會主席陳光明，副主席高敏堅、王彭彥、甘志成、楊凱榮、蔡捷思**及一眾委員會成員出席。與會嘉賓一致認為，此類聚會為雙方搭建了高效互動的平台，有助拓展合作空間。

陳光明指出，是次聚會為雙方未來合作奠定了堅實基礎，期待兩會推出更多元化的交流活動，攜手深化兩地的交流與合作。**香港韓人商工會會長 Jun Kim** 對參與是次聚會感到高興，期望未來雙方繼續保持緊密聯繫，發揮優勢互補，共同推動更多實質性合作。(11/5) 

The Chamber co-organized a networking event with the Korean Chamber of Commerce in Hong Kong, where participants engaged in in-depth exchanges on topics such as Hong Kong-Korea economic and trade cooperation, industrial collaboration, and cultural exchange. **Johnny Chan, Chairman of the External Affairs Committee of the Chamber; Mickey Ko, Laurence Wong, Roger Kam, Kevin Yeung and Jackson Choi**, Vice-Chairmen and several committee members attended the event.

Chan said that this gathering laid a solid foundation for future cooperation and he hopes that the two associations will launch more diversified activities. **Jun Kim, Chairman of the Korean Chamber of Commerce in Hong Kong**, expected that both sides will leverage their complementary strengths and promote more substantive cooperation soon. (11/5) 

會員活動

MEMBERS' ACTIVITIES



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1. 創科及產業委員會、青年委員會和會員服務及地區事務委員會合辦專題講座，由**香港應用科技研究院董事局主席李惠光**介紹該院與納米及先進材料研發院合併後重點工作。(18/5)

The Innovation, Technology and Industry Committee, Young Executives' Committee and Members' Services and District Affairs Committee jointly organized a seminar and invited **Sunny Lee, Chairman of Hong Kong Applied Science and Technology Research Institute (ASTRI)**, to introduce ASTRI's key work after its merger with the Nano and Advanced Materials Institute. (18/5)

2. 九龍東區聯絡處及新界區聯絡處合辦“從政、經分享港股下半年的走勢”講座，請來《信報財經新聞》“上善若水”專欄作家**姚穎謙**講解美股及港股的投資策略。(12/5)

The Kowloon East District Liaison Committee and New Territories District Liaison Committee co-organized a talk, having **Yiu Wing-him, columnist for the Hong Kong Economic Journal**, to explain investment strategies for US and Hong Kong stocks. (12/5)

3. 港島東區聯絡處舉辦“海洋保育”分享會，由**聯絡處委員楊國輝**分享海洋資源生態系統與環保資訊，推廣海洋保育科普、維護海洋健康。(21/5)

The Island East District Liaison Committee held a sharing session about marine conservation, where **Yeung Kwok-fai, Member of the Liaison Committee**, talked about marine resource ecosystems and marine conservation science. (21/5)