



“出海”浙江企業與香港平台角色

ZHEJIANG ENTERPRISES GO GLOBAL: HONG KONG'S PLATFORM ROLE

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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。

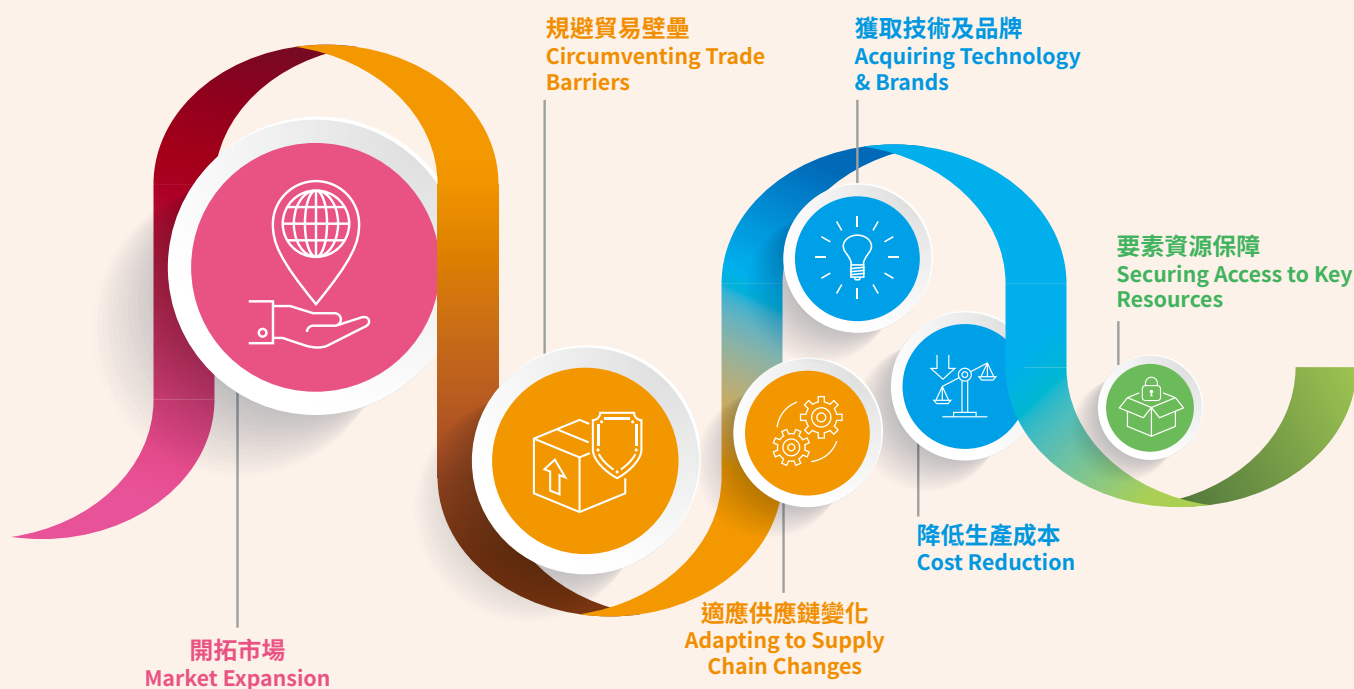
在“出海”驅動力方面，“開拓市場”是最普遍的原因；其次是“規避貿易壁壘”和“適應產業鏈和供應鏈變化”。此外，有企業提及透過“出海”併購海外企業，以“獲取先進技術和品牌資源”，亦有企業關注“能否有效降低生產成本”及“確保核心要素資源（土地、資金、能源、人才等）獲得保障”。凡此種種，均反映出在全球貿易保護主義抬頭、供應鏈“去風險化”的大環境下，浙企出海已從單純的市場擴張升級為全球性戰略佈局。

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”浙江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.



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。

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。

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.

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。

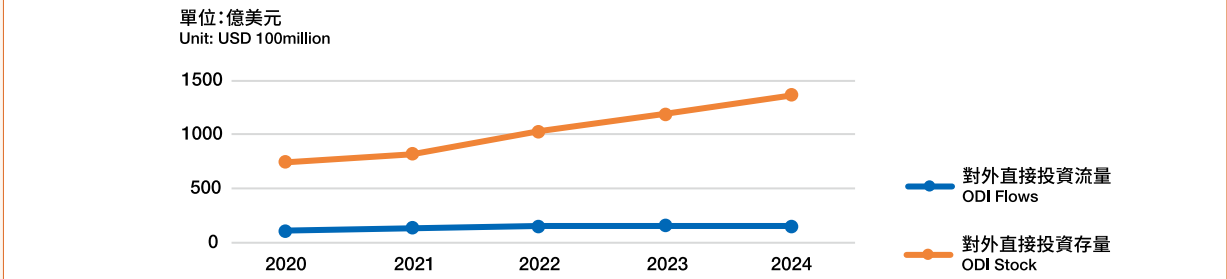
The national 15th Five-Year Plan has identified “high-standard opening-up” as a key priority, explicitly calling for the expansion of “manufacturing + services” overseas business networks and the further opening-up of the services sector. In 2025, State Council executive meeting further called for improvements 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)



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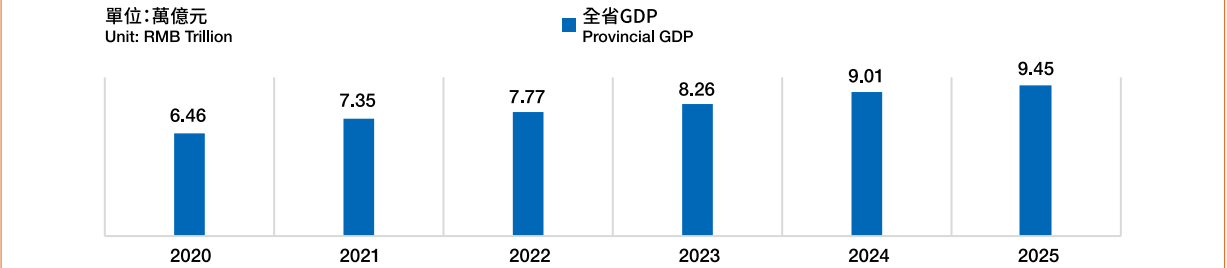
從經濟發展與對外投資的關聯來看，浙江省 GDP 過去五年持續攀升，於2025年達9.45萬億元（見圖表2）。伴隨經濟總量穩步增長，企業對外投資能力亦不斷增強，全省對外直接投資能力亦持續提升。企業透過拓展海外市場、獲取技術與資源，有效帶動省內產業升級；而省內經濟的持續擴張，也為企業全球化佈局提供更充裕的資金與產業基礎。可以說，浙江經濟發展與企業“出海”已形成相互促進的良性循環。

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.