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商會會議廳 CHAMBER

CGCC VISION



李慧琼： 盼中總聯通業界 出謀獻策

**STARRY LEE: HOPES CGCC
TO UNITE INDUSTRIES AND
OFFER INSIGHTS**

**“出海”浙江企業與香港平台角色
Zhejiang Enterprises Go Global:
Hong Kong's Platform Role**

**赴京出席鏈博會及
APEC 工商領導人中國論壇
Attending the Chain Expo and
APEC China CEO Forum in Beijing**



香港中華總商會

CGCC

The Chinese General Chamber
of Commerce, Hong Kong



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機遇在前 務實佈局

OPPORTUNITY IN SIGHT, STRATEGY IN ACTION

在 喜迎回歸祖國29周年之際，香港今年利好消息頻傳。經濟韌性強勁，首季GDP按年增長5.9%，是近五年來最強季度度增幅；上半年IPO集資額預計逾2,000億港元，年增逾九成；貨物進出口、零售及旅遊等均全面回升。與此同時，全球競爭力排名躍升至第二，創七年新高；商品貿易居全球第五，金融中心指數穩居第三，傳統優勢持續鞏固。

適逢國家“十五五”規劃開局，特區政府同步啟動首份“五年規劃”諮詢，標誌着香港邁進主動對接國家發展大局的關鍵時刻。上月，中總應邀出席諮詢會，就北部都會區建設、經濟金融及貿易競爭力等範疇提出具體建議。

北都建設要明確分工

北部都會區佔地近全港三分之一，是香港對接大灣區建設的重要節點。夏寶龍主任上月親臨視察，首站即到訪洪水橋／廈村大學城新發展區，足見北都的意義不僅於增加土地供應，更重要是其作為香港融入區域發展戰略的載體功能。我們認為，北都規劃不宜沿用傳統住宅與商業地產思維，而應以創新科技產業為核心定位，形成“北創科、南金融”明確分工。

香港擁有五所全球百強高校，在生命健康、人工智能及先進製造等領域科研基礎扎實，惟過去不少成果最終落戶大灣區其他城市，反映本地產業承接能力有待加強。若能善用北都平台，配合針對性的招商引資政策，促進科研、資本與生產環節有效對接，或可將“從0到1”的突破，轉化為“從1到N”的產業化效益，為香港開拓新的經濟增長路徑。

推動品牌出海2.0

本港躍升為全球第五大商品貿易經濟體，印證傳統優勢的韌性，但亦提醒我們，單靠量的增長難以維持長期競爭力。過去香港主要扮演物流與貿易中介角色，協助內地產品走向世界，可視為“企業出海1.0”；下一階段，我們須推動向“品牌出海2.0”轉型。

香港不應僅滿足於貨物過境，更應善用健全的法律體系、嚴謹的知識產權保護制度，以及專業的品牌管理服務，協助內

地優質自主品牌建立國際市場信譽，同時吸引海外高端品牌落戶香港，發揮雙向平台功能。今年五月“世界品牌日”正式落戶香港，正是值得把握的契機。若能經營得當，“香港”這個招牌本身，將成為國際市場對優質品牌信任的重要標記，讓文化與品牌內涵隨貨品一同走向全球。

發揮雙向平台功能

面對日趨複雜的地緣政治格局，單純依賴歐美傳統市場的風險正在上升。上月特首率團出訪中亞，中總亦有代表隨行，當地對人工智能、電動汽車、中醫藥及建築建材等領域需求殷切，正好與香港的專業服務及內地的實體產業形成互補，“併船出海”是開拓新興市場的務實策略。

本人早前應邀出席歐洲駐港使節會議，與歐盟多個成員國駐港領事會面，分享香港作為內地企業“走出去”最佳平台的獨特優勢，獲得多方正面回應。無論是新興經濟體還是成熟市場，香港的雙向連結角色依然鮮明，當中的關鍵不在於取捨，而在於能否保持靈活與開放，以“香港所長”回應各方所需。

香港首份“五年規劃”的制定，關乎社會各界長遠利益。中總正積極收集會員意見，亦呼籲工商界同仁及社會各界踴躍參與諮詢，共同描繪一份既務實、亦有願景的發展藍圖，為香港未來穩步前行奠定堅實基礎。

As Hong Kong celebrates the 29th anniversary of its return to the motherland, the city has been gathering remarkable momentum this year. Its economic resilience is unmistakable: GDP expanded by 5.9% year-on-year in the first quarter—the strongest quarterly growth in nearly five years—while merchandise trade, retail sales, and tourism have all staged broad-based recoveries. On the financial front, IPO fundraising in the first half is projected to exceed HKD 200 billion, up over 90% from a year earlier, signaling renewed investor confidence. These gains are further reinforced by Hong Kong's rising global standing—its competitiveness ranking has climbed to second place, a seven-year peak, while it remains the world's fifth-largest merchandise trading economy, with export values surging more than 30% in the first five

“回歸29載，香港首份“五年規劃”蓄勢待發，工商界更應主動作為，以“香港所長”服務“國家所需”，攜手書寫繁榮穩定新篇章。

As Hong Kong celebrates the 29th anniversary of its return to the motherland, the city's inaugural "Five-Year Plan" is poised for launch. The business community should proactively leverage Hong Kong's unique strengths to align with the nation's strategic needs, jointly forging a new era of prosperity and stability. ”

months. Its financial center index also holds steady at third globally, underscoring that its traditional strengths are not only intact but growing stronger.

This favorable economic backdrop sets the stage for a more strategic alignment with national priorities. Coinciding with the launch of the country's 15th Five-Year Plan, the HKSAR Government has concurrently kicked off its first-ever public consultation on a five-year plan of its own—a clear signal that Hong Kong is moving decisively to integrate into the country's broader development blueprint. Last month, CGCC was invited to take part in the consultation, where it offered concrete recommendations on key fronts, including the development of the Northern Metropolis (NM), financial and trade competitiveness, and broader economic diversification.

Streamlining roles, aligning vision for the NM

Covering nearly one-third of Hong Kong's land area, the NM is a crucial node for Hong Kong's integration into the Greater Bay Area development. Director Xia Baolong's visit last month, with his first stop at the Hung Shui Kiu/Ha Tsuen New Development Area, underscores that the NM's significance extends beyond merely increasing land supply. More importantly, it serves as a vital vehicle for Hong Kong to integrate into the regional development strategy. We contend that the planning for the NM should not adhere to traditional residential and commercial real estate paradigms. Instead, it should be anchored in the innovation and technology industry, fostering a distinct "South-North dual engine" division of labor.

Hong Kong boasts five universities ranked among the world's top 100, possessing a solid research foundation in fields such as life sciences, artificial intelligence and advanced manufacturing. However, many research outcomes have historically found their industrial application in other Greater Bay Area cities, indicating a need to strengthen local industrial absorption capacity. By effectively leveraging the NM platform, coupled with targeted investment promotion policies, we can facilitate the seamless integration of research, capital and production. This approach could transform "zero-to-one" breakthroughs into "one-to-N" industrialization benefits, thereby forging new economic growth pathways for Hong Kong.

Scaling up brand internationalization 2.0

While Hong Kong's ascent to the world's fifth-largest merchandise trading economy affirms the resilience of its traditional strengths, it also serves as a reminder that relying solely on quantitative growth cannot sustain long-term competitiveness. Historically, Hong Kong primarily served as a logistics and trade intermediary, facilitating the

global reach of Mainland products – a model we can term "Going Global." For the next phase, we must drive a transformation towards "Going Global 2.0".

Hong Kong should not merely be content with being a transit point for goods. Instead, it should leverage its robust legal system, stringent intellectual property protection regime, and professional brand management services to assist high-quality Mainland brands in establishing international market credibility. Simultaneously, it should attract high-end overseas brands to set up in Hong Kong, thereby fulfilling a crucial two-way platform function. The official hosting of "World Brand Day" in Hong Kong this May presents a particularly valuable opportunity to seize. With effective stewardship, the "Hong Kong" brand can serve as a trusted emblem of quality in global markets, carrying with it the cultural and brand values that resonate with consumers worldwide.

Leveraging Hong Kong's two-way platform function

In the face of an increasingly complex geopolitical landscape, the risks associated with sole reliance on traditional European and American markets are escalating. Last month, the Chief Executive led a delegation to Central Asia, with CGCC representatives joining the mission. The region demonstrated strong demand for areas such as artificial intelligence, electric vehicles, traditional Chinese medicine and construction materials. This presents a perfect synergy with Hong Kong's professional services and the mainland's robust industries. "Sailing together" thus emerges as a pragmatic strategy for exploring and developing new emerging markets.

I recently joined the EU Heads of Mission meeting in Hong Kong, where I had productive exchanges with consuls from several member states. I underscored Hong Kong's unique edge as the premier gateway for Mainland enterprises to "go global," which resonated well with the participants. Whether bridging emerging economies or mature markets, Hong Kong's value as a two-way conduit is unmistakable. The real priority, I stressed, is not forced choices but sustained openness and adaptability—deploying Hong Kong's strengths to serve the varied interests of all partners.

The formulation of Hong Kong's inaugural "Five-Year Plan" is of paramount importance, impacting the long-term interests of all sectors of society. CGCC is actively gathering feedback from its members and urges fellow business leaders and the wider community to enthusiastically participate in the consultation process. Together, we can craft a development blueprint that is both pragmatic and visionary—laying a solid foundation for Hong Kong's sustained prosperity. ㊟



中亞之行開拓商機 一帶一路共謀發展

CENTRAL ASIA TRIP UNLOCKS B&R BUSINESS OPPORTUNITIES

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國家“十五五”規劃提出要擴大高水平對外開放，建設更高水平開放型經濟新體制，推動共建“一帶一路”高質量發展，開創合作、互利共贏的局面。香港在“一國兩制”下，作為國家最開放的經濟體，擁有“背靠祖國、聯通世界”的優勢，是國家對外開放的重要窗口。現屆特區政府積極有為，行政長官李家超最近的中亞之行，率領來自香港及內地商界和企業的商貿代表團出訪哈薩克及烏茲別克，達成多項成果，正正是特區政府積極參與高質量共建“一帶一路”的體現。

中亞之行 成果豐碩

特區政府中亞之行帶回來了96項合作協議及諒解備忘錄，總值超過16.5億美元，折合近130億港元，實在令人鼓舞。哈薩克是中亞最發達的經濟體，國內生產總值及購買力都是區內之冠，亦是香港在中亞最大的貿易夥伴和主要出口市場。香港在哈薩克亦一直有大量投資，更是該國第四大亞洲淨投資者。而烏茲別克不僅蘊含多種天然資源，亦是中亞區內的人口大國，而且是全球人口結構最年輕的國家之一，勞動人口佔六成。近年該國經濟急速增長，國內生產總值年均保持在5%以上。兩國在金融、貿易、物流、創科及基建等方面都大有可為，對投資者而言確實有很多潛在商機。

與沙特阿拉伯、阿聯酋等過往經濟主要依賴石油的中東國家一樣，哈薩克亦希望減少對出口天然資源的依賴，讓經濟發展趨向多元化，包括數碼化的建設。目前哈薩克正推展大型數據中心項目，銳意成為區內最大數碼中心，烏茲別克亦正積極推動數字轉型。

國家創科成績驕人

我們國家在創新科技發展及數字經濟方面成績有目共睹。五月隨商會到杭州考察參觀被譽為“杭州六小龍”的當地頂尖龍頭創科企業，這些企業腦機接口、具身智能等技術令人嘆為觀止，這正正是科技落地化為生產力的示範。內地現已有約6,000間人工智能

企業，相信當中不少企業會有興趣拓展中亞，以至其他“一帶一路”沿線新興市場。

香港具備與國際接軌的金融、貿易、會計、法律、財務管理、物流等高水平專業服務，是內地企業揚帆出海的強大支援。特區政府在中亞之行後將與哈薩克和烏茲別克政府就全面性避免雙重課稅協定展開磋商，亦就雙邊促進和保護投資協定展開談判，並與烏茲別克政府推動清關便利合作，相信將更有利香港成為內地企業“出海”到中亞的重要基地。

另一方面，特區政府正推動香港成為國際黃金交易中心。烏茲別克有豐富的黃金資源，可以成為香港市場重要貨源，助力香港黃金倉儲、交割及貿易結算發展，亦有助吸引中亞地區的礦業及貴金屬企業在港設立營運或融資平台，有利香港對接“十五五”規劃，構建大宗商品交易生態圈。

作為商界代表，我呼籲香港企業積極部署，把握政策紅利與市場潛力，商會及政府亦可加強協作，助力商界開拓新市場，共同推動香港在新國際格局中實現更高質量發展。

The country's 15th Five-Year Plan aims to expand high-level opening-up, build a new system for an open economy at a higher level, promote high-quality development of the "Belt & Road" Initiative (B&R), and create a landscape of cooperation and mutual benefit. Under the "One Country, Two Systems" principle, Hong Kong, as the country's most open economy, boasts the unique advantage of "backed by the motherland and connected to the world", serving as a vital window for the country's opening-up. The current HKSAR Government is proactive and result-oriented. Chief Executive John Lee recently led a business delegation comprising Hong Kong and the Mainland business leaders and enterprises on a visit to Kazakhstan and Uzbekistan, delivering a host of outcomes. This fully embodies the HKSAR Government's active participation in the high-quality development of the B&R.

“香港企業應積極部署，把握政策紅利與市場潛力。商會及政府亦可加強協作，助力商界開拓新市場。

Hong Kong enterprises should proactively plan to seize policy dividends and market potential. The Chamber and the Government can also strengthen collaboration to support the business community in exploring new markets.”

Fruitful outcomes from the Central Asia trip

The HKSAR Government's Central Asia visit has yielded 96 cooperation agreements and MoU, with a total value of over USD1.65 billion – equivalent to nearly HKD13 billion, a truly encouraging result. Kazakhstan is the most developed economy in Central Asia, topping the region in both GDP and purchasing power, and is Hong Kong's largest trading partner and major export market in Central Asia. Hong Kong has also made substantial investments in Kazakhstan, ranking as the fourth-largest Asian net investor in the country. Uzbekistan, by contrast, is rich in diverse natural resources, is the most populous country in Central Asia, and has one of the world's youngest population structures, with the working-age population accounting for 60%. In recent years, the country's economy has grown rapidly, with an average annual GDP growth rate of over 5%. Both countries offer immense potential in finance, trade, logistics, innovation and technology and infrastructure, presenting abundant business opportunities for investors.

Like Saudi Arabia, the United Arab Emirates and other Middle Eastern economies that historically relied heavily on oil, Kazakhstan also aims to reduce its dependence on natural resource exports and diversify its economic development, including through digital construction. Kazakhstan is currently advancing large-scale data center projects, striving to become the largest digital hub in the region, while Uzbekistan is also actively promoting digital transformation.

The country's remarkable achievements in innovation and technology

The country's achievements in innovation and technology development and the digital economy are widely recognized. In May, I joined the Chamber's delegation to Hangzhou, where we visited the city's leading tech giants known as Hangzhou's "Little Six". We were awestruck by their technologies including brain-computer interfaces and embodied AI – a vivid demonstration of how technology can be translated into productivity. There are currently around 6,000 artificial intelligence enterprises in the Mainland, and many of them are likely to be interested in expanding into Central Asia and other emerging markets along the B&R routes.

Hong Kong offers world-class professional services aligned with international standards, covering finance, trade, accounting, legal services, financial management and logistics, serving as a strong backing for the Mainland enterprises to go global. Following the Central Asia trip, the HKSAR Government will hold consultations with the governments of Kazakhstan and Uzbekistan on a Comprehensive Avoidance of Double Taxation Agreement, and negotiate a bilateral Investment Promotion and Protection Agreement. It will also work with the Uzbekistan government to promote customs clearance facilitation. These efforts will further help Hong Kong become a critical base for Chinese Mainland enterprises to "go global" to Central Asia.

Separately, the HKSAR Government is promoting Hong Kong to become an international gold trading hub. Uzbekistan is rich in gold resources, which can act as a key supply source for the Hong Kong market, supporting the development of gold storage, delivery and trade settlement in the city. This will also help attract mining and precious metal enterprises from Central Asia to set up operational or financing platforms in Hong Kong, enabling Hong Kong to align with the 15th Five-Year Plan and build a commodity trading ecosystem.

As a representative of the business community, I call on Hong Kong enterprises to proactively plan ahead to seize policy dividends and market potential. The Chamber and the Government can also strengthen collaboration to help the business community explore new markets, and jointly drive Hong Kong to achieve higher-quality development in the new international landscape. 🌀

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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李慧琼： 盼中總聯通業界出謀獻策

STARRY LEE: HOPES CGCC TO UNITE INDUSTRIES AND OFFER INSIGHTS

國家新一輪五年規劃正式開局，香港亦迎來首份五年發展規劃的關鍵起步期，為本港中長期發展確立發展藍圖。立法會主席李慧琼接受《商薈》專訪，全面解讀香港五年規劃的發展定位、產業佈局與未來路向。

Starry Lee, President of the Legislative Council, sat down for an exclusive interview with *CGCC Vision*, delivering a comprehensive interpretation of Hong Kong's positioning, industrial layout and future pathways outlined in the Five-Year Plan.



李 慧琼表示，香港首份五年規劃意義深遠，結合國家對香港的功能定位，為本港未來發展描劃清晰路徑，讓社會各界可以集中資源、同向發力。她特別肯定中總長期以來的貢獻與作用，強調本會向來堅定愛國愛港立場，在歷次政府諮詢、立法會意見收集過程中，積極組織會員獻計獻策，把商界前線經驗、產業訴求與國際視野轉化為務實建議，為五年規劃的科學編制、落地優化提供重要民間支撐，是特區政府與立法會之間的重要商界合作力量。

促進北都發展 發揮金融賦能

在核心產業發展方面，李慧琼指出，香港必須持續鞏固國際金融、航運、貿易三大中心優勢，同時全力建設北部都會區、打造國際創科中心與高端人才高地。她認為，本會具備網絡廣、人脈深、經驗足、會員基礎雄厚的獨特優勢，可擔當對接內地產業、聯通海內外市場的重要樞紐。尤其在聯動長三角等內地產業高地方面，本會成員可主動牽線搭橋，協助內地領先技術企業、創科企業透過香港“出海”，既為香港經濟增添新增量，亦助力國家品牌、中國技術走向國際。

談及金融賦能新質生產力，李慧琼分析，香港作為國家唯一離岸金融中心，擁有資金自由兌換、對接國際規則的獨特制度優勢，可與上海金融中心錯位發展、互補共贏。隨着中央批准香港開展人民幣黃金、期金交易，港交所與上海黃金交易所深化合作，兩地金融聯動迎來新突破。她認為，本會可帶動金融、實業會員把握政策紅利，積極參與兩地金融協同，

助力香港更好發揮金融賦能作用，服務國家創新與新質生產力發展。

引進龍頭企業 降低出海阻力

針對北部都會區建設，李慧琼強調，相比硬件基建，引進戰略性龍頭企業、構建完整創科產業鏈更為關鍵，最終可望與深圳南山聯動打造國家級創科樞紐。未來可依托全球網絡，協助政府引進海內外策略性企業落戶，加速產業集聚，形成可持續的創科生態，讓北部都會區真正服務大灣區、服務全國創科發展。

她續指，河套區是香港突破要素流通、實現創科提速的關鍵試點。立法會與人大代表一直積極爭取河套先行先試，推動資金、人員、數據、生物樣本等創新要素有序流動，打通兩地科研與產業壁壘。她亦參考雄安新區發展經驗，表示北部都會區可朝綠色智慧城市方向邁進，打造香港未來城市新範式，而中總商界力量將是落地實踐的重要支撐。

在企業出海方面，李慧琼提出香港角色正由“超級聯繫人”升級為“超級增值人”。她解釋，內地市場競爭激烈，企業利潤空間受限，而香港擁有法治優勢、國際認證體系和專業服務能力，有助內地企業對接國際標準、提升品牌溢價、打開“一帶一路”、東盟、中亞等高端市場。

中總成員是黃金橋樑

談及議會與商界協作，李慧琼強調新一屆議會是團結型、行動型議會，而議會內19位本會成員，是連接



■ 是次訪問由本會立法會代表商界（二）功能界別議員兼副會長姚祖輝主持。欲觀看錄影片段，請留意本會 facebook 及微信等各大社媒帳號。
This interview was hosted by Andrew Yao, legislator of the Commercial (Second) Functional Constituency and Vice-Chairman of the Chamber. To watch the video clips, please follow the Chamber's official social media accounts on Facebook, WeChat and other major platforms.

立法會、政府與商界的黃金橋樑。他們既熟悉商界訴求、掌握產業前沿，亦能精準對接政策制定與立法工作，有效凝聚業界共識、傳遞民間聲音、推動政策落地。她期望未來本會與立法會進一步深化聯動，緊扣五年規劃方向，在產業升級、人才引育、創科轉型、對外開放等領域並肩作戰，配合香港發揮教育優勢，集聚全球高端人才，加速科研成果轉化為新質生產力。

訪問尾聲，李慧琼亦透露自己日常以漫步健走保持身心狀態，持續以充足精力服務社會、推動香港發展。她總結，香港正迎來天時地利人和的黃金機遇期，五年規劃為未來發展指明方向，本會作為本地重要商界團體，必將繼續發揮聯通內外、團結業界、服務大局的核心作用，與立法會、特區政府、社會各界同心協力，鞏固香港傳統優勢，為國家高質量發展貢獻香港力量。📍

Lee stated that Hong Kong's first Five-Year Plan carries far-reaching significance. Aligned with the country's defined functional positioning for Hong Kong, it maps out a clear roadmap for the city's future development, enabling all sectors of society to pool resources and march toward shared goals. She spoke highly of the Chamber's long-standing contributions and

role, underscoring the Chamber's consistent patriotic stance of supporting the country and Hong Kong. During every government consultation and Legislative Council opinion collection exercise, the Chamber has proactively organized members to submit proposals, translating frontline business experience, industrial demands and international perspectives into pragmatic recommendations. It provides vital private-sector backing for the scientific formulation and refined implementation of the Five-Year Plan, standing as a key business partner bridging the HKSAR Government and the Legislative Council.

Boost NM development and unleash financial empowerment

On core industrial advancement, Lee pointed out that Hong Kong must consolidate its strengths as an international financial, shipping and trading hub, while fully advancing the Northern Metropolis (NM) and developing into an international innovation and technology center and a magnet for top-tier talent. She noted the Chamber's unique edges of extensive networks, deep connections, rich experience and a solid membership base, qualifying it as a vital link connecting the Mainland industries and global markets. In particular, Chamber members can act as intermediaries to forge ties with industrial powerhouses across the Mainland such as the Yangtze River Delta, helping leading tech and innovation firms from the Mainland "go global" via Hong Kong. This will inject new growth drivers into Hong Kong's economy while facilitating Chinese national brands and technologies to enter the international arena.

Elaborating on finance empowering new productive forces, Lee analyzed that as the country's sole offshore financial center, Hong Kong boasts institutional strengths including free currency conversion and alignment with international regulations, enabling complementary and win-win development alongside Shanghai's financial hub. Following central authorities' approval for Hong Kong to launch RMB gold and gold futures trading, the deepened cooperation between the Hong Kong Exchanges and Clearing Limited and the Shanghai Gold Exchange has unlocked new breakthroughs in cross-border financial collaboration. She suggested the Chamber rally its financial and industrial members to seize policy dividends, engage actively in cross-border financial coordination, and support Hong Kong to better leverage its financial prowess to underpin national innovation and the growth of new productive forces.

Attract leading enterprises and lower barriers for global expansion

Regarding the development of the NM, Lee stressed that drawing strategic flagship enterprises and building complete innovation and technology industrial chains carry greater weight than hardware infrastructure. Ultimately, the zone can collaborate with Nanshan in Shenzhen to build a national-level innovation hub. Leveraging its global networks, the Chamber can assist the government in attracting domestic and overseas strategic enterprises to set up operations, accelerate industrial clustering, and foster a sustainable innovation ecosystem, so the NM can truly serve the Greater Bay Area and nationwide tech development.

She added that the Hetao Co-operation Zone is a pivotal pilot zone for Hong Kong to break bottlenecks in cross-border factor flows and speed up tech advancement. Legislative Council members and NPC Deputies have long strived to pilot liberalization measures at Hetao, facilitating orderly cross-border flows of innovation factors including capital, personnel, data and biological samples, and dismantling scientific research and industrial barriers between the two sides. Drawing on the development experience of Xiongan New Area, she proposed the NM can evolve into a green smart city, setting a new urban development paradigm for Hong Kong. The Chamber's business community will serve as a core driving force to turn this vision into reality.

On enterprises venturing overseas, Lee said Hong Kong's role has upgraded from a "super connector" to a "super value-adder". She explained that fierce competition and squeezed profit margins characterize the Mainland market, while Hong Kong's rule of law, internationally recognized certification systems and professional service capabilities help Mainland enterprises align with global standards, boost brand premium, and tap high-end markets including the "Belt and Road" Initiative regions, ASEAN and Central Asia.

CGCC members serve as an indispensable bridge linking all sectors

Turning to collaboration between the legislature and business community, Lee remarked that the current Legislative Council is united and action-oriented. The

19 Chamber members in the Council form an invaluable bridge connecting the Legislative Council, government and business sectors. Well-versed in industry demands and cutting-edge industrial trends, they can accurately align policy formulation and legislative work, build industry consensus, voice grassroots concerns and drive policy implementation. She hopes the Chamber and the Legislative Council will deepen collaboration in the future, follow the direction of the Five-Year Plan, and work hand in hand on industrial upgrading, talent cultivation, tech transformation and opening-up. Leveraging Hong Kong's educational advantages to attract global high-caliber talent, the two sides will accelerate the conversion of scientific research outcomes into new productive forces.

At the end of the interview, Lee shared that she maintains physical and mental wellness through daily brisk walking, sustaining ample energy to serve the community and advance Hong Kong's development. She concluded that Hong Kong is presented with a golden window of opportunity with favorable timing, location and support from all sides. The Five-Year Plan charts a clear path for future growth. As a major local business organization, the Chamber will continue to fulfil its core mission of linking the Mainland and the world, uniting industry players and serving national development. It will work hand in hand with the Legislative Council, HKSAR Government and all sectors of society to consolidate Hong Kong's traditional strengths and contribute Hong Kong's strengths to the country's high-quality development. 🔄





“出海”浙江企業與香港平台角色

ZHEJIANG ENTERPRISES GO GLOBAL: HONG KONG'S PLATFORM ROLE

香港中華總商會研究部
CGCC Research Department



今年是國家“十五五”規劃開局之年。政府工作報告明確提出“高水平對外開放”與“支持企業走出去”的戰略部署，強調要完善海外綜合服務體系，引導企業在全球範圍內合理佈局。與此同時，全球供應鏈加速重構、地緣政治博弈加劇，中國企業“出海”正從“淺海”駛向“深藍”，所面臨的機遇與挑戰並存。

This year marks the start of the Country's 15th Five-Year Plan. The Government Work Report has underscored “high-standard opening-up” and “supporting enterprises to go global”, calling for better overseas integrated services and rational global deployment by Chinese firms. Meanwhile, as global supply chains are reshaped and geopolitical competition intensifies, Mainland enterprises are navigating from “shallow waters” into the “deep blue” — where opportunities and challenges come hand in hand.

內地企業“出海”，既需要大量資金和專業服務支持，亦需要國際化商業平台讓產品、技術與管理標準與國際接軌。香港作為連接內地與國際的“超級聯繫人”，不僅幫助內地企業與海外市場建立聯繫，更可提供全方位落地支援服務，因而已成為內地企業“出海”的首選平台。

特區政府亦於2025年10月成立了“內地企業出海專班”，並在2026年3月推出專題網站及跨界別專業服務平台，為內地企業提供一站式專業支援。香港中華總商會積極配合相關工作，2026年4月與浙江省工商業聯合會合辦“攜手浙商行天下”浙港企業產業對接交流會。中總研究團隊藉此機會與多家浙江出海企業深入交流，獲得了涵蓋不同行業、不同規模企業境外投資情況的第一手調研數據。

本文綜合上述調研結果，結合宏觀政策背景，分析浙企“出海”的結構性特徵與挑戰，並探討香港如何精準發揮平台價值。

Mainland enterprises' overseas expansion requires not only substantial capital and professional services but also international business platforms to align their products, technologies and management standards with global practices. As the “super-connector” bridging the Mainland and the rest of the world, Hong Kong does more than just linking up Mainland enterprises with overseas markets — it offers comprehensive on-the-ground support services. This is precisely why Hong Kong has become the platform of choice for Mainland enterprises “going global”.

In October 2025, the HKSAR Government set up the Task Force on Supporting Mainland Enterprises in Going Global (GoGlobal Task Force), and in March 2026, it launched a dedicated website and a cross-sector professional services platform to provide one-stop support for Mainland enterprises. CGCC has been actively supporting these efforts. In April 2026, together with the Zhejiang Federation of Industry and Commerce, we co-organized the Zhejiang-Hong Kong Industry Matching Exchange. Taking the opportunity, the CGCC research team engaged in in-depth discussions with a number of Zhejiang enterprises, gathering first-hand data on their overseas investment activities from different sectors and company sizes.

This article draws on the above findings and the broader policy context to examine the structural characteristics and challenges of Zhejiang enterprises “going global”, and explores how Hong Kong can best leverage its platform strengths.

調研核心結果與觀察

Key findings and observations

合規風險是“出海”主要瓶頸 Compliance risk is the primary bottleneck to going global

絕大多數受訪浙江企業均提及跨國法律與政策差異帶來的合規挑戰，不少浙企受東道國貿易保護主義困擾。

The vast majority of surveyed Zhejiang enterprises cited compliance challenges arising from cross-border legal and policy differences, with many affected by trade protectionism in host countries.

出海目的地轉向新興市場 Overseas destinations shifting towards emerging markets

未來三年拓展意向中，東南亞和中東等“一帶一路”沿線市場最受青睞，港澳台地區亦被多家企業列為重點。

Over the next three years, “Belt and Road” markets in Southeast Asia and the Middle East are the most preferred destinations, with Hong Kong, Macao and Taiwan also identified as key targets by a number of enterprises.

國際化人才短缺成關鍵制約 Shortage of international talent is a critical constraint

人才招聘與培育是逾半數受訪浙江企業的核心痛點。

Talent recruitment and development is a core pain point for over half of the surveyed enterprises.

香港專業服務可精準對接 Hong Kong's professional services can provide a precise fit

法律合規、國際人才、品牌渠道、金融融資四大板塊，均與浙江企業需求高度匹配。

Four key areas including legal compliance, international talent, brand & distribution channels and financing are highly aligned with the needs of Zhejiang enterprises.

浙企對香港“出海”平台認知不足 Limited awareness of Hong Kong's “going global” platform among Zhejiang enterprises

多位浙江企業家主動詢問出海專班，顯示市場需求存在但對接機制尚待完善。

A number of Zhejiang entrepreneurs actively inquired about the GoGlobal Task Force during our exchanges, indicating that while market demand exists, the matching mechanisms still need further development.

調研主要結果及分析

本次調研涵蓋 15 家浙江企業，註冊地分佈杭州、溫州、寧波、紹興、湖州、台州等浙江主要經濟城市，行業涵蓋製造業（有色金屬、電氣機械、汽車等）、資訊科技、生物醫藥、建築及現代服務業等多個門類。2024 年營業收入從約 6 億元至 2,600 億元人民幣不等，企業規模包括大型跨國企業與成長型中小企業，具備高度代表性。

在境外投資地區分佈上，在已有實質境外投資的受訪浙企當中，亞洲為首選“出海”目的地，絕大多數已“出海”企業均有佈局；其次是歐洲市場，主要涉及製造業設廠及研發中心；北美洲及非洲並列第三；大洋洲及南美洲相對較少。值得注意的是，未來三年企業投資意向明顯轉向新興市場：東南亞國家被提及最多，其次為中東國家及港澳台地區，反映企業正積極佈局“一帶一路”沿線市場，同時將港澳台視為重要的出海跳板。

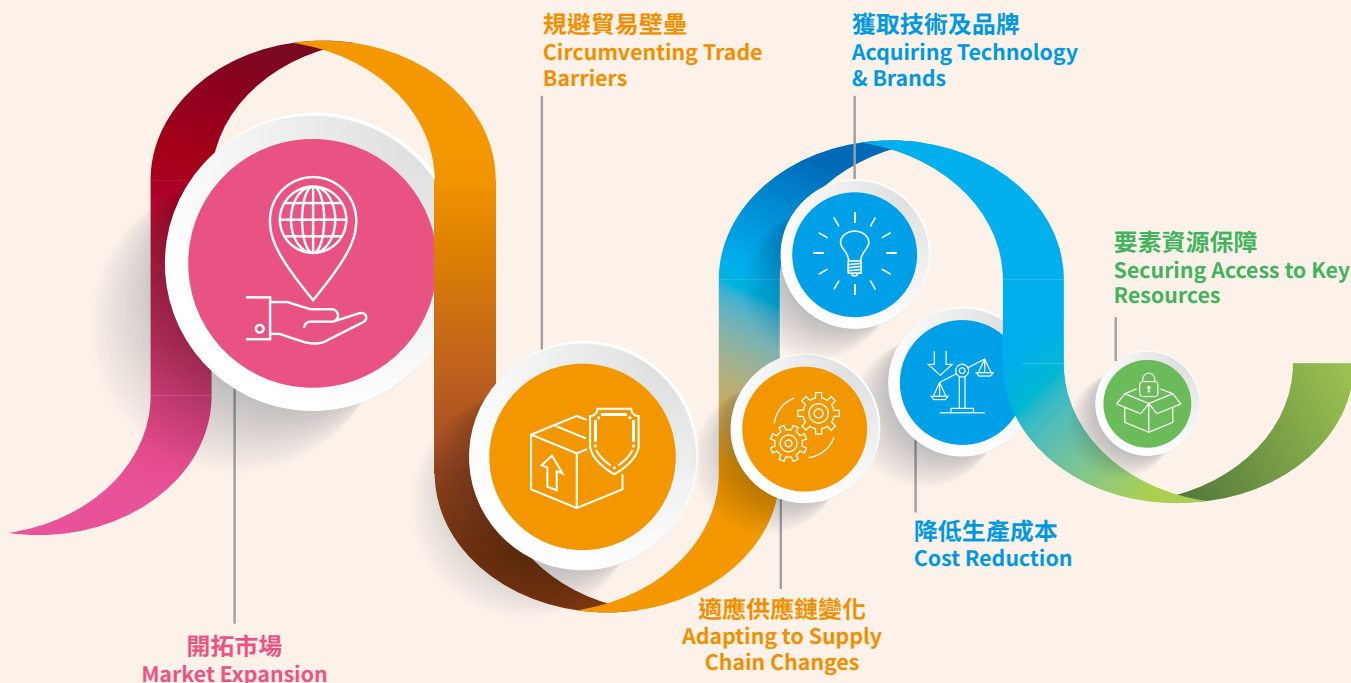
在“出海”驅動力方面，“開拓市場”是最普遍的原因；其次是“規避貿易壁壘”和“適應產業鏈和供應鏈變化”。此外，有企業提及透過“出海”併購海外企業，以“獲取先進技術和品牌資源”，亦有企業關注“能否有效降低生產成本”及“確保核心要素資源（土地、資金、能源、人才等）獲得保障”。凡此種種，均反映出在全球貿易保護主義抬頭、供應鏈“去風險化”的大環境下，浙企出海已從單純的市場擴張升級為全球性戰略佈局。

Key Findings and Analysis

The survey covered 15 Zhejiang enterprises, with registered offices across major economic cities in the province, including Hangzhou, Wenzhou, Ningbo, Shaoxing, Huzhou and Taizhou. The sample spans multiple industries, including manufacturing (non-ferrous metals, electrical machinery, automobiles, etc), information technology, biomedicine, construction and modern services. 2024 operating revenues ranged from approximately RMB 600 million to RMB 260 billion, covering both large multinationals and growth-oriented SMEs, making the sample highly representative.

In terms of overseas investment destinations, Asia is the top choice among surveyed Zhejiang enterprises with existing overseas investments, with the vast majority having a presence there. Europe ranks second, primarily involving manufacturing facilities and R&D centers. North America and Africa tie for third, while Oceania and South America see relatively fewer investments. Notably, over the next three years, investment intentions are shifting noticeably towards emerging markets. Southeast Asian countries are the most frequently mentioned, followed by Middle Eastern countries and Hong Kong, Macao and Taiwan — reflecting an active push into “Belt and Road” markets, while also using Hong Kong, Macao and Taiwan as strategic springboards for going global.

In terms of drivers for “going global”, “market expansion” is the most commonly cited reason, followed by “circumventing trade barriers” and “adapting to changes in industrial and supply chains”. In addition, some enterprises cited overseas M&A to “acquire advanced technology and brand resources”, while others highlighted “cost reduction” and “securing access to key resources (land, capital, energy, talent, etc)”. Taken together, these findings reflect that, against the backdrop of rising global trade protectionism and supply chain de-risking, Zhejiang enterprises’ overseas expansion has evolved from pure market-seeking into a comprehensive global strategic move.



註：圖圈大小代表企業提及的普遍程度，圈越大表示越多企業關注。

Note: Circle size indicates the relative frequency of mentions by enterprises — the larger the circle, the more enterprises cited that factor.

資料來源：中總研究部根據“攜手浙商行天下”浙港企業產業對接交流會調研數據整理。

Source: Compiled by the CGCC Research Department, based on survey data from the Zhejiang-Hong Kong Industry Matching Exchange under the “Zhejiang Enterprises Going Global” initiative.

在出海模式方面，最普遍的海外業務仍以進出口貿易為主，但對外直接投資設廠、海外併購等深度模式亦佔相當比重，顯示企業正從“賣產品”向“建生態”轉型。此外，設立境外研發中心、構建國際營銷網絡、跨境電商等新形式亦有涵蓋。

In terms of overseas business models, import-export trade remains the most common form of overseas operations. However, deeper models such as foreign direct investment in manufacturing facilities and cross-border M&A also account for a significant share, reflecting a transition from “selling products” to “building ecosystems”. In addition, newer forms such as overseas R&D centers, international marketing networks and cross-border e-commerce are also present.

核心痛點：三大結構性瓶頸

Core pain points: three structural bottlenecks

面對環球政經格局急速變化，企業“出海”無可避免遇到挑戰。綜合本次調研，浙企“走出去”主要面對的困難主要圍繞三方面。

As the global geopolitical and economic landscape shifts rapidly, enterprises inevitably face challenges when expanding overseas. According to this survey, the hurdles Zhejiang enterprises encounter in their “go global” efforts mainly focus on three areas.



外部環境風險

External environment risks

各國法規差異大，地緣政治風險高

- 幾乎全數列為首要困難
- 約半數憂慮貿易保護政策

Wide discrepancies in regulations across countries, high geopolitical risks.

- Nearly all cite this as the top challenge
- About half are concerned about trade protectionist policies

內部資源瓶頸

Internal resource constraints

國際化人才供給不足，招聘與留用皆困難

- 超過半數企業反映人才為最主要內部制約

Insufficient supply of international talent, difficulties in both recruitment and retention.

- Over half of the enterprises cite talent as the most critical internal constraint

市場競爭劣勢

Market competitiveness disadvantages

境外通路不足，國際品牌知名度偏低

- 多家企業表示難以突破既有先行者優勢

Insufficient overseas distribution channels, low international brand recognition.

- Multiple enterprises report difficulty in breaking through the advantages of established incumbents



前線觀察：與浙江企業家對話

本次浙港產業對接交流會期間，中總研究團隊與多位浙江出海企業負責人深入交流，獲得了不少第一手觀感。

從事電氣製造、已在全球多洲設有分支的企業代表指，目前最大困擾並非來自市場，而是各國法規、稅務、勞工法差異巨大，內部法務團隊難應付攀升的合規成本，他們認為若能借助香港國際法律和會計服務網絡，可有效降低試錯成本。

從事軟件資訊服務的負責人指，產品技術層面具競爭力，但海外品牌認知度和銷售渠道不足，期望香港發揮國際商業中心角色，協助對接目標市場代理商或合作夥伴。

人才方面，受訪企業家普遍反映國際化管理人才難招更難留。有色金屬行業高管提到，企業在非洲和中東均有項目，外派人員不熟悉當地文化與法律環境，招聘當地人才又面臨管理融合問題，該高管同時指出香港團隊國際化程度高，但薪酬預期和管理文化亦有差異。

多位企業家主動詢問香港特區政府“出海專班”和專業服務平台，顯示業界對香港出海服務功能已有一定認知，但具體操作路徑仍需更多推介和對接。上述反饋為探討香港如何精準對接浙江企業出海需求，提供具體方向。

Frontline observations: conversations with Zhejiang entrepreneurs

During the Zhejiang-Hong Kong Industry Matching Exchange, the CGCC research team engaged in in-depth discussions with a number of Zhejiang business leaders, gaining valuable first-hand insights.

A representative from an electrical manufacturing company with branches across multiple continents noted that their biggest challenge currently comes not from the market, but from the vast differences in regulations, tax systems and labour laws across countries — their in-house legal team is struggling to keep up with rising compliance costs. They believe that leveraging Hong Kong's international legal and accounting services network could effectively reduce the cost of trial and error.

A representative from a software and information services company noted that while their products are technologically competitive, they face challenges in brand recognition and sales channels overseas. They look to Hong Kong to leverage its role as an international business hub to help connect them with agents or partners in target markets.

On the talent front, the surveyed entrepreneurs commonly reported that international management talent is both hard to recruit and even harder to retain. An executive from the non-ferrous metals sector noted that their company has projects in both Africa and the Middle East, but expatriate staff are often unfamiliar with local cultural and legal environments, while hiring local talent presents challenges in management integration. The executive also pointed out that Hong Kong teams are highly internationalized, yet differences in salary expectations and management culture remain.

A number of entrepreneurs proactively inquired about the HKSAR Government's GoGlobal Task Force and professional services platform, indicating that there is already some awareness among the industry of Hong Kong's role in supporting overseas expansion. However, more promotion and matching efforts are still needed to clarify the operational pathways. These observations provide concrete direction for exploring how Hong Kong can precisely align its services with the overseas expansion needs of Zhejiang enterprises.



香港角色優勢：精準應對企業痛點 Hong Kong's role: matching enterprise pain points precisely

中總認為，香港作為國際專業服務中心的核心優勢，正好為企業痛點提供解決良方。

CGCC believes that Hong Kong's core advantages as an international professional services hub offer perfect solutions to the enterprise pain points.



1. 法律與合規服務：化解最大風險

Legal and compliance services: mitigating the greatest risk

香港憑藉其與國際接軌的普通法體系、成熟的國際仲裁機制（香港國際仲裁中心為亞洲領先機構），以及大量精通跨境法律事務的專業人才，為企業提供全面的法律與合規服務。2025年啟動的“香港專業服務出海平台”已收錄逾50個成功案例。對於面臨合規風險的浙江企業，香港的法律、會計及風險管理服務能提供從盡職調查、合同架構設計到爭端解決的全鏈條支援。普華永道2025年報告指出，香港作為“高增值供應鏈服務中心”，可為企業“出海”提供全面的市場推廣、合規管理及專業配套服務。中總會董、執業律師劉嘉華在活動交談中強調，香港匯聚多元專業人才，擅長普通法體系下的融資、公司重組等事務，並擁有全球專業網絡，是企業出海所需的“超級聯繫人”和專業服務提供者。

With its common law system aligned with international practice, a well-established international arbitration mechanism (the Hong Kong International Arbitration Centre is a leading institution in Asia), and a deep pool of professionals well-versed in cross-border legal matters, Hong Kong offers comprehensive legal and compliance services for enterprises. The “Hong Kong Professional Services Going Global Platform”, launched in 2025, has already documented over 50 successful cases. For Zhejiang enterprises facing compliance risks, Hong Kong's legal, accounting and risk management services provide end-to-end support — from due diligence and contract structuring to dispute resolution. A 2025 report by PwC highlights Hong Kong's role as a “high-value-added supply chain services hub”, offering integrated market promotion, compliance management and professional support for enterprises “going global”. Lau Kar-wah, CGCC Committee Member and practising solicitor, emphasized during the exchange that Hong Kong brings together diverse professional talent well-versed in matters such as financing and corporate restructuring under the common law system, backed by a global professional network, making Hong Kong the “super-connector” and professional services provider that enterprises need for their overseas expansion.



2. 國際人才樞紐：破解人才瓶頸

International talent hub: addressing the talent bottleneck

香港作為中國國際化程度最高的城市，匯聚全球多元文化背景的專業人才。浙江企業可透過在港設立區域總部或離岸運營中心，借助香港人才市場招聘國際化管理人才，並利用其商學院和專業培訓機構培養國際化團隊，這對普遍“缺乏國際經營管理人才”的浙江企業尤為重要。中總會董楊凱榮觀察到，浙江企業視香港為“出海訓練營”和“安全墊”，是走向國際市場最可控的第一步。務實企業善用香港的規則優勢，同時在內地保留供應鏈與成本核心。然而，香港團隊的國際化程度高，薪酬預期和管理習慣與內地亦有差異，這需要浙港雙方透過更多交流增進了解，找到最佳平衡點。

As China's most internationalized city, Hong Kong brings together professionals from diverse cultural backgrounds. Zhejiang enterprises can establish regional headquarters or offshore operating centers in Hong Kong to recruit international management talent, and leverage its business schools and professional training institutions to develop international teams. This is particularly important for Zhejiang enterprises, many of which generally lack international management expertise. Kevin Yeung, CGCC Committee Member, observed that Zhejiang enterprises view Hong Kong as a “training camp for going global” and a “safety net” — the most manageable first step into international markets. Pragmatic enterprises make good use of Hong Kong's rule-based advantages while retaining their supply chain and cost base in the Mainland. At the same time, Hong Kong teams are highly international in composition, and differences in salary expectations and management culture compared with the Mainland need to be addressed through more exchanges between Zhejiang and Hong Kong to find the optimal balance.



3. 品牌與渠道平台：打通國際市場

Brand and distribution platform: accessing international markets

香港是亞洲首屈一指的市場推廣服務中心，擁有完善的品牌建設、市場營銷和國際展覽基礎設施。浙江企業可借助香港的國際商業網絡和品牌營運經驗，提升產品在海外市場的認知度和溢價能力，尤其對於拓展東南亞、中東等“一帶一路”市場，香港的區域商業聯繫和貿易網絡具有不可替代的價值。安永2025年報告建議，香港應推動專業服務標準互認、設立“一帶一路”稅務諮詢中心，並加強與新興市場的對接合作。

Hong Kong is Asia's premier marketing services hub, with well-established infrastructure for branding, marketing and international exhibitions. Zhejiang enterprises can leverage Hong Kong's international business networks and brand management expertise to enhance product recognition and pricing power in overseas markets. This is particularly valuable for expanding into "Belt and Road" markets such as Southeast Asia and the Middle East, where Hong Kong's regional business connections and trade networks offer irreplaceable advantages. A 2025 report by EY recommends that Hong Kong promote mutual recognition of professional service standards, establish a "Belt and Road" tax advisory center, and strengthen cooperation and connectivity with emerging markets.



4. 金融服務支撐：拓寬融資渠道

Financial services support: broadening financing channels

調研顯示，多家浙江企業的境外投資涉及大額資本開支。香港作為國際金融中心，可提供離岸融資、跨境資金管理、綠色金融、上市集資等多元化金融服務，有效降低企業“出海”的資金成本和匯率風險。中總會董、江東投資管理有限公司合夥人黃澤雁指出，浙港至少有四方面可以深化合作：一是香港在“一國兩制”下作為中國的一部分，企業辦理境外投資備案相對更便捷；二是香港擁有發達的金融市場，可助力企業融資或上市；三是香港的普通法制度受全球認可，對外簽訂合同時適用香港法律和爭議解決方式更易被其他國家接受；四是香港具備全球商業聯繫網絡，企業落地香港本身即是一種國際品牌背書。香港資本市場為浙江企業從區域性成長為跨國企業提供了關鍵的金融跳板。

The survey shows that a number of Zhejiang enterprises have overseas investments involving significant capital expenditure. As an international financial center, Hong Kong offers a wide range of financial services, including offshore financing, cross-border fund management, green finance and IPO fundraising, which can effectively reduce the cost of capital and currency risks for enterprises "going global". Ryan Huang, CGCC Committee Member and Partner of JD Investment Management Limited, pointed out that there are at least four areas where Zhejiang and Hong Kong can deepen collaboration. First, as part of China under "one country, two systems," Hong Kong offers a more streamlined process for enterprises to register overseas investments. Second, Hong Kong's developed financial market can facilitate corporate financing or public listings. Third, Hong Kong's common law system is globally recognized, making it easier for contracts governed by Hong Kong law and dispute resolution mechanisms to be accepted by other countries. Fourth, Hong Kong's extensive global business network means that establishing a presence in Hong Kong itself serves as an international brand endorsement. Hong Kong's capital market provides a critical financial springboard for Zhejiang enterprises to grow from regional players into multinational corporations.

政策建議與合作倡議

對特區政府的建議

- 深化“出海專班”對長三角，特別是浙江的服務覆蓋，並針對浙江民營企業特點提供更具針對性的配對方案。
- 推動浙港專業資格互認先行先試（法律、會計、知識產權等領域），降低浙江企業使用香港專業服務的制度門檻。

有關深化浙港合作的建議

- 將香港納入浙江企業“出海綜合服務港”的核心節點，引導企業善用香港的法律、金融、品牌推廣等服務資源。
- 支持浙江企業在港設立離岸運營中心，並透過政策引導和資訊服務，鼓勵其在港設立區域管理總部或資金調度中心，以拓展東南亞、中東等市場。

中總的角色與行動

- 建立浙港企業“出海”常態化對接機制，中總將與浙江省工商聯深化合作，定期組織浙江企業赴港考察，並邀請香港服務提供者赴浙江推介。
- 聚焦合規服務，打造“浙港法律服務合作”專項，中總擬聯合香港法律、會計界別，針對浙江企業出海目標市場提供專題法律環境評估和合規方案設計。
- 探索“香港培訓+浙江派駐”的國際化人才培養模式，中總將推動浙江企業利用香港的國際化培訓資源，為外派人員提供跨文化管理、國際商務法律等專項培訓。

Policy recommendations and collaboration initiatives

Recommendations for the HKSAR Government

- Deepen the outreach of the GoGlobal Task Force to the Yangtze River Delta, particularly Zhejiang, and offer more targeted matching solutions tailored to the characteristics of Zhejiang's private enterprises.
- Promote pilot mutual recognition of professional qualifications between Zhejiang and Hong Kong (in areas such as legal, accounting and intellectual property), so as to lower the institutional barriers for Zhejiang enterprises to access Hong Kong's professional services.

Recommendations for deepening Zhejiang-Hong Kong cooperation

- Position Hong Kong as a core node in Zhejiang enterprises' "integrated service hub for going global", and guide enterprises to make full use of Hong Kong's legal, financial, brand promotion and other service resources.
- Support Zhejiang enterprises in setting up offshore operating centers in Hong Kong, and provide policy guidance and information services to encourage the establishment of regional management headquarters or treasury centers in Hong Kong, so as to facilitate expansion into Southeast Asian, Middle Eastern and other markets.

CGCC's role and initiatives

- Establish a regular matching mechanism for Zhejiang enterprises "going global". CGCC will deepen its cooperation with the Zhejiang Federation of Industry and Commerce, organize regular and mutual visits for Zhejiang enterprises and Hong Kong service providers.
- Focus on compliance services by launching a dedicated "Zhejiang-Hong Kong Legal Services Cooperation" initiative. CGCC plans to join hands with Hong Kong's legal and accounting sectors to provide targeted legal environment assessments and compliance solutions for Zhejiang enterprises' target overseas markets.
- Explore an international talent development model combining "Hong Kong training + Zhejiang placement". CGCC will encourage Zhejiang enterprises to make use of Hong Kong's international training resources, offering specialized programmes in cross-cultural management and international commercial law for expatriate staff.

結語

浙江企業出海已進入“深水區”，從產品輸出走向資本、技術和管理輸出，所面臨的挑戰已從單純的商業競爭轉向制度與生態層面的競爭。香港的專業服務體系、國際商業網絡和制度優勢，能為企業提供系統性增值支撐。中總將持續發揮“立足香港、背靠祖國、聯繫世界”的平台功能，深化與浙江工商界的合作，推動更多浙江企業善用香港“出海”平台，在全球市場行穩致遠，為國家高水平對外開放貢獻力量。“攜手浙商行天下”正是這一使命的具體實踐。

Concluding Remarks

Zhejiang enterprises' overseas expansion has entered the "deep-water zone", evolving from product exports to the export of capital, technology and management expertise. The challenges they face have shifted from pure market competition to competition at the institutional and ecosystem levels. Hong Kong's professional services ecosystem, international business networks and institutional strengths can provide systematic value-added support for enterprises. CGCC will continue to leverage its platform function of "reaching out to the world with its roots in Hong Kong and backing from the Motherland", deepen cooperation with Zhejiang's business community, and encourage more Zhejiang enterprises to make good use of Hong Kong's platform for "going global", enabling them to navigate global markets steadily and far-sightedly, while contributing to the country's high-standard opening-up. The "Zhejiang Enterprises Going Global" initiative is a concrete embodiment of this mission.

浙江企業“出海”的宏觀背景

Macro Background of Zhejiang Enterprises “Going Global”



國家“十五五”規劃將“高水平對外開放”列為重點方向，明確提出拓展“製造+服務”海外經營網絡、擴大服務業對外開放。2025年國務院常務會議進一步要求研究完善海外綜合服務體系；2026年政府工作報告則強調發揮港澳“背靠祖國、聯通世界”的獨特優勢。上述政策顯示，支持企業合規穩健“走出去”已上升為國家層級的系統性工程。

浙江作為民營經濟大省及外貿第二大省，其企業“出海”實踐具高度代表性。近年來，浙江省對外直接投資存量保持穩定增長（見圖表1）。截至2024年末已達1,367.9億美元，位居全國第三。這反映出浙企不僅具備強烈的“出海”意願，亦已在全國層面形成顯著的規模優勢與競爭力。

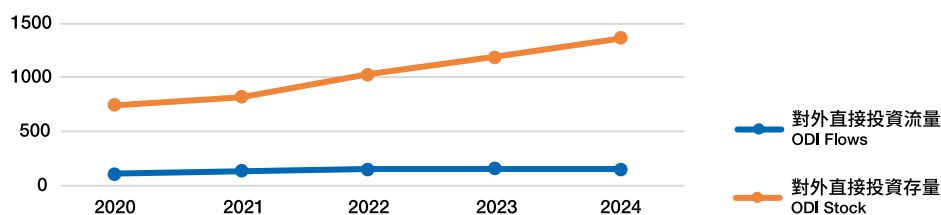
The national 15th Five-Year Plan has identified “high-standard opening-up” as a key priority, explicitly calling for the expansion of “manufacturing + services” overseas business networks and the further opening-up of the services sector. In 2025, State Council executive meeting further called for improvements to the overseas integrated service system, while the 2026 Government Work Report emphasized leveraging the unique advantages of Hong Kong and Macao as “rooted in the Motherland and connected to the world”. These policy directions indicate that supporting enterprises to “go global” in a compliant and prudent manner has become a systemic undertaking at the national level.

As a major province of the private economy and the second largest in foreign trade, Zhejiang enterprise practices in “going global” are highly representative. In recent years, Zhejiang’s outward direct investment (ODI) stock has maintained steady growth (see Chart 1), reaching USD 136.79 billion by the end of 2024, ranking third nationally. This reflects not only a strong willingness among Zhejiang enterprises to “go global”, but also the significant economies of scale and competitiveness they have already achieved at the national level.

圖表 Chart 1

2020至2024年浙江省對外直接投資流量及存量 Zhejiang ODI Flows and Stock (2020–2024)

單位: 億美元
Unit: USD 100million



資料來源 Source: 中華人民共和國商務部、國家統計局、國家外匯管理局 Ministry of Commerce of the PRC, National Bureau of Statistics, State Administration of Foreign Exchange

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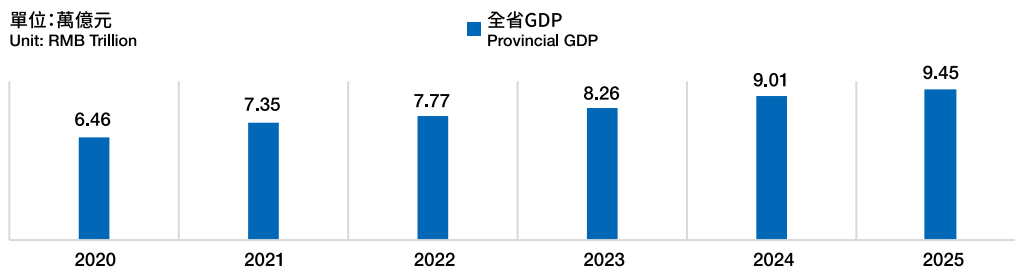
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從經濟發展與對外投資的關聯來看，浙江省 GDP 過去五年持續攀升，於 2025 年達 9.45 萬億元（見圖表 2）。伴隨經濟總量穩步增長，企業對外投資能力亦不斷增強，全省對外直接投資能力亦持續提升。企業透過拓展海外市場、獲取技術與資源，有效帶動省內產業升級；而省內經濟的持續擴張，也為企業全球化佈局提供更充裕的資金與產業基礎。可以說，浙江經濟發展與企業“出海”已形成相互促進的良性循環。

In terms of the relationship between economic development and outward investment, Zhejiang's GDP has continued to rise over the past five years, reaching RMB 9.45 trillion in 2025 (see Chart 2). Alongside steady growth in economic output, enterprises' capacity for outward investment has also strengthened, with the province's overall ODI capability continuing to improve. By expanding into overseas markets and acquiring technologies and resources, enterprises have effectively driven industrial upgrading within the province. At the same time, the sustained expansion of the provincial economy has provided ample capital and an industrial base to support enterprises' global deployment. It can be said that Zhejiang's economic development and its enterprises' "going global" efforts have formed a mutually reinforcing virtuous cycle.

圖表 Chart 2

2020 至 2025 年浙江省 GDP 總量 Zhejiang GDP (2020–2025)



資料來源 Source: 浙江省經濟信息中心 Zhejiang Provincial Economic Information Centre

浙港兩地經貿往來歷史悠久，近年更從宏觀政策框架深化至具體務實的合作機制。制度上，“浙港合作會議”已成為兩地政府最高層級的溝通平台，定期就金融、科創、商貿、專業服務等領域進行對接，為企業合作提供穩定的制度性保障。活動上，包括“2026 浙江 — 香港經貿投資推介會”及“攜手浙商行天下”產業對接交流會在內的經貿活動，為雙方企業建立了直接對話與項目對接管道，這標誌著雙邊合作已進入項目化、清單化實施階段。功能上，浙港互補優勢進一步突顯：香港擁有成熟的國際金融體系、普通法法律服務及高水平專業諮詢；浙江則具備強大的製造業基礎、活躍的民營資本與旺盛的海外投資需求。雙方在企業“出海”議題上天然互補，香港可在融資、合規、品牌、供應鏈管理及區域總部設立等環節為浙企提供增值服務。

Zhejiang and Hong Kong share a long history of economic and trade exchanges, which in recent years have deepened from macro policy frameworks to concrete and practical cooperation mechanisms. Institutionally, the “Zhejiang-Hong Kong Cooperation Meeting” has become the highest-level communication platform between the two governments, convening regularly to align on finance, IT, trade and commerce, professional services and other areas, providing stable institutional safeguards for business cooperation. On the activities front, bilateral trade and investment events including the “2026 Zhejiang-Hong Kong Economic and Trade Investment Promotion Conference” and the “Zhejiang Enterprises Going Global” industry matching exchange have established direct dialogue and project matching channels for enterprises on both sides, marking a shift towards project-based and list-based implementation of bilateral cooperation. Functionally, the complementary strengths of Zhejiang and Hong Kong have become more pronounced: Hong Kong offers a well-established international financial system, common law legal services and high-quality professional advisory capabilities, while Zhejiang boasts a strong manufacturing base, vibrant private capital and robust overseas investment demand. The two sides are naturally complementary on the issue of enterprises “going global”, with Hong Kong well-positioned to provide value-added services to Zhejiang enterprises in areas such as financing, compliance, branding, supply chain management and regional headquarters set-up.

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第四届中国国际供应链促进博览会 The Fourth China International Supply Chain Expo

2026年6月22日 中国·北京

June 22nd, 2026 Beijing, China



赴京出席鏈博會及 APEC工商領導人中國論壇

ATTENDING THE CHAIN EXPO AND APEC CHINA CEO FORUM IN BEIJING

“**第**四屆中國國際供應鏈促進博覽會開幕式”及“2026年 APEC 工商領導人中國論壇”早前在北京舉行，**本會會長蔡冠深**應邀出席，並於 APEC 論壇專題研討擔任發言嘉賓，就推動數字創新發展分享真知灼見。**本會副會長曾智明、張學修及常董王紹基**亦出席活動。



蔡冠深
Jonathan Choi

維護國際產業及供應鏈穩定

在鏈博會開幕式上，**國務院副總理丁薛祥**出席並發表主旨講話，強調當前單邊主義、保護主義抬頭，維護國際產業鏈供應鏈穩定暢通已成為世界各國共同課題；中國作為負責任大國，不刻意追求貿易順差，而是通過主動擴大進口，與各方共享市場機遇、促進貿易平衡發展。

中國貿促會會長任鴻斌擔任開幕式主持。他表示，在“十五五”開局之年，本屆鏈博會將更大力度推動產業鏈供應鏈國際合作。中國貿促會亦和與會各國工商界代表共同發佈《第四屆中國國際供應鏈促進博覽會北京倡議》，致力構建更加緊密的夥伴關係。

參與 APEC 論壇專題研討

蔡冠深應邀在 APEC 工商領導人中國論壇，以“數字創新賦能亞太經濟新增長”為題發表專題發言。他



認為，人工智能 (AI) 與數字經濟是未來發展大方向，特別指出香港正全力推動“AI 產業化、產業 AI 化”，亦正積極促成內地與香港算力聯通，打造強大的“AI 灣區”。他又強調，香港應透過“金融與創科雙向賦能”更好對接國家“十五五”規劃，善用普通法制度、國際化人才及低稅制等獨特優勢，引領大灣區資本與合作夥伴開拓國際新格局。

合辦兩地創科交流會

為支持香港建設為國際創新科技中心，本會與中國貿促會駐香港代表處、香港生產力促進局等機構合辦“2026內地—香港創科合作交流會”。是次交流會邀得國家工業和信息化部、香港創新科技及工業局、港深創新及科技園等代表致辭，全力促進兩地創科產業在“政、產、學、研、投”方面的緊密協作，加速推動形成“科研在港、轉化在內、市場全球”的戰略佈局。

赴京期間，代表團專程參觀由香港貿易發展局承辦的“香港形象館”及其他主要展區，深入了解港資企業在跨國供應鏈管理與數字支付等方面的最新實踐。(21-24/6) 

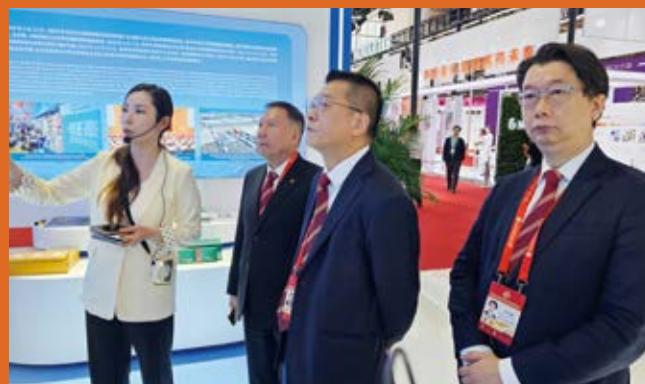
The opening ceremony of the “4th China International Supply Chain Expo” (Chain Expo) and the “2026 APEC China CEO Forum” (APEC Forum) were recently held in Beijing. **Jonathan Choi, the Chamber's Chairman**, was invited to attend and served as a guest speaker at a special seminar during the APEC forum, sharing insights on promoting digital innovation development. **Ricky Tsang, Charles Cheung, the Chamber's Vice-Chairmen** and **Ivan Wong, the Chamber's Standing Committee Member**, also participated in the events.



Maintaining stability of international industry and supply chains

At the opening ceremony of the Chain Expo, **Ding Xuexiang, Vice Premier of the State Council**, attended and delivered a keynote speech, emphasizing that with the rise of unilateralism and protectionism, maintaining the stability and smooth operation of international industry and supply chains has become a common challenge for countries worldwide. As a responsible major country, China does not deliberately pursue trade surpluses but actively expands imports to share market opportunities with all parties and promote balanced trade development.

Ren Hongbin, Chairman of the China Council for the Promotion of International Trade (CCPIT), hosted the



opening ceremony. He stated that in the first year of the 15th Five-Year Plan, this Chain Expo will further promote international cooperation in industry and supply chains. CCPIT, together with business representatives from participating countries, jointly released the *Beijing Initiative of the 4th China International Supply Chain Promotion Expo*, committed to building closer partnerships.

Participation in APEC forum thematic seminar

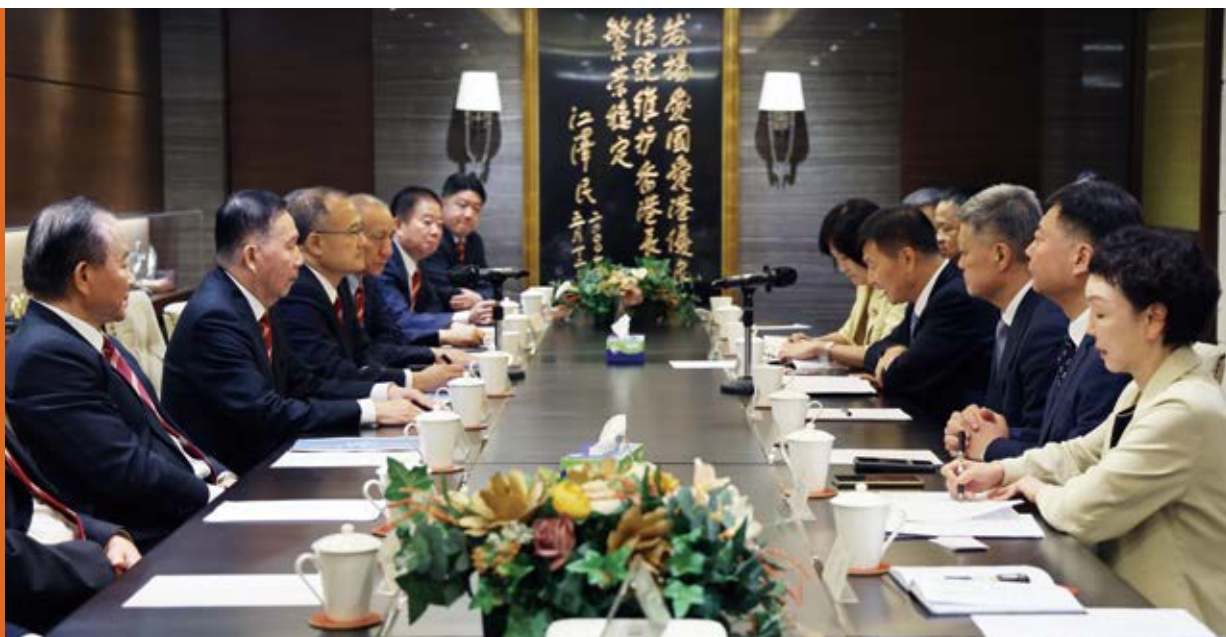
Choi was invited to deliver a keynote speech at the APEC Forum on the topic "Digital Innovation Empowering New Growth in the Asia-Pacific Economy". He believes that artificial intelligence (AI) and the digital economy are the major directions for future development. He specifically pointed out that Hong Kong is fully promoting the "industrialization of AI and AI-ization of industries", and is actively facilitating the connectivity of computing power between the Mainland and Hong Kong to build a strong "AI Bay Area". He also emphasized that Hong Kong should better align with the national 15th Five-Year Plan

through "mutual empowerment of finance and innovation technology", leveraging its unique advantages such as the common law system, international talent and low tax regime, to lead the Greater Bay Area's capital and partners in exploring new international patterns.

Co-organizing cross-border IT exchange conference

To support Hong Kong's development as an international innovation and technology hub, the Chamber, together with the CCPIT Hong Kong Sub-council, the Hong Kong Productivity Council and other organizations, co-organized the "2026 Mainland-Hong Kong Innovation and Technology Cooperation Exchange Conference".

During the visit to Beijing, the delegation made a special visit to the "Hong Kong Pavilion" organized by the Hong Kong Trade Development Council, and other major exhibition areas to gain in-depth understanding of the latest practices of Hong Kong-funded enterprises in multinational supply chain management and digital payments. (21-24/6) 



海南省長率團到訪 簽署備忘錄推進“雙港聯動”

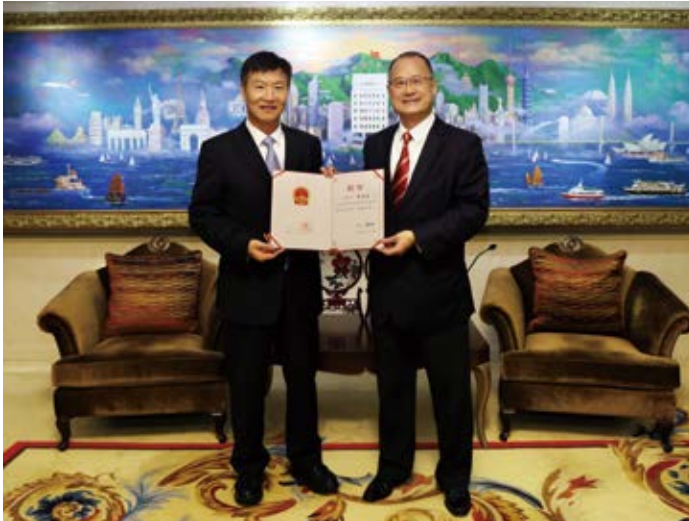
GOVERNOR OF HAINAN PROVINCE VISITS TO ADVANCE
“DUAL-PORT LINKAGE”

為 进一步深化及落實瓊港經貿合作，**海南省委副書記、省長劉小明**率團到訪交流，並親自向**本會會長蔡冠深**頒發“海南自貿港國際諮詢委員會”聘書。此外，本會與海南省貿促會簽署《深化合作備忘錄》，**海南省貿促會會長寧虹雯**率領多家企業代表與本會成員進行商務對接。

劉小明向本會成員介紹海南自貿港全島封關運作的最新推進情況、政策優勢及未來招商方向。他指出，香港作為國際離岸人民幣中心，與海南自貿港在跨境資金流動與經貿政策上高度互補；同時，香港擁有豐富的國際高端人才，歡迎其積極參與自貿港建設。

蔡冠深就深化雙港聯動與吸引外資提出務實建議，表示香港具備國際金融與財富管理雙第一、大灣區科创走廊等獨特優勢，應全力推進“港資、港法、港仲裁”模式落地海南，善用零關稅優惠政策全面引進香港專業服務，協助海南企業引領“出海”。

出席接待活動的海南方主要嘉賓還包括**海南省政府秘書長蔡強、省委統戰部常務副部長陳健嬌、省發展改革委主任綦樹利、省旅遊和文化廣電體育廳廳長陳鐵軍、省商務廳廳長張斌、三亞市長陳希**等。本會出席代表包括**副會長張學修、李引泉、樊敏華、永遠榮譽會長林廣兆**，以及多位常董。(17/6) 



■ 劉小明 (左) 向蔡冠深頒發聘書。
Liu Xiaoming (left) presenting a letter of appointment to Jonathan Choi.



■ 寧虹雯 (前排左) 與張學修分別代表海南省貿促會及中總簽署合作備忘錄。
Ning Hongwen (left, front row,) and Charles Cheung signing a MoU on behalf of the CCPIT Hainan Committee and CGCC respectively.



Aiming to further deepen cooperation between Hainan and Hong Kong, **Liu Xiaoming, Deputy Secretary of the Hainan Provincial Party Committee and Governor of Hainan Province**, led a delegation to visit the Chamber. Liu presented **Jonathan Choi, the Chamber's Chairman**, with an official letter of appointment to the "Hainan Free Trade Port International Advisory Committee". In tandem with these high-level talks, the Chamber and the CCPIT Hainan Committee signed an MoU to strengthen their partnership, while a corporate delegation led by **Ning Hongwen, President of the CCPIT Hainan Committee**, engaged in business matchmaking with the Chamber's members.

Liu introduced the latest progress, policies and future investment directions of the Hainan Free Trade Port's island-wide customs closure operation, and pointed out that Hong Kong and Hainan have complementary advantages.

Choi provided practical suggestions on deepening cooperation between Hong Kong and Hainan and attracting foreign investment, and mentioned that Hong Kong can assist Hainan enterprises in leading the way in "going global".

Guests from Hainan Province included **Cai Qiang, Secretary-General of the Hainan Provincial Government; Chen Jianjiao, Executive Deputy Director of the United Front Work Department of the Hainan Provincial Committee; Qi Shuli, Director of the Hainan Provincial Development and Reform Commission; Chen Tiejun, Director of the Hainan Provincial Department of Tourism, Culture, Radio, Television and Sports; Zhang Bin, Director of the Hainan Provincial Department of Commerce; and Chen Xi, Mayor of Sanya City**. Representatives of the Chamber included **Charles Cheung, Li Yinquan and Kevin Fan, the Chamber's Vice-Chairmen, Lam Kwong-siu, the Chamber's Life Honorary Chairman** and several standing committee members. (17/6) 

認識老撾潛力 發掘商貿空間



RECOGNIZING LAOS' POTENTIAL TO UNLOCK TRADE & BUSINESS OPPORTUNITIES

適逢中老建交 65 周年，本會早前舉辦專題分享會，特邀老撾駐港澳總領事 **Ammala Saenchonghack** 作主題演講，拆解老撾優勢及招商優惠，為本會會員企業發掘兩地經貿合作潛力。

Marking the 65th anniversary of China-Laos diplomatic ties, the Chamber recently hosted a thematic sharing session featuring a keynote address by **Ammala Saenchonghack, Consul General of Laos in Hong Kong and Macao**. He unpacked Laos' competitive strengths and investment incentives to help member enterprises of the Chamber tap bilateral economic and trade cooperation potential.

上月初老撾國家主席訪問北京，雙方簽署 32 份合作文件，為兩國經貿合作定下新方向；早前香港行政長官李家超訪問老撾期間，亦簽訂 12 份諒解備忘錄。Saenchonghack 表示，是次分享會正是跟進落實雙方共識，面向香港工商界釋放老撾最新發展訊息。

打破陸鎖困局

駐港兩年以來，Saenchonghack 發現香港商界對老撾普遍存有三大疑問：為何投資老撾、當地治安環境、潛在投資機遇。Saenchonghack 指出，老撾地處中南半島核心，接壤中國、泰國、越南、緬甸、柬埔寨五國，政府以由“陸鎖國”轉為“陸聯國”作核心發展目標，基建網絡將全面提速。

Saenchonghack 續指，作為“一帶一路”標誌工程，通車六年的中老鐵路已打通跨境運輸脈絡，連接泰國、馬來西亞及新加坡；萬象至越南鐵路興建中，另有兩條跨境鐵路處於規劃階段。公路方面，萬象至萬榮高速公路通車，多段連接昆明的高速公路分期推進；全國現有三座營運內陸港、六座規劃內陸港，匹配香港物流業優勢，合作空間龐大。



Ammala Saenchonghack

此外，他提到航空往來更實現突破。2024 年開通香港直飛萬象航線，今年三月新增香港往返南部巴色航班。今年一月，老撾有機藍莓首次出口香港，成為兩地農產品貿易新亮點；全國四座國際機場、五座國內機場、五座跨湄公河大橋，持續縮短港老往來時空距離。

綠色增長為核心

Saenchonghack 指出，老撾國家發展戰略以綠色增長為核心，四大產業優先招商：第一是綠色能源，當地水電資源豐富，大力發展可再生能源，契合全球碳中和趨勢；第二是有機清潔農業，土地肥沃、污染少，重點發展稻米、咖啡、橡膠、有機水果出口；第三是跨境基建物流，依托多條 GMS 跨境經濟走廊，打造中南半島貨物集散節點；第四是生態旅遊，去年全年入境遊客達 440 萬人次，香港遊客逐年上升，政府持續推出旅遊基建扶持政策。

他剖析，對外經貿層面，老撾身兼東盟、RCEP、世貿、湄湄合作及“一帶一路”成員，與 26 國簽署雙邊投資協定，享有歐盟 EBA 免關稅待遇，對外開放程度持續提升。

設立一站審批 豐厚稅務優惠

至於在投資政策方面，Saenchonghack 指出，老撾設立完善法律體系保障外資

權益，多數行業允許外資 100% 持股。全國七省佈局多個經濟特區，九大鼓勵產業可享長達 7 至 15 年利得稅免稅期，進駐特區可額外延長兩年免稅；同時豁免土地租金、進出口關稅，外籍專才僅徵 5% 個人入息稅。

此外，Saenchonghack 透露，該國投資促進管理委員會 (IPMC) 提供一站式服務，統一辦理投資牌照、簽證、設備進口備案，配套商務對接會、投資研討會等後續跟進服務，大幅簡化企業落地流程。數據顯示，香港累計 52 個投資項目、總投資額約 6.44 億美元，位列老撾第六大外資來源地。隨兩地航線、農貿往來升溫，港資增長潛力十足。Saenchonghack 寄望香港企業把握老撾開放機遇，在綠能、農產品貿易、跨境物流、生態旅遊開展深度合作，共拓中南半島龐大市場。(18/6) 📍

Early last month, the President of Laos paid a state visit to Beijing, where the two sides signed 32 cooperation documents charting new directions for bilateral economic and trade ties. Earlier, Chief Executive John Lee signed 12 MoU during his visit to Laos. Saenchonghack stated that the sharing session serves to follow up and implement consensus reached by both sides, delivering the latest updates on Laos' development to Hong Kong's business community.

Breaking free from landlocked constraints

Over his two-year posting in Hong Kong, Saenchonghack has identified three prevailing questions among Hong Kong businesses regarding Laos: why invest in Laos, local security conditions, and viable investment opportunities. He pointed out that Laos sits at the heart of the Indochina Peninsula, sharing borders with five countries – the Chinese Mainland, Thailand, Vietnam, Myanmar and Cambodia. Its core national development goal is to transform from a landlocked country into a land-linked hub, with infrastructure networks set for accelerated expansion.

Saenchonghack went on to explain that the China-Laos Railway, a landmark “Belt and Road” Initiative project now in its sixth year of operation, has opened cross-border transport links extending to Thailand, Malaysia and Singapore. The Vientiane-Vietnam Railway is under construction, while two additional cross-border rail lines are at the planning stage. On highways, the Vientiane-Vang Vieng Expressway is operational, with multiple Kunming-connected expressways rolled out in phases. The country currently runs three inland dry ports and six more are planned, aligning perfectly with Hong Kong's logistics strengths and opening vast room for collaboration.

He also highlighted breakthroughs in air connectivity. A direct Hong Kong-Vientiane air route launched in 2024, supplemented by new Hong Kong-Pakse round-trip flights this March. In January this year, Laos' organic blueberries were exported to Hong Kong for the first time, marking a new highlight in bilateral agricultural trade. With four international airports, five domestic airports and five Mekong River cross-border bridges,

travel and shipment times between Hong Kong and Laos continue to shorten.

Green growth as national core strategy

Saenchonghack outlined green growth as the centerpiece of Laos' national development strategy, prioritizing four key sectors for investment promotion: Green energy: Endowed with abundant hydropower resources, Laos vigorously develops renewable energy, aligning with global carbon neutrality goals; Organic clean agriculture: Fertile, low-pollution land supports export-focused cultivation of rice, coffee, rubber and organic fruits; Cross-border infrastructure and logistics: Leveraging multiple Greater Mekong Subregion (GMS) economic corridors to build a regional cargo distribution hub for Indochina; Eco-tourism: The country welcomed 4.4 million inbound tourists last year, with visitor numbers from Hong Kong rising year on year. The government keeps rolling out supportive policies for tourism infrastructure.

From an external trade perspective, Laos holds membership in ASEAN, RCEP, the WTO, Lancang-Mekong Cooperation and the "Belt and Road" Initiative. It has concluded bilateral investment treaties with 26 nations and enjoys duty-free access to the EU under the Everything But Arms (EBA) scheme, with its opening-up momentum steadily gathering pace.

One-stop approval & generous tax incentives

On investment policies, Saenchonghack noted that Laos boasts a sound legal framework safeguarding foreign investors' rights, allowing 100% foreign ownership in most industries. Multiple special economic zones are distributed across seven provinces nationwide. Nine encouraged industries qualify for corporate income tax exemptions spanning 7 to 15 years, with an extra two years of tax holiday for projects located within special economic zones. Additional perks include land rent waivers and import/export tariff exemptions, while

foreign professionals are taxed at a flat personal income tax rate of 5%.

Saenchonghack further revealed that the country's Investment Promotion Management Committee (IPMC) delivers one-stop integrated services, covering investment license issuance, visa processing and equipment import filings. Follow-up support such as business matching forums and investment seminars drastically simplifies enterprise setup procedures. Statistics show Hong Kong has backed 52 cumulative investment projects totaling approximately USD644 million, ranking Hong Kong as Laos' sixth-largest source of foreign capital. As air routes and agricultural trade between the two sides expand, Hong Kong capital holds massive growth potential. Saenchonghack urged Hong Kong enterprises to seize Laos' opening-up opportunities and forge deep cooperation in green energy, agricultural commodity trade, cross-border logistics and eco-tourism, jointly tapping the enormous market across the Indochina Peninsula. (18/6) 



祝賀本年度榮獲勳銜 及獲委太平紳士之中總成員

*Congratulations to CGCC's Recipients of
Honours and Title of JP in 2026*

大紫荊勳章 Grand Bauhinia Medal	林廣兆 LAM Kwong-siu		
金紫荊星章 Gold Bauhinia Star	李文俊 Raymond LEE	葉永成 YIP Wing-shing	
銀紫荊星章 Silver Bauhinia Star	姚祖輝 Andrew YAO 劉陳小寶 Angel LAU	方文雄 David FONG	陳恒鑌 CHAN Han-pan
銅紫荊星章 Bronze Bauhinia Star	霍啟山 Eric FOK 黃少康 HUANG Shaokang	李誌峰 LI Chi-fung 溫幸平 WAN Hang-ping	涂雅雅 TO Nga-nga
榮譽勳章 Medal of Honour	彭楚夫 Tony PANG 黃文莉 Vivian WONG	陳建年 Kenneth CHAN 廖齡儀 Candy LIU	徐浩然 Tommy TSUI 顏培增 GAN Pei-tzeng
行政長官社區服務獎狀 CE's Commendation for Community Service	何國光 Jeff HO		
太平紳士 Justices of the Peace	屠海鳴 TU Haiming 陳嘉輝 CHAN Ka-Fai 潘伯傑 POON Pak-kit	林 潞 LAM Lo 黃冰芬 Iris WONG	沈慧林 William SHUM 楊莉珊 Judith YU



內地基本面穩固 港市場估值料可修復

STRONG MAINLAND FUNDAMENTALS TO DRIVE
HONG KONG MARKET VALUATION RECOVERY

近日中東衝突推升油價，歐元區經濟轉弱，全球資金流向出現重組。渣打銀行財富管理部北亞區首席投資總監鄭子豐在這個關鍵節點，探討經濟和地緣政治風險最新發展和環球投資機會。

Amid recent Middle East conflicts driving up oil prices and a weakening Eurozone economy, global capital flows have undergone restructuring. At this critical juncture, **Raymond Cheng, Chief Investment Officer of North Asia, Wealth Management, Standard Chartered Bank**, discusses the latest developments in economic and geopolitical risks as well as global investment opportunities.



鄭子豐 Raymond Cheng

鄭子豐指出，當前中東地區正面臨分段式協商的動態局勢，相關衝突對基礎設施造成破壞，直接擾亂能源供應鏈，導致國際油價攀升。能源價格上漲的連鎖反應，已延伸至物流成本及終端消費品價格層面。歐元區因高度依賴能源市場，經濟前景轉趨黯淡，通脹壓力再度上漲；具備避險屬性的黃金價格則應聲走強。

地緣政治與能源價格成關鍵變數

在貨幣政策層面，鄭子豐認為美國聯儲局仍具備減息空間，主要考慮在於對勞動力市場可能轉弱的擔憂。相對而言，部分非美國成熟市場因油價上漲而面臨較大通脹壓力，貨幣政策走向呈現分化。

內地市場抗跌 支持香港市場增長

鄭子豐強調，面對全球供應鏈動盪，內地市場擁有獨特的抗跌能力。國家大力推動電動車產業發展，不僅降低對傳統能源的進口依賴，也重塑電力供應格局。同時，人工智能技術的發展將為國家帶來結構性經濟增長，有效抵消能源儲備不足的潛在風險。

基於這些宏觀判斷，他看好內地市場的長遠發展，而這也將從基本面支持香港市場的穩定增長。他指出，亞洲經濟體較依賴燃油入口，若中東問題持續，亞洲股市回調壓力較大，但中國對中東原油依賴度較低，影響有限。



關注科技板塊及能源相關高息股

針對香港市場，鄭子豐預期港股呈“先跌後升”格局，恒生科技指數有兩成上升空間。他提出兩條主要投資脈絡。第一是科技板塊的估值修復空間，恒生科技指數的估值處於相對低位，低於歷史平均水平，他看好人工智能直接受惠股，包括參與 AI 投資的平台企業，建議趁整固時買入，他亦看好人工智能芯片概念股作長線部署。

第二是高息股在波動市況中的防守價值。他建議持續加碼能源相關的高息股，料將受惠較高的油價。另外，他認為電動車的負面因素已大致反映，可逢低吸納電動車龍頭股，尤其已在海外大力投資的品牌，或長遠受惠於高油價推升的電動車需求。

展望未來，鄭子豐認為在當前地緣政治風險下，新興市場債券及黃金的避險與

增值潛力值得關注。鑑於單一貨幣過度依賴的風險加劇，他建議採取更多元化的資產配置。

Cheng pointed out that the Middle East is currently witnessing a fluid landscape of phased negotiations. Conflicts in the region have damaged infrastructure, directly disrupting energy supply chains and pushing up international oil prices. The ripple effects of higher energy costs have spilled over into logistics expenses and prices of end consumer goods. Heavily reliant on energy imports, the Eurozone faces a bleaker economic outlook and renewed inflationary pressures. Gold, a classic safe-haven asset, has rallied accordingly.

Geopolitics and energy prices as key variables

On monetary policy, Cheng believes the US Federal Reserve still has room to cut interest rates, driven mainly by concerns over a

potential slowdown in the labour market. In contrast, some non-US developed markets face heightened inflation pressures amid rising oil prices, leading to divergent monetary policy trajectories.

Resilient Mainland market to fuel growth in Hong Kong

Cheng stressed that the Mainland market boasts unique resilience amid global supply chain disruptions. The country's vigorous push to develop its electric vehicle industry has not only reduced reliance on imported fossil fuels but also reshaped its power supply landscape. Meanwhile, advances in artificial intelligence will deliver structural economic growth, effectively offsetting potential risks stemming from insufficient energy reserves.

Based on these macroeconomic assessments, he holds a positive long-term outlook for the Mainland market, whose

solid fundamentals will underpin steady growth in Hong Kong's market. He noted that Asian economies rely heavily on oil imports; a prolonged Middle East crisis would weigh heavily on Asian equities. However, China's relatively low dependence on crude oil from the Middle East means spillover impacts will be limited.

Focus on tech sector and energy-related high-dividend stocks

For Hong Kong's market, Cheng expects a "decline-then-rally" trajectory for Hong Kong equities, with the Hang Seng Tech Index poised for a 20% upside. He outlined two core investment themes. First, valuation recovery potential within the tech sector. The Hang Seng Tech Index trades at relatively low multiples below its historical average. He favors direct AI beneficiaries, including platform enterprises with AI investment exposure, and recommends

accumulating positions during market consolidations. He also advocates long-term allocations to AI chip stocks.

Second, the defensive merits of high-dividend stocks amid volatile markets. He advises continued overweight positions in energy-linked high-dividend equities, set to benefit from elevated oil prices. Separately, he believes headwinds facing electric vehicle names have largely been priced in, presenting buying opportunities for leading EV manufacturers—especially brands with extensive overseas investments, which stand to gain long term from stronger EV demand fueled by high oil prices.

Looking ahead, Cheng said emerging market bonds and gold merit attention for their safe-haven and appreciation potential amid prevailing geopolitical risks. With heightened risks stemming from over-reliance on a single currency, he recommends a more diversified asset allocation strategy. 

善用人工智能 推動香港創新

LEVERAGE ARTIFICIAL INTELLIGENCE TO
DRIVE INNOVATION IN HONG KONG



“十五五”規劃中，國家明確支持香港加快建設成為國際創科中心。本會早前舉辦系列活動，協助會員認識如何將人工智能帶入實際業務場景，以提升服務，開拓客源。

Under the 15th Five-Year Plan, the central government clearly supports Hong Kong's accelerated development into an international innovation and technology hub. The Chamber recently hosted a series of events to help members learn how to deploy artificial intelligence in real business scenarios, upgrade services and expand customer bases.



■ (左起) 本會創科及產業委員會副主席廖永通、葉昊軒、謝偉浩、盧浩德。
(From left) Felix Lio, Vice-Chairman of the Chamber's Innovation, Technology and Industry Committee, Andrew Ip, Kenny Xie and Takus Lo.

數碼港“AI 實戰方案交流會”：初創談經驗

本會創科及產業委員會與數碼港合辦交流會，多間數碼港 AI 企業分享在提升客戶互動、數據分析智能化，以及結合物聯網及感測技術分析等範疇的應用經驗。

數碼港生態圈發展總監李潤龍致歡迎辭時介紹園區 23 年來初創培育成果。他更透露今年七月，數碼港五期新大樓正式啟用，設數據及研發中心，料於未來可以有力進一步協助本港創科發展。

會上設有交流分享環節，三位嘉賓分享如何善用人工智能，以推動香港的實務創新。**Softhard.IO 聯合創辦人葉昊軒**分享 AI 落地方案，提供智慧城市一站式服務，服務特區政府及中小企的經驗。他提出三層架構：邊緣計算 AI、海量數據分析 AI、大模型可視化分

析，並強調數據準確、完整、及時是核心，未來香港 AI 將走向智能化與本地化。**TradeMonday Limited 行政總裁盧浩德**則講述 AI 落地經驗，協助公司整合內外部多維數據，從而有助企業優化定價、提升營收。他強調接入天氣、輿情、市場等外部數據，實現實時響應，目標是將 AI 變成“AI 員工”，真正賦能企業轉型。**萊亞科技銷售總監謝偉浩**建議企業優先改造財務、人事、行政等後勤重複流程，易見投資回報。他以物流業為例，強調數據是核心，須先將紙本轉電子方可分析與物聯網應用。他期待是人人擁有 AI 助手，釋放人力處理高價值任務。

隨後，多間數碼 AI 企業亦分享在提升客戶互動、數據分析智能化，以及結合物聯網及感測技術分析等範疇的應用經驗。與會者並參觀數碼港低空經濟應用展示廳，了解無人機在多個領域的應用潛力。

騰訊 Agentic AI 實戰工作坊：功能齊試用

其後委員會又舉辦工作坊，邀請騰訊雲港澳行業解決方案架構師黃梓洋及騰訊 WorkBuddy 運營專家鄭琇綾拆解 Agentic AI 核心概念，示範如何運用相關工具提升團隊效率。

工作坊圍繞騰訊自研智能工具 WorkBuddy 展開知識講解與實機操作，由騰訊專家負責主題分享與上手演示。工作坊展示了 AI 智能體新產品具備感知、規劃、工具調用、長期記憶四大核心能力，並介紹 OpenClaw 智能體技術發展歷程。專員指出香港企業面臨人工貴、人才缺等痛點，並提出 WorkBuddy 對應落地解決方案，覆蓋財務、營銷、數據管理場景。專員隨後重點講解 WorkBuddy 產品架構、三大操作模式與沙箱安全隔離機制，內置各行業專家模塊與豐



富技能庫，可批量處理行政重複工作，大幅節省企業人員重複勞動。

專員隨後運用 Agentic AI 功能，展示該產品如何協助企業處理實際業務，例如整合資訊生成報告及生成公司業務介紹網頁等，參加者並現場體驗操作。（16、17/6）

Startups share hands-on experience at Cyberport

Co-organized by the Chamber's Innovation, Technology and Industry Committee and Cyberport, the exchange session featured multiple AI firms based at Cyberport sharing their practical experience in enhancing customer engagement, intelligent data analytics, and integrated analysis combining the Internet of Things (IoT) and sensor technologies.

Henry Li, Head of Ecosystem Development at Cyberport, delivered the welcome address and outlined the park's 23-year track record of nurturing startups. He also revealed that the new Cyberport Phase 5 building will officially open this July, housing data and R&D centers

expected to further bolster Hong Kong's tech innovation ecosystem in the years ahead.

The session included sharing segments where three speakers discussed how to harness artificial intelligence to fuel practical innovation across Hong Kong industries.

Andrew Ip, Managing Director of Softward.IO Limited, shared experience in rolling out end-to-end smart city one-stop solutions for the HKSAR Government and SMEs. He introduced a three-tier framework comprising edge computing AI, big data analytics AI and large model visual analytics, stressing that accurate, complete and timely data forms the core foundation. He predicted Hong Kong's AI development will move toward greater intelligence and localized adaptation. **Takus Lo, CEO of TradeMonday Limited**, recounted his firm's AI implementation journey. The technology integrates multi-dimensional internal and external corporate data to optimize pricing strategies and boost revenue. He highlighted the value of incorporating external datasets such as weather, public sentiment and market trends to enable real-time responsiveness, with the goal of building "AI co-workers" that empower corporate digital transformation. **Kenny Xie, Sales Director of Laiye Technology HK Limited**, recommended enterprises priorities AI transformation for repetitive back-office workflows in finance, human resources and administration

to deliver fast return on investment. Citing the logistics sector as an example, he emphasized data as the core asset — paper records must first be digitized to enable analytics and IoT integration. He envisions a future where every employee has an AI assistant to free up manpower for high-value tasks.

Subsequently, more AI firms from Cyberport shared case studies on elevating customer interaction, smart data analysis and cross-functional IoT-sensor analytics. Participants also toured Cyberport's Low-Altitude Economy Exhibition Hall to explore wide-ranging application potential for unmanned aerial vehicles.

Hands-on trial of full suite functions at Tencent workshop

The Committee later hosted a workshop, inviting **Kelven Huang, Tencent Cloud Industry Solution Architect, Hong Kong and Macau** and **Rachel Tay, Tencent WorkBuddy Operations Expert**, to unpack core Agentic AI concepts and demonstrate tools that boost team productivity.

The workshop combined theoretical briefings and live hands-on practice centered on Tencent's proprietary intelligent tool WorkBuddy, led by Tencent's technical specialists. The event showcased four core capabilities of the new AI agent product: perception, planning, tool invocation and long-term memory, alongside an overview of the evolution of OpenClaw agent technology. The specialists outlined key pain points for Hong Kong enterprises, including high labor costs and talent shortages, and presented tailored WorkBuddy implementation solutions covering finance, marketing and data management use cases. They elaborated on WorkBuddy's product architecture, three operational modes and sandbox security isolation mechanism. Built-in industry expert modules and an extensive skill library enable bulk processing of repetitive administrative work, drastically cutting redundant manual labor for companies.

The specialists then demonstrated real-world business applications powered by Agentic AI on WorkBuddy, such as compiling consolidated data reports and generating corporate business introduction webpages. Attendees got to test the tool's functions on-site. (16 & 17/6) 

順勢而行 以武傳心

CONVEY THE HEART THROUGH MARTIAL ARTS



■ 是次訪問由本會傳訊及出版委員會委員周雯玲（右）與陳耘（左）主持。請留意中總 facebook 及微信等社交媒體更新，收看訪問片段。
This interview was hosted by Irene Chow (right) and Cora Chan (left), Members of the Chamber's Communication and Publications Committee. To watch the video clips, please follow the Chamber's official social media accounts on Facebook, WeChat and other major platforms.

武術，於許多人而言是一門技藝、一項體育活動。但對於曾與本會婦委會合作的**香港武術運動員李暉**，卻是一場始於偶然、成於堅持、終於傳承的人生修行。

To many people, martial arts are merely a skill or a sport. Yet for **Li Fai, a Hong Kong wushu athlete** who has collaborated with the Chamber's Ladies' Committee, martial arts represent a lifelong spiritual journey born from chance, forged through perseverance, and sustained by cultural inheritance.

望武術之路，李暉的起點並非熱愛，而是一次隨心的選擇。幼兒園時，同齡女孩多热衷唱歌跳舞，她為了尋找屬於自己的一份獨特，便選擇了少見女生參與的武術。令人意外的是，初次接觸武術的她便斬獲獎項，這些得於微時的榮譽，在她心底埋下了武術的種子。

踏上武術之路

十五歲那年，李暉輾轉來到香港，開啟了一段跨界歷練的歲月。她曾在宋城身穿古裝表演傳統技藝，亦曾受邀到夜總會登台。這段經歷，無意間磨煉了她的體魄、韌性與武術功底。天生優異的運動天賦，讓她學習肢體動作極具悟性。歷經數年輾轉，她正式轉型成為全職武術運動員，真正走上專業賽場。

對武術的深刻體會

踏上專業道路後，賽場的榮譽與身體的蛻變，讓李暉徹底改變了對武術的認知。她深刻體會到傳統武術並非單純的拳腳招式，更藏着修身養性、調理身心的東方智慧。自此，她從被動訓練變為主動深耕，潛心鑽研傳統武術體系、中醫養生理念與《黃帝內經》傳統文化，在日復一日的練習與研讀中，慢慢愛上這門底蘊深厚的技藝，堅定了以武為業、以武傳道的人生方向。

縱橫大小賽場多年，李暉收穫無數冠軍殊榮，但在她心中，最難忘的從不是高光奪冠時刻，而是備賽路上的磨礪與沉澱。那些背負傷病備戰多時，最終卻遺憾失利的經歷，成為她最珍貴的人生財

富。而她運動生涯最後一次奪冠，憑藉獎金成功開館執教的經歷，更是人生重要轉折點，讓她正式開展長達26年的武術教學與文化傳承之路。

中總之緣 武術之暖

武術教學路上的點滴溫暖，始終是李暉堅持傳承的最大動力。於她而言，教學的成就感從不在自我成就，而在於學員的蛻變與堅守。多年來，她為香港武術界培育無數人才，弟子莫宛瑩接過師父衣鉢，奪得亞運會銅牌，延續香港武術榮耀；兩名優秀男弟子實力出眾，成功入選香港武術隊、入圍亞運參賽名單，即將登上國際賽場為港爭光。除專業運動員外，跟隨她多年的普通學員，更是讓她滿心溫

暖。無數中年、長者學員數十年風雨無阻堅持習武，常年練武讓他們遠離病痛、身心暢健，不少七、八十歲的長者依舊堅持上課，自律得令人動容。

談及與本會的深厚緣分，李暉滿心感恩，坦言本會婦委前任主席何超蓮是自己的貴人與最佳合作夥伴。她憶述，二人因武術結緣。何超蓮長期深耕武術校園推廣，積極推動武術普及項目。後來在與本會婦委的表演活動上，憑藉何超蓮專業的舞台審美，配合自己深厚的武術功底，兩人可謂一拍即合，成功策劃數百人規模的大型武術展演，突破傳統武術單一、小眾的展示模式，讓傳統武術兼具文化底蘊與時代美感，成功走進婦女群體，以至尋常百姓家。

不拘一格 弘揚武藝

深耕行業數十載，李暉始終緊跟時代潮流，敢於突破傳統、以新形式傳承老文化。早在2000年互聯網初興之時，她便率先搭建個人武術官方網站。為更好傳播太極文化，她輾轉前赴長城、天壇等文化地標拍攝教學影片，長期在海外社交平台發佈專業太極教學內容，收穫無數海外武術愛好者關注。與此同時，她積極擁抱新媒體、AI等新技術，讓古老的武術文化適應現代傳播節奏，打破時空與地域限制。

現代都市人工作繁忙，對於零基礎又想習太極養生的群眾，李暉表示，太極之道源於中庸，講究張弛有度、陰陽開合，與人生處世之道相通。都市人習武養生，無需刻意苛求刻板的作息與高強度訓練，不必過度勉強自己，順應自身狀態、保持心態開朗平和，堅持規範練習、循序漸進積累，便能在一開一合、一升一降的招式中調理身心、釋放壓力。

李暉坦言香港武術界如今百花齊放、人才輩出，無論是專業賽場的人才培養，還是民間普及、校園推廣，都呈現蓬勃發展的態勢。但她也表示，香港武術行業仍缺少官方認可的專業武術學院，缺乏系統化的教學研究體系與行業規範。她期盼未來能夠搭建專業的武術教研平台，聯合海內外權威專家深耕太極與傳統武術的教學研究，完善教學體系、規範行業發展，培育更多優秀武術人才。

Looking back on her martial arts journey, Li did not start out with a passion for the discipline — it was a casual personal choice. In kindergarten, while most girls her age loved singing and dancing, she opted for the less common pursuit of martial arts to carve out her unique identity. Surprisingly, she won awards at her

very first wushu performances. These early accolades planted a seed for martial arts deep within her.

Embarking on the martial arts path

At the age of 15, Li moved to Hong Kong and embarked on years of cross-sector experience. She once performed traditional arts in ancient costumes at Sung Dynasty Village and was also invited to stage shows at nightclubs. These experiences inadvertently strengthened her physique, resilience and wushu fundamentals. After several years of odd jobs, she transitioned into a full-time wushu athlete, stepping onto formal competitive arenas.

Profound insights into martial arts

After turning professional, Li gained a deep understanding that traditional martial arts embody Eastern wisdom for self-cultivation and physical and mental balance. From then on, she shifted from passive training to proactive in-depth study, devoting herself to mastering the full system of traditional wushu. She gradually fell in love with this profound art and resolved to make martial arts her lifelong career.

Over years of competing in tournaments large and small, her most cherished life lessons came from grueling training stints plagued by injuries that ended in disappointing defeats. The final championship win of her athletic career marked a pivotal turning point: the prize money allowed her to open her own training school, launching a 26-



■ 李暉習武多年，銳意作育英才。
Li has practiced martial arts for years and is committed to nurturing young talents.



■ 弟子莫宛瑩在亞運會奪得好成績，令李暉深感欣慰。
Li takes great pride as her student Juanita Mok achieved outstanding results at the Asian Games.

year journey of wushu teaching and cultural heritage promotion.

A Bond with CGCC

Over the decades, she has nurtured countless talents for Hong Kong's wushu community, with her students claiming Asian Games medals to carry forward Hong Kong's martial arts glory. Her long-term ordinary students also fill her heart with warmth. Numerous middle-aged and elderly pupils have trained consistently through wind and rain for decades, displaying admirable self-discipline.

Speaking of her profound connection with the Chamber, Li expressed sincere gratitude, naming Maisy Ho, Former Chairman of the Chamber's Ladies' Committee, as her mentor and ideal collaborator. She recalled the two first bonded over martial arts. Later, during performance events co-hosted with the Chamber's Ladies' Committee, Ho's refined stage aesthetics paired seamlessly

with Li's solid wushu prowess. The pair hit it off instantly and co-organized large-scale wushu galas for hundreds of participants, breaking free from the narrow, niche presentation format of traditional martial arts showcases.

Innovating boldly to promote martial arts

Having dedicated decades to the industry, Li keeps pace with the times and dares to break traditions to pass down ancient culture via innovative formats. As early as 2000, when the internet was still emerging, she launched her official personal wushu website. To better disseminate tai chi culture, she regularly posts professional tai chi tutorials on overseas social media platforms, attracting a huge global following of martial arts enthusiasts. Meanwhile, she actively embraces new media, AI and other cutting-edge technologies to help age-old martial arts culture adapt to modern communication rhythms.

For beginners who wish to practice tai chi for wellness, Li explained that tai chi is rooted in the pursuit of balance. Urban dwellers pursuing fitness through martial arts need not adhere rigidly to strict schedules or high-intensity training. By aligning practice with personal physical condition, maintaining a calm and positive mindset, and sticking to standardized routines, practitioners can harmonize body and mind and relieve stress.

Li noted that Hong Kong's wushu scene is now thriving with abundant talent. Nevertheless, she pointed out the sector lacks an officially recognized professional martial arts academy, as well as systematic teaching research frameworks and industry standards. She hopes to establish a professional wushu teaching and research platform in the future, partnering with authoritative experts at home and abroad to advance research on tai chi and traditional martial arts, and cultivate more outstanding wushu practitioners. 

致敬“戲劇大師” 綻放香港軟實力

HONORING THE MASTER OF THEATRE:
UNLEASHING HONG KONG'S SOFT POWER

受人景仰的演藝學院戲劇學院的創院院長鍾景輝 (King Sir) 早前在其人生舞台上謝幕退場，惟他曾為劇場點起的光，仍然照亮一眾後進。同樣擔任過戲劇學院院長一職的鄧樹榮戲劇工作室創辦人兼藝術總監鄧樹榮，亦藉此時機向 King Sir 致上崇高敬意。

Chung King-fai (King Sir), the founding Dean of the School of Drama at The HKAPA, passed away recently. **Tang Shu-wing, Founder and Artistic Director of Tang Shu-wing Theatre Studio** who also previously served as Dean of the School of Drama, pays tribute to King Sir on this occasion.

在香港戲劇的年輪上，King Sir 的名字鑄刻在最深處。1965 年，這位“戲劇大師”從耶魯大學戲劇學院學成歸港。同年五月，他執導並演出了《小城風光》。那是一齣改編自美國劇作家桑頓·懷爾德

的作品，是該劇在中國的首次正式演出，也為香港 1960 年代翻譯劇的興盛拉開序幕。

糅合中外文化 以粵語演海外經典

鄧樹榮遙想當年歲月，提到除了《小

城風光》，還有長篇劇《夢斷情天》。“當時完全沒有道具，全憑演員虛擬手勢和調度來建構空間的戲劇首次出現在屏幕上時，那種前衛對當時年幼的我而言，實在震撼。”因為純粹的表演，正好打開了無邊的想像。這不僅為戲劇界



鄧樹榮 Tang Shu-wing

尋到一條前行的路，更讓 King Sir 把西方正統的戲劇訓練帶回香港，並在演藝學院的土壤裏，為香港無數台前幕後的追夢人打下堅實的培養基石。

鄧樹榮與 King Sir 淵源甚深，二人不但專注創作、提携新芽，同樣為香港的戲劇教育遮風擋雨，也同樣著迷於將外國經典拆解，然後以廣東話在本地舞台上激盪出新的生命。至今鄧樹榮作品已達數十部。

如今風正好、帆已張，文化、體育與旅遊協同發展的航程正式展開，香港首個“五年規劃”的公眾諮詢正在進行。鄧樹榮認為，香港左手挽著嶺南文化的根脈，右手牽著西方思潮的薰陶。“中外文化藝術交流中心”的定位，非刻板地將西方作品對譯成廣東話，而是要用獨特的東方視角進行當代轉譯，將更多的經典帶上國際舞台，展示香港的文化軟實力。

商界資源與文藝作品互作灌溉

要讓這份實力自由翱翔，硬件與軟件的資源配合不可或缺，鄧樹榮強調，香港工商界的支持，恰是文化界騰飛的重要助力。“除了大型旗艦場地，我們更需要不同規模的中小型劇場，以提供孕育創意作品、新進藝術家的空間。有了場地，我們還需要持續資源，滋養創作人才成長。”他續說，工商與文藝從不是兩條平行線。“文化藝術能為商業項目

注入靈魂、提升品牌價值；而工商界的商業智慧與資金支持，則有助藝術走得更高。

鄧樹榮形容，這是一場關於傳承與創新的時代交響。King Sir 那一代人，在資源匱乏的歲月憑著滿腔熱誠與遠見，為香港戲劇開闢了一片清朗之地。而我們這一代，乃至未來的年輕戲劇人才，正迎接全球化、數位化與大灣區融合的新時代浪潮。向“戲劇大師”致敬最好的姿態，不是停在原地仰望，而是帶著他們留下的養分走出自己的路，讓香港的戲劇藝術在未來的國際舞台上，如不滅的台燈一般發光發熱。

以上為本會文化委員會舉辦之專題講座“向鍾景輝大師致敬：香港未來的戲劇藝術發展”精華內容。

King Sir's name is etched indelibly into the annals of Hong Kong theatre. In 1965, “the Master of Theatre” returned to Hong Kong after graduating from the Yale School of Drama. That May, he directed and starred in *Our Town*, adapted from the play by American playwright Thornton Wilder. It marked the first official staging of the work in China and kickstarted the flourishing of translated Western dramas in Hong Kong throughout the 1960s.

Blending eastern and western cultures

Recalling those formative years, Tang cited not only *Our Town* but also the full-length play *Love Story*. “Back then, there were virtually no stage props. When this form of theatre, where actors relied solely on mime and spatial blocking to construct scenes, was first shown to the public, its avant-garde nature left a lasting impression on my younger self.” Minimalist performance unlocked boundless imagination. Beyond charting a new path for the local theatre scene, King Sir brought rigorous Western theatrical training to Hong Kong. Rooted at the HKAPA, he laid a solid foundation for countless aspiring on-stage performers and backstage theatre practitioners in the city.

Tang shares a deep bond with King Sir. Both devote themselves to creative creation, nurture emerging talent, and champion theatre education in Hong Kong. They

also share a passion for dissecting foreign classics and reimagining them in Cantonese to breathe fresh local life into these works. To date, Tang has created dozens of theatrical productions.

Today, Hong Kong stands poised to advance integrated development of culture, sports and tourism, with public consultation underway for the city's maiden five-year cultural development blueprint. Tang notes Hong Kong's dual heritage: rooted in Lingnan culture yet deeply influenced by Western artistic thought. As an East-West cultural and arts exchange hub, Hong Kong's mission extends beyond literal Cantonese translations of Western works. Instead, it entails contemporary reinterpretation through a unique Eastern lens, bringing more classics to global stages and showcasing Hong Kong's cultural soft power.

Business resources and artistic creations reinforce one another

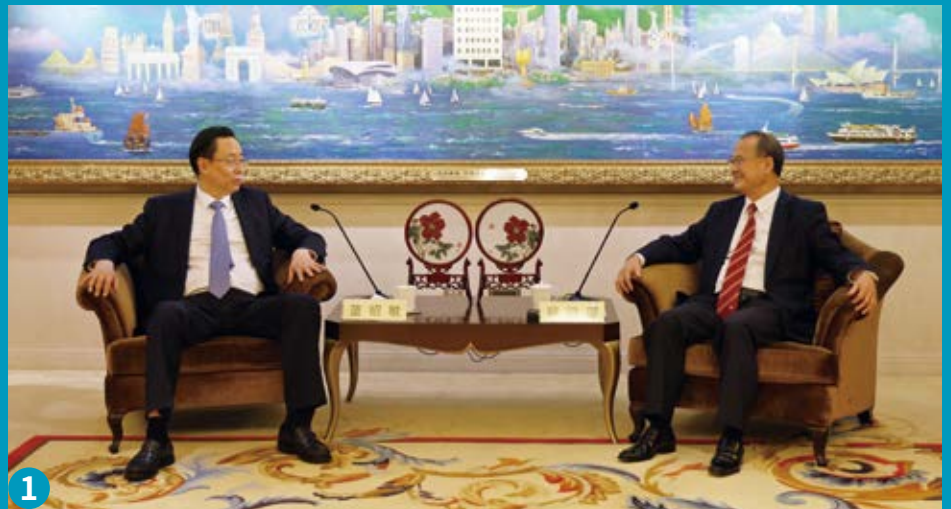
Realizing this cultural potential requires integrated hardware and software resources. Tang stresses that backing from Hong Kong's business community is an indispensable catalyst for the arts sector's growth. “Aside from flagship large-scale venues, we need mid-sized and small theatres of all kinds to incubate creative productions and emerging artists. Venues alone are not enough; sustained funding is vital to nurture creative talent.” He adds that business and the arts are never separate parallel tracks. “Culture and the arts infuse commercial projects with soul and elevate brand value, while business acumen and financial support enable artistic creations to reach wider audiences and go further.”

Tang describes this era as a symphony of heritage and innovation. King Sir's generation forged a vibrant theatre landscape for Hong Kong amid scarce resources, driven by passion and far-sighted vision. Today's and tomorrow's young theatre practitioners face new tides of globalization, digitalization and Greater Bay Area integration. The most fitting way to honor the Master of Theatre is not merely to look up to his legacy, but to draw nourishment from it and forge new paths of our own. Hong Kong's theatrical arts will shine endlessly on international stages, like unextinguished stage lights.

This article features key highlights from the talk “Tribute to Master Chung King-fai: The Future of Theatrical Arts in Hong Kong”, hosted by the Chamber's Culture Committee.

接待嘉賓

RECEPTION OF GUESTS



1



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1. 黑龍江省政協主席藍紹敏(左)(9/6)
Lan Shaomin (left), Chairman of the CPPCC Heilongjiang Provincial Committee (9/6)
2. 甘肅省委常委、省委統戰部部長孫雪濤(右)(30/6)
Sun Xuetao (right), Member of the Standing Committee of the CPC Gansu Provincial Committee and Director of the United Front Work Department (30/6)
3. 雲南省副省長郭大進(中)(22/6)
Guo Dajin (middle), Vice Governor of Yunnan Province (22/6)
4. 廣東省商務廳副廳長何軍(右四)(23/6)
He Jun (fourth from right), Deputy Director of Guangdong Provincial Department of Commerce (23/6)
5. 上海市普陀區委統戰部副部長、區工商聯黨組書記、區工商聯常務副主席、區總商會常務副會長李剛(前排右四)(25/6)
Li Gang (fourth from right, front row), Deputy Director of the United Front Work Department of Putuo District Committee of Shanghai, Secretary of the Party Group of the Putuo District Federation of Industry and Commerce, Executive Vice Chairman of the Putuo District Federation of Industry and Commerce and Executive Vice President of the Putuo District General Chamber of Commerce (25/6)

接待嘉賓 RECEPTION OF GUESTS



6



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6. 貴州省外經貿集團出海專家顧問、中國國酒業協會特邀常務理事、遵義市酒類流通協會專家顧問委員席康（前排左四）（9/6）

Xi Kang (fourth from left, front row), Overseas Expert Consultant of Guizhou Provincial Foreign Trade and Economic Cooperation Group, Special Invited Standing Director of China National Alcoholic Drinks Association and Expert Advisory Committee Member of Zunyi City Alcoholic Drinks Circulation Association (9/6)

7. 峴港市人民委員會常務副主席兼峴港國際金融中心執行機構主席胡奇明（左）（10/6）

Ho Ky Minh (left), Standing Vice Chairman of the Da Nang City People's Committee and Chairman of the Da Nang International Finance Centre's Executive Office (10/6)

8. 哥倫比亞駐港總領事 Luis Fernando Orozco Barrera（中）（17/6）

Luis Fernando Orozco Barrera (middle), Colombia Consul-General in the HKSAR (17/6)



觀賞電影 共慶回歸

MOVIE SCREENINGS TO
CELEBRATE HONG KONG'S
REUNIFICATION

為慶祝香港回歸，會員服務及地區事務委員會舉辦電影欣賞會，組織會員觀賞近期廣受好評的電影《給阿嬤的情書》，感受海外華僑對故土的情義與家國情懷。中聯辦協調部副部長徐小林應邀蒞臨主禮、本會副會長樊敏華、會員服務及地區事務委員會主席陳建年、多位副主席與聯絡處委員及會員約300人出席，活動亦特別招待六間地區長者中心老友記一齊欣賞。





婦女委員會亦與香港教育大學合辦慶回歸《驚蟄無聲》電影欣賞會，邀來律政司刑事檢控專員周天行講解國安的重要意義及相關法律知識。(5/7、4/7) 

To celebrate Hong Kong's reunification to the motherland, the Members' Services and District Affairs Committee organized a movie screening of the acclaimed movie *Dear You*. Approximately 300 participants experienced the deep affection and patriotic sentiments that overseas Chinese hold for their homeland. **Xu Xiaolin**,

Deputy Director of the Coordination Department of the LOCPG was invited to officiate. **Kevin Fan**, the Chamber's Vice-chairman; **Kenneth Chan**, Chairman of the Committee as well as several Vice-chairmen and members of the Liaison Offices attended the event. Senior citizens from six regional elderly centers were also included in the event and had a great time.

Besides, the Ladies' Committee and the Education University of Hong Kong co-organized another movie screening of *Scare Out* and invited **Anthony Chau**, Director of Public Prosecutions, to explain the importance of national security and related legal knowledge. (5 & 4/7) 





出席新加坡中總120周年 “青商周”

JOINING YOUTH ENTREPRENEUR WEEK TO CELEBRATE SCCCI'S 120TH ANNIVERSARY



欣逢新加坡中華總商會慶祝成立120周年，特別舉辦“青商周”，匯集新一代企業家共商合作機會。本會青年委員會主席黃進達，常委王淑慈、李子樹，委員王紹基出席祝賀，並參加交流論壇、參觀考察、慶祝晚宴等活動。(8-10/7) [🔗](#)

In celebration of its 120th anniversary, the Singapore Chinese Chamber of Commerce & Industry (SCCCI) organized Youth Entrepreneur Week, bringing together young entrepreneurs to explore cooperation opportunities. **Jason Wong, Chairman of the Chamber's Young Executives' Committee**, together with **Sukey Wong** and **James Li, Standing Committee Members of the Committee** and **Ivan Wong, Member of the Committee**, attended the celebrations and took part in exchange forums, site visits and the anniversary gala dinner. (8-10/7) [🔗](#)





生涯規劃分享會 助學生擘劃未來

CAREER PLANNING SHARING SESSION HELPS
STUDENTS PLAN FOR THE FUTURE



樊敏華 Kevin Fan



九龍西區與九龍東區聯絡處合辦的“中學生生涯規劃分享會”圓滿舉行，來自油尖旺、黃大仙及觀塘區約400名中學生踴躍參與，齊為未來作準備。民政及青年事務局副局長梁宏正、中聯辦九龍工作部副部長李文彬、本會副會長張學修及樊敏華、三區民政事務專員、校長會多位校長、聯絡處正副主任及委員等出席活動，力挺青年發展。



活動邀請到富士膠片商業創新香港有限公司代表夏羽剖析“AI 隱形時代的生涯準備”，啟發同學如何在 AI 時代保持競爭力。此外亦有 14 位各行各業的嘉賓分享心得，協助同學了解入職要求與行業前景。(29/6) 

The Kowloon West District Liaison Committee and Kowloon East District Liaison Committee jointly organized a career planning sharing session for secondary school students, which approximately 400 secondary school students from Yau Tsim Mong, Wong Tai Sin and Kwun Tong districts participated to prepare for their future. **Leung Wang-ching,**

Under Secretary for Home and Youth Affairs; Li Wenbin, Deputy Director of the Kowloon Working Department of LOCPG; Charles Cheung and Kevin Fan, the Chamber's Vice-Chairmen, Home Affairs Commissioners from the three districts, principals, Directors, Deputy Directors, and members of the Liaison Offices, attended the event to support youth development.

For inspiring students, the event invited **Simon Ha, Representative of FUJIFILM BI Hong Kong,** to talk about how to stay competitive amid the AI revolution. In addition, 14 cross-industry guest speakers shared their insights to help students grasp job entry requirements and industry outlooks. (29/6) 

會員活動

MEMBERS' ACTIVITIES



1



2

1. 會員服務及地區事務委員會一行參觀選舉事務處選舉資訊中心，通過展板、選舉用品實物及電腦遊戲等了解香港的選舉制度。(12/6)

A delegation from the Members' Services and District Affairs Committee visited the Electoral Information Centre to learn about Hong Kong's electoral system through display boards, physical election supplies and games. (12/6)

2. 九龍西區聯絡處舉辦“茶道養生”講座，請來聯絡處委員鍾爵麟簡介茶的分類及地理溯源，分享如何以喝茶保健。(16/6)

The Kowloon West District Liaison Committee held a “Tea Ceremony and Health Preservation” seminar, inviting **Liaison Office Member Chung Cheuk-lun** to introduce the classification and geographical origin of tea and share how to maintain health by drinking tea. (16/6)