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HKGCC AGM: A YEAR OF IMPACT AS THE VOICE OF BUSINESS
凝聚商界之聲　成就影響力之年

July 2026

HKGCC: The Voice of Business in Hong Kong

bulletin 工商



JACOB KAM TAKES THE HELM
金澤培掌舵

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為香港未來注入動力

鞏固香港競爭與聯通優勢，全面釋放增長動能

本人非常榮幸能在總商會6月3日周年會員大會後膺選主席，並謹藉此機會向卸任主席陳瑞娟女士致以最深切的敬意與感謝。她任內致力拓展總商會的國際合作夥伴關係與全球網絡，協助商界把握機遇，對接香港與全球市場。

165年來，總商會與香港及工商界共同成長；能帶領這家歷史悠久的機構邁向新里程，本人與有榮焉。此周年紀念不僅是回顧傲人歷史傳承的時刻，更是我們展望並塑造未來的起點。作為「商界之聲」，總商會將一如既往，致力為會員發聲，並堅定捍衛工商界乃至香港整體的利益。

隨着香港邁入下一個發展階段，我對本港的經濟前景充滿信心。儘管外圍環境充滿挑戰，本地商界仍展現出強大的韌性與靈活應變能力。香港繼續受惠於「一國兩制」框架下的獨特優勢，憑藉國際金融、貿易與航運中心的穩固根基，充分發揮連接中國內地與國際市場的超級橋樑角色。

粵港澳大灣區的加速融合、北部都會區的建設，以及「一帶一路」所帶來的龐大機遇，將為經濟增長開闢新路徑。對於尋求拓展業務版圖及提升國際競爭力的香港企業而言，中亞、中東和東盟等新興市場亦蘊藏着龐大商機。

總商會將進一步發揮香港「超級聯繫人」與「超級增值人」的雙重優勢，全力支持商界融入和服務國家發展大局，並全面支持會員充分把握香港構建「十大中心」、「兩大樞紐」與「一個生態圈」戰略藍圖下的龐大機遇。我們亦將積極推動創科投資與應用，特別是協助企業切實應用人工智能，以優化營運，提升客戶價值。

香港正迎來人心振奮的嶄新篇章。勇於創新、樂於協作並擁抱變革的企業，將迎來無限的發展潛能。在未來的日子裏，我期待與全體會員攜手並肩，在總商會的穩固基礎上為香港經濟持續繁榮發展譜寫新章。

It is a tremendous honour for me to have been elected Chairman of the HKGCC, following the Chamber's Annual General Meeting on 3 June. I am also deeply grateful and indebted to the leadership of my predecessor, Ms Agnes Chan. Her efforts in strengthening the Chamber's international partnerships and global networks have elevated our ability to connect our members with opportunities in Hong Kong and around the world to new levels.

For 165 years, the Chamber has grown alongside Hong Kong and its business community, and I am privileged to lead this historic institution as we embark on our next chapter. This anniversary marks an opportunity not only to reflect on our proud heritage, but also to look ahead and shape the future. As the Voice of Business, the Chamber remains committed to promoting, representing and safeguarding the interests of our members and Hong Kong.

As the city enters its next phase of development, I am highly confident in its economic prospects. Despite recent economic headwinds, our business community has demonstrated remarkable resilience and adaptability. Hong Kong continues to benefit from its unique advantages under the "One Country, Two Systems" framework, its status as an international financial, trade and shipping centre, and its role as a bridge between the Chinese Mainland and the global community.

The deepening integration of the Greater Bay Area, the development of the Northern Metropolis, and opportunities arising from the Belt and Road Initiative will create new avenues for growth. Emerging markets across Central Asia, the Middle East and ASEAN also offer significant potential for businesses in Hong Kong seeking to broaden their reach and strengthen their competitiveness.

By continuing to elevate the city's role as a "Super Connector" and "Super Value-Adder", the Chamber will support national development strategies and help members seize opportunities arising from Hong Kong's evolving role as the "Ten Centre", "Two Hubs"and "One Ecosystem". We will also be a champion for innovation and technology, particularly in the adoption of artificial intelligence, to help businesses improve operations and customer value propositions.

Hong Kong stands at the threshold of an exciting new chapter. New possibilities are emerging for businesses willing to innovate, collaborate and embrace change. I look forward to working with our members to build on the Chamber's strong foundations and to ensure the continued prosperity of our city.

Jacob Kam
金澤培
chairman@chamber.org.hk

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POWERING THE FUTURE OF HONG KONG

The Voice of Business 商界之聲

The Hong Kong General Chamber of Commerce has been representing and safeguarding the interests of business in Hong Kong since 1861.
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Congratulations to the Chairman and Members of 2026/2027 HKGCC General Committee

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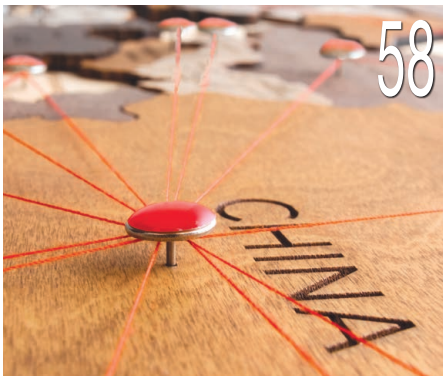
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The Bulletin is delivered in eco-friendly envelopes. This packaging is made from plant-based materials including soy, wheat, corn and others. So, besides being re-usable and water-resistant, the packaging is also 100% compostable, conforming to the latest strict E.U. standards. We thank members for your continued support as we try to reduce our environmental impact at the Chamber.

《工商月刊》以環保信封寄發。這款信封以植物原料製成，成分包括大豆、小麥和粟米等。因此，新包裝除了可重用和防水，更為百分百可分解，符合嚴格的最新歐盟標準。總商會一直致力減少對環境的影響，感謝各位會員一如既往的支持。



Congratulations
and
Welcome to
the Chairman & Members of the
2026/2027
HKGCC General Committee

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Tapping into Central Asia's Blue Ocean

A new "Golden Partner" model will help Hong Kong businesses tap into fast-growing yet untapped regional markets





開拓中亞藍海

全新的「金牌夥伴人」模式，將有助港企開拓高速增長且潛力深厚的地區市場

面對「十五五」開局，利用聯通世界的優勢尋找新動能，正是本港工商界核心課題。為協助業界在多變的地緣政治下分散風險並尋求高質量增長，總商會一直積極發揮橋樑作用。早前，我與總商會諮議會成員林健鋒促成烏茲別克總理率領百人代表團訪港；其後，他亦隨同行政長官出訪哈薩克和烏茲別克。

從接待訪港團到出訪中亞，一連串的高級別互訪彰顯了香港對接「一帶一路」的決心，更促成多份備忘錄締簽及關鍵項目落地，為企業出海開闢了全新路徑，豐碩成果深獲兩地政商界肯定。

實地交流進一步印證中亞是潛力巨大的新藍海：哈薩克正推動綠色轉型，香港作為綠色金融樞紐，可為提供基建認證並輸出ESG標準；而烏茲別克人口年輕，正處於產業數字化轉型黃金期，我們在法律合規、跨境仲裁及智慧城市的專業服務，正切合其殷切需求。

然而，開拓新市場不能單憑熱情。中亞商業文化強調「先朋友，後生意」，港商須告別單打獨鬥，構建「金牌夥伴人」模式。關鍵在於「拼船出海」——結合內地企業的資金技術「硬實力」，及香港在合規、項目管理及融資的「軟實力」。港商亦應發揮穿針引線作用，連結在港優質外企組成策略聯盟，共拓中亞市場。

要將機遇化為訂單，政商界需精準攻堅。我們可透過常態化的「一帶一路高峰論壇」加強商業對商業配對，協助中小企對接國企外判項目；同時積極推廣醫療、物管及職教等「小而美」民生項目以建立口碑。

長遠而言，政府應於中亞增設經貿辦或貿發局網點提供權威情報，並優化「BUD專項基金」審批及增設直航，降低商貿成本。只要政商攜手，發揮內聯外通優勢，定能為香港開創經貿新篇章，創造新商機！

At the dawn of the 15th Five-Year Plan, leveraging Hong Kong's connectivity to identify new growth drivers has become a core priority for the business community. Amid an increasingly volatile geopolitical landscape, the Chamber has played an active bridging role in helping businesses diversify risks and pursue high-quality growth opportunities. Earlier, Jeffrey Lam, HKGCC Council Member, and I facilitated a visit to Hong Kong by the Prime Minister of Uzbekistan and a delegation of more than 100 members. Mr Lam subsequently accompanied the Chief Executive on a mission to Kazakhstan and Uzbekistan.

These series of high-level exchanges underscore Hong Kong's determination to advance the Belt-and-Road Initiative and strengthen ties with the Central Asia. They also facilitated the signing of multiple Memorandums of Understanding (MoUs) and the implementation of key projects, carving out a new path for enterprises expanding overseas. These achievements have been warmly received by the political and business leaders on both sides.

Our discussions on the ground reinforced the view that Central Asia is the new blue ocean with immense potential. Kazakhstan's green transition is creating demand for sustainable finance drives its green transition, infrastructure certification and ESG expertise, areas in which Hong Kong is well-positioned to contribute. Meanwhile, Uzbekistan's is in its golden era of industrial digital transformation, driven by its young, ambitious population. This is generating demand for legal compliance, cross-border arbitration, and smart-city solutions, aligning closely with Hong Kong's professional strengths.

However, unlocking these opportunities requires more than enthusiasm alone. Central Asian business culture emphasises "friendship before business." To succeed, Hong Kong companies must move beyond operating independently and embrace a new "Golden Partner" model. The key lies in "going global together" – combining the "hard power" of Mainland enterprises in capital and technology with Hong Kong's "soft power" in compliance, project management, and financing. Hong Kong businesses should also act as facilitators, connecting premium international companies based in the city to form strategic alliances and jointly explore the Central Asian market.

To convert these opportunities into tangible outcomes, the Government and business sectors must take targeted action. Through the regularised Belt-and-Road Summit, we can strengthen business matching and help SMEs connect with state-owned enterprise. Concurrently, we should actively promote "small yet beautiful" livelihood projects in areas such as medical care, property management, and vocational education, to establish a robust reputation.

Looking ahead, the Government should consider expanding the presence of the Economic and Trade Offices (ETOs) or Hong Kong Trade Development Council (HKTDC) networks in Central Asia to provide authoritative intelligence. Efforts should be made to streamline BUD Fund approval and accelerate the launch of direct flights to lower business costs.

By joining forces and utilising Hong Kong's unique connectivity, the Government and business community can deepen cooperation and author a new chapter in the city's economic and trade relations development.

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Congratulations to the Chairman and Members of the HKGCC General Committee 2026/27



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Charting a New Era of Global Connectivity and Growth

As the Chamber marks its 165th anniversary, we are accelerating our strategic initiatives to expand markets, shape policy, and empower businesses for the future





啟航環球互聯 驅動發展新局

邁入165周年，總商會加緊推進各項部署，主導政策倡議，協助企業拓展市場、把握未來機遇

本人在此衷心祝賀金澤培當選為總商會主席，秘書處將全力支持其領導工作；我們將在既有的穩固基礎上，進一步強化「商界之聲」的角色，協助會員精準捕捉新機遇。

總商會的核心優勢，一直在於我們連繫市場、人才與創新理念的能力。面對日益複雜的全球環境，我們的角色更顯關鍵。隨着企業努力應對地緣政治的種種不確定性、科技突破及不斷變化的經濟趨勢，憑藉融通中外的強大網絡，香港的獨特優勢無可取代，將持續助力商界共創無限商機。

作為「超級聯繫人」和「超級增值人」，香港一直是連接內地與世界各地的關鍵橋樑。為協助企業建立具實質意義的合作夥伴關係，總商會正積極拓展國際聯繫。最近，我們分別與哈薩克斯坦共和國國家企業家商會和烏茲別克斯坦共和國工商會簽署了合作備忘錄，進一步深化與中亞地區的經貿聯繫。這些舉措標誌着本港在拓展國際網絡方面邁出重要一步，為企業在「一帶一路」倡議下拓展新興市場開闢了全新賽道。

此外，總商會將於9月籌辦大型東盟商務考察團，為本港企業及廣大會員發掘新商機。政策倡議方面，我們正積極就香港首個「五年規劃」擬備意見書，確保這份關鍵藍圖能充分吸納工商界的真實意見。在推進政策倡議的同時，我們亦持續推出多項計劃以推動創新與「AI+」發展，當中包括備受讚譽的歐洲工商管理學院高管AI培訓及一系列AI實務培訓課程。展望未來，總商會的一連串活動將為會員創造更多機遇：我們將於10月舉辦「銀髮經濟高峰會」，探討由樂齡人口增長所帶動的創新發展；踏入12月，我們將以年度旗艦盛事『國際商業高峰論壇』作為壓軸。屆時將廣邀全球頂尖專家齊聚一堂，引領業界精準駕馭全球趨勢，開拓新局。

營商環境瞬息萬變，總商會亦與時並進。透過凝聚集體優勢、擁抱科技創新並持續拓展全球版圖，我深信總商會定能繼續為會員以至香港整體創造繁榮。讓我們攜手並肩，共同譜寫這令人振奮的輝煌新頁。

I would like to extend my heartfelt congratulations to Jacob Kam on his election as Chairman of the HKGCC. As the Chamber celebrates its 165th anniversary, the Secretariat is fully committed to supporting his leadership as we build on our strong foundations, strengthen our role as the Voice of Business, and help our members seize new opportunities.

The Chamber's strength has always been its ability to connect markets, people, and ideas. In an increasingly complex global environment, this role is more important than ever. As businesses navigate geopolitical uncertainty, technological disruption, and evolving economic trends, Hong Kong remains uniquely positioned to create opportunities through its robust international networks and longstanding ties with the Chinese Mainland.

As a "Super Connector" and "Super Value-Adder," Hong Kong serves as a vital bridge between the Chinese Mainland and the rest of the world. To help businesses forge meaningful partnerships, the Chamber is actively expanding its international engagements. Recently, we strengthened ties with Central Asia by signing key Memoranda of Understanding (MoUs) with the National Chamber of Entrepreneurs of Kazakhstan and the Chamber of Commerce and Industry of Uzbekistan. These initiatives mark a significant step in expanding Hong Kong's international network, creating new pathways for companies to access emerging markets under the Belt and Road Initiative.

The Chamber is also organising a major ASEAN delegation this September to explore opportunities for Hong Kong businesses and our members. On the policy front, we are actively preparing our strategic submission for Hong Kong's Five-Year Plan to ensure the voice of our business community helps shape this vital blueprint. Alongside this advocacy, we are delivering ongoing programmes to champion innovation and 'AI+' development – such as our highly regarded INSEAD executive AI training and a series of AI training initiatives. Looking ahead, our calendar is packed with opportunities, including our Silver Economy Summit in October, which will spotlight innovations driven by our growing senior demographic. Finally, we will close out the year with our signature International Business Summit in December, uniting top experts to guide us through shifting global trends.

The business landscape is evolving rapidly, but so are we. By leveraging our collective strengths, embracing innovation, and expanding our global footprint, I am confident that we will continue to drive prosperity for our members and for Hong Kong. Let us embark on this exciting new chapter together.

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Meet the New Chairman

專訪總商會新任主席

Chairman Jacob Kam shares his vision and the three core pillars essential to Hong Kong's continued prosperity

主席金澤培分享其願景，以及推動香港持續繁榮的三大核心要素

Bulletin: Congratulations on being elected HKGCC Chairman. As you step into this new role, what is your primary message to the HKGCC members?

Jacob Kam: I am deeply honoured to assume the role of Chairman of the Chamber. It is a tremendous privilege, and I want to extend my sincere thanks to our General Committee members and the wider membership for the trust and confidence you have placed in me. You are the backbone of this historic institution.

As we embark on this next chapter together, I commit to ensuring that the Chamber continues to be the definitive Voice of Business in Hong Kong. For 165 years, the Chamber has grown alongside Hong Kong and its business community, playing a vital role in the city's development and helping to power its future.

That legacy gives us a strong platform, but our focus is firmly on what lies ahead. Our mission remains clear: to promote, represent and safeguard the interests of our members. At the same time, we will continue to provide vital support, expand networks, and deliver comprehensive business support, including training for our members to thrive.

B: Looking ahead, what is your outlook for Hong Kong's economy?

JK: Looking ahead, I have great confidence in Hong Kong's economic trajectory. While we have faced significant global economic headwinds in recent years, our business community has demonstrated remarkable resilience and adaptability. Both vital and lasting traits that we should all take great pride in.

We have reached a pivotal turning point. As the global macroeconomic and geopolitical landscape shows signs of greater stability, the outlook is becoming increasingly positive. Hong Kong's position as an international financial, trade and shipping centre remains stronger than ever.

At the same time, the development of the Northern Metropolis, the deepening integration of the Greater Bay Area, together with the opportunities arising from the Belt and Road Initiative, are creating new avenues for growth. Emerging markets across Central Asia, the Middle East and ASEAN offer unprecedented growth opportunities for Hong Kong businesses to expand their reach and strengthen their global competitiveness.



B: What key pillars will anchor your strategic agenda during your tenure as Chairman?

JK: As I look to the future, my vision for moving us forward – which relies on the vital support of our members – is anchored in three core pillars.

The first pillar is maximising Hong Kong's unique role as a global 'super connector' and 'super value-adder.' Fulfilling this role does more than just ensure Hong Kong's continued macroeconomic success; it actively generates opportunities for our business community.

We achieve this through empowerment and insight. By keeping our members well informed about the evolving business environments internationally and within the Chinese Mainland, and by helping them navigate new policies and strategic directions, they are directly positioned to identify and capture significant growth opportunities for themselves.

To make this actionable, we will continue to leverage the Chamber's extensive network of international chambers and trade representatives. Our goal is to seamlessly facilitate a two-way flow: 'bringing in' foreign investment while simultaneously helping local and Chinese Mainland enterprises 'go global.' Ultimately, by encouraging deeper collaboration between Hong Kong and the Chinese Mainland, we can help our businesses explore viable prospects both at home and abroad.

My second pillar focuses on helping Hong Kong align and actively serve our nation's 15th Five-Year Plan. There are substantial, concrete steps we can take to seamlessly align with this strategy. For example, we must support the development of the Northern Metropolis, which is absolutely vital for cultivating a larger and stronger innovation and technology ecosystem right here in Hong Kong. At the same time, our economic development is intrinsically linked to deeper integration within the Greater Bay Area. The GBA provides the crucial resources, physical space, and massive customer base that Hong Kong businesses need to scale. Deepening this integration will organically create tremendous opportunities for our members while elevating the entire region to be far more globally competitive.



As we look outward to expand our business footprint – particularly into Belt and Road countries – we must also elevate Hong Kong's strategic positioning as the 'Ten Centres', 'Two Hubs' and 'One Ecosystem'*. Enhancing these core strengths directly aligns with the development needs of Belt and Road nations. By elevating these centres, we can provide world-class services that translate directly into better business opportunities for our members.

Turning to my third pillar, we must champion investment in Innovation and Technology, with a specific focus on the forward-looking development of what we call 'AI+'.

We all recognize that I&T is the undeniable engine of our future growth. It is fundamentally transforming multiple sectors – reshaping how we operate, how we deliver value to our customers, and even how customers choose to interact with businesses. Because

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the landscape is shifting so rapidly, my vision is for the Chamber to take a highly proactive role in informing and enabling our members to navigate this transformation successfully. It is not just about understanding new technology; it is about adopting it to stay competitive.

To achieve this, the Chamber will amplify its efforts to promote practical training, helping enterprises seamlessly integrate Artificial Intelligence and related technologies into their day-to-day commercial operations. Through nurturing emerging industries, accelerating digital transformation and enhancing service quality, we aim to unlock new opportunities through "AI+" and strengthen the productivity and global competitiveness of Hong Kong businesses.

I look forward to working closely with the General Committee and our members to build consensus and turn challenges into progress. Together, we can write the next chapter of Hong Kong's economic prosperity and development.



B: This year, the Government is set to finalise its first-ever "Five-Year Plan" to align with the national "15th Five-Year Plan." How does the Chamber foresee this plan transforming Hong Kong's existing operational model?

JK: This upcoming Five-Year Plan is of historic significance for Hong Kong. It is not only the first medium-to-long-term development blueprint for the whole city but also marks a shift from the "alignment approach" to one of "proactive planning". The Chamber welcomes this approach, as it will provide businesses with greater clarity and stability.

At its core, the plan is about transformation and uplevelling. The Chamber fully supports the Government's vision to strengthen the "Ten Centres", develop the "Two Hubs" and cultivate the "One Ecosystem". In an increasingly competitive global environment, we can no longer rely solely on our traditional strengths. We must build on them through innovation and new growth drivers.

We must continue to strengthen our position as an international financial, trade, shipping and aviation centre, translating these strengths into powerful new drivers of sustainable development.

Beyond strengthening our offshore Renminbi business and risk management capabilities, we should leverage our international advantages to contribute to the development of global industry rules and standards, further enhancing Hong Kong's strategic significance in the global economic and trade landscape.

We must also deepen integration with the Chinese Mainland and the Greater Bay Area through closer "alignment of rules" and "harmonisation of mechanisms", to enable a seamless flow of logistics, people, capital, and information, transforming the GBA's strategic depth into a powerful engine for economic prosperity.

At the same time, major initiatives such as the Northern Metropolis, together with advances in innovation and technology, particularly artificial intelligence, will help drive industrial upgrading and strengthen Hong Kong's long-term competitiveness.

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B: Hong Kong recorded strong economic growth in the first quarter, driven primarily by private consumption and exports. Looking ahead to the rest of the year, do you believe this upward trend can be maintained, and what are the key drivers behind this?

JK: The Chamber is encouraged by the 5.9% year-on-year real GDP growth in the first quarter of 2026. As the strongest quarterly performance in nearly five years, it demonstrates Hong Kong's economic resilience and reinforces our confidence that the recovery is firmly on track. Looking ahead, we believe this positive momentum can be sustained with the ongoing hard work of businesses and communities in Hong Kong.

Our confidence is underpinned by several encouraging trends. Despite an increasingly complex global environment, Hong Kong's international appeal remains strong. The city has regained its position as the world's freest economy and leading IPO market, while maintaining its status as the world's third-largest financial centre. These achievements reaffirm Hong Kong's strengths as a global business hub, supported by world-class infrastructure, the free flow of capital and information, and the unique advantages of 'One Country, Two Systems'.

Further supporting this outlook are strong demand for AI-related products, a steady recovery in inbound tourism and increasingly active cross-border financial activities.

B: What specific measures will the HKGCC implement to actively expand upon its global economic and trade network and strengthen international connections?

JK: As the Voice of Business, the Chamber remains firmly committed to powering the future of Hong Kong. By expanding our international connections and strengthening our advocacy efforts, we aim to reinforce Hong Kong's global competitiveness and help our members seize new opportunities.

A key part of this effort is our extensive programme of business missions, which connect members with high-potential markets across the Greater Bay Area, other parts of Chinese Mainland, ASEAN, Europe and the Middle East. Last year alone, we signed six MoUs with chambers and business organisations in Singapore, Vietnam, Pakistan, Kuwait, Sweden and Finland, bringing our global co-operation network to nearly 70 MoUs worldwide.

These partnerships are more than symbolic agreements; they help businesses identify new opportunities and stay connected to evolving global market trends. More recently, we expanded our outreach to Central Asia, signing new MoUs in Kazakhstan and Uzbekistan to explore emerging opportunities for our members.

Ultimately, these efforts will help our members identify new opportunities and strengthen their international connections.

B: Having spent more than three decades with MTR and worked extensively on the global

* **Ten Centres, Two Hubs and One Ecosystem**

Ten Centres:

These ten centres cover both the traditional core advantages Hong Kong needs to solidify and the new high value-added domains it is making every effort to build.

- International Finance Centre
- International Shipping Centre
- International Trade Centre
- International Asset and Wealth Management Centre
- International Risk Management Centre
- High Value-Added Supply Chain Services Centre
- International Innovation and Technology Centre
- Centre for International Legal and Dispute Resolution Services
- Regional Intellectual Property Trading Centre
- Centre for Cultural Exchanges

Two Hubs:

This refers to Hong Kong's irreplaceable role as a gateway and node within the global network and the nation's "dual circulation" strategy.

- International Aviation Hub
- Global Offshore Renminbi (Yuan) Business Hub

One Ecosystem:

- Commodity Trading Ecosystem

business stage, how will that international experience help you further strengthen HKGCC's global connections?

JK: Drawing on over three decades of experience at MTR, I have navigated a highly diverse business landscape. While transportation is our core pillar, our footprint extends across property, retail, services, construction, and finance. This cross-sector exposure has given me a deep appreciation for how businesses in different sectors operate and allows me to connect with the varied needs of our Chamber members.

Because our operations intersect heavily with public policy and infrastructure development, I have experience in engaging government. I intend to leverage this insight to ensure the Chamber serves as a trusted, strategic bridge between the business community and policymakers, advocating for an open, competitive environment and pragmatic, forward-looking policies.

MTR's strong presence in the Chinese Mainland and international markets aligns perfectly with the Chamber's mandate. I look forward to utilising this global experience to expand our international linkages, connecting Hong Kong enterprises with cross-border and overseas opportunities while reinforcing Hong Kong's role as a premier international business hub.

Ultimately, both MTR and the Chamber play integral roles in driving Hong Kong's economic development – one through world-class infrastructure and connectivity, and the other by advancing the interests of the wider business community. I look forward to bringing these perspectives together to further strengthen



Hong Kong's position as a leading international city of commerce.

B: You have had a long association with the Chamber over the years. Looking back, how would you describe your journey with the Chamber, and what key lessons from that experience do you believe will prove most valuable as you lead the Chamber in the year ahead?

JK: It has been a rewarding journey. Over the years, I have had the privilege of serving as a General Committee member and, more recently, as Vice Chairman, which has given me a deep appreciation of the Chamber's role and impact. What has stood out to me throughout this time is the Chamber's role as the Voice of Business, bringing together the business community, government and wider society, and providing a trusted platform for dialogue and collaboration.

One of the key lessons I have learned is the importance of listening to members, understanding their evolving needs in a rapidly changing global environment, and ensuring their views are effectively reflected. Equally important is maintaining constructive and pragmatic dialogue with policymakers in an open and solutions-oriented manner to support Hong Kong's long-term competitiveness. Throughout my involvement, I have been impressed by the Chamber's effectiveness in this role, as well as the resilience and adaptability of Hong Kong businesses.



The experience has also reinforced the value of international connectivity. The Chamber plays an important role in helping businesses explore new opportunities through its international network and business missions. These initiatives connect members with both established and emerging markets, creating valuable opportunities for growth and partnership. As global engagement continues to recover, we look forward to further strengthening these connections and supporting our members' international ambitions.

We see growing opportunities for Hong Kong, from the development of the Northern Metropolis to deeper connectivity with the Greater Bay Area and expanding links with emerging markets across the Middle East, Central Asia, ASEAN and other economic regions.

Against this backdrop, I look forward to building on this foundation by further strengthening the Chamber's role as a unifying platform for the business community, helping enterprises connect, collaborate and capture opportunities across these markets, while reinforcing Hong Kong's position as a leading international city for business and commerce. By empowering our members and embracing innovation, we are working together to power the future of Hong Kong.

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《工商月刊》：恭喜您當選總商會主席。在履新之際，您最想向總商會會員傳達甚麼信息？

金澤培：能夠接任總商會主席，對我而言是一份莫大的榮譽。我謹此感謝理事會及廣大會員對我的信任與支持，各位正是這家歷史悠久機構賴以成功的基石。

在我們攜手邁向新篇章之際，我承諾確保總商會繼續擔當香港最具代表性的「商界之聲」。165年來，總商會與香港及本地工商界共同成長，在推動本港發展及為未來注入動力方面，始終發揮舉足輕重的作用。

這些引以為傲的傳承為我們奠定了穩固基礎，但我們的目光將堅定不移地投向未來。我們的使命依然清晰：致力代表會員、為會員發聲，並堅定捍衛業界利益。同時，我們將繼續提供關鍵支援、拓展網絡，並為會員提供包括培訓等的全面支持，助大家的業務蓬勃發展。



問：展望未來，您如何看待香港的經濟前景？

答：展望未來，我對香港的經濟發展勢頭充滿信心。儘管外圍環境充滿挑戰，但本地工商界展現出強大的韌性與靈活應變能力。這些難能可貴且持久的特質，實在值得我們自豪。

目前我們正迎來轉捩點。隨着全球宏觀經濟與大國地緣政治展現出戰略穩定跡象，市場展望漸趨正面。香港作為國際金融、貿易與航運中心的根基依然穩固。

同時，北部都會區投入發展、粵港澳大灣區加速融合，加上「一帶一路」倡議所帶來的機遇，正為經濟增長開闢新路徑。中亞、中東和東盟各國等新興市場亦蘊藏增長機遇，有助香港企業拓展業務版圖並提升全球競爭力。

問：在您擔任主席期間，將以哪些核心要素作為推動策略方針的基礎？

答：作為新任主席，我的願景與工作計劃將緊密圍繞以下核心展開：

第一，是進一步發揮香港「超級聯繫人」與「超級增值人」的獨特角色。這不僅能確保香港維持宏觀經濟優勢，更能為本地工商界創造機遇。我們將透過支持業界與分享洞見來實現此目標。藉讓會員了解國際與中國內地不斷演變的營商環境，並協助他們掌握新政策與策略方向，我們期望能協助企業精準鎖定並捕捉重大的增長機遇。

我們將繼續善用總商會與各國際商會及貿易代表的龐大網絡優勢，無縫促進雙向流動：在「引進來」外資的同時，協助本地與內地企業「走出去」。透過鼓勵香港與內地企業深化合作，我們能協助商界「拼船出海」，共同拓展海內外湧現的商機。

第二，是支持商界融入並服務國家發展大局。我們可採取多項實質措施，以緊密配合這項策略。例如，我們須全力支持北部都會區發展，在香港本地培育更龐大、更強大的創新科技生態圈。同時，本港的經濟發展與大灣區的深度融合息息相關。大灣區為港企提供了擴展規模所需的關鍵資源、發展空間及龐大客戶群體。深化此融合將自然為會員創造龐大機遇，同時全面提升整個區域的全球競爭力。

正當我們放眼世界、拓展業務版圖（尤其是一帶一路沿線國家）的同時，我們亦必須提升香港作為「十大中心」、「兩大樞紐」及「一個生態圈」* 的戰略定位。強化這些核心優勢，正契合一帶一路國家的發展需求。透過提升這些中心的地位，我們能提供世界級服務，並直接轉化為會員的優質商機。

第三，持續支持商界推動創科投資與應用，特別是聚焦「AI+」的前瞻發展。我們深明科技是未來的驅動力。總商會將會加大力度推廣相關工作，協助企業將人工智能（AI）切實應用到商業營運當中。無論是培育新興產業、推動傳統產業轉型升級，還是提升整體的服務與質量，我們都期望透過「AI+」為商界創造更多嶄新機遇，全面提升香港企業的生產力與國際競爭力。

為此，總商會將加大力度推廣實務培訓，協助企業將AI及相關科技無縫融入日常營運當中。我們期望透過培育新興產業、加速數碼轉型及提升服務質素，利用「AI+」釋放新機遇，全面增強香港企業的生產力與國際競爭力。

我期待與理事會及全體會員緊密合作，凝聚共識，化挑戰為進步。讓我們攜手並肩，為香港經濟的繁榮發展譜寫新篇章。

問：政府將於今年完成制定首個「五年規劃」，以對接國家「十五五」規劃。總商會認為這份規劃將如何改變香港現有的營運模式？

答：這份即將出台的「五年規劃」對香港具有劃時代的意義。這不僅是本港首份中長期發展藍圖，更標誌着特區政府從過去的「對接」轉向「主動規劃」。總商會對此感到非常鼓舞，這將為工商界提供更清晰、更穩定的營商預期。

這份規劃的核心在於升級與蛻變。總商會全力支持政府強化「十大中心」、發展「兩大樞紐」及構建「一個生態圈」的藍圖。在競爭日益激烈的全球環境下，我們不能再單靠傳統優勢，必須在原有基礎上疊加創新驅動力以求突破。

我們必須持續鞏固香港作為國際金融、貿易、航運（包括航空）中心的地位，將這些優勢轉化為推動可持續發展的強大新動能。

除了強化離岸人民幣業務與風險管理功能外，我們更應發揮國際化優勢，主導全球產業規則與標準的構建，全方位提升香港在國際經貿格局中的戰略分量。

我們亦必須透過更緊密的「規則銜接」與「機制對接」，深化與內地及大灣區的融合，確保物流、人員流動、資金流與資訊流高效無縫互通，將大灣區的戰略縱深轉化為推動經濟的強大引擎。

同時，北部都會區等重大項目，加上創新科技（特別是AI）的發展，將有助帶動產業升級，並增強香港的長遠競爭力。

問：本港首季經濟增長表現強勁，主要受惠於私人消費及出口帶動。展望今年餘下時間，您認為這向好走勢能否維持？背後的主要動力為何？

答：總商會對2026年第一季本地生產總值按年實質大幅增長5.9%感到十分鼓舞。這是近五年來最強勁的季度表現，充分展現香港經濟的韌性，並讓我們更堅信復蘇趨勢已逐步確立。展望未來，我們相信這股勢頭在商界及各界的不斷努力下將可維持。

我們的信心源於多項令人振奮的數據。儘管全球環境日益複雜，香港的國際吸引力依然強勁。本港已重登全球最自由經濟體及領先的新股集資市場地位，同時穩佔全球第三大金融中心。這些佳績再次印證香港作為全球商業樞紐的雄厚實力，背後更有賴世界級基建、資金與資訊自由流通，以及「一國兩制」獨有優勢的穩固基石。

此外，全球對AI相關產品的龐大需求、訪港旅遊業的穩步復蘇，以及日益頻繁的跨境金融活動，亦為經濟前景提供進一步支持。



問：請問總商會將採取哪些具體措施，以積極擴展全球經貿網絡及加強國際聯繫？

答：作為「商界之聲」，總商會一直矢志推動香港的未來發展。透過積極拓展國際聯繫和加強政策倡議工作，我們致力鞏固香港的全球競爭力，並協助會員把握新機遇。

其中一個關鍵是一系列商務考察團，帶領會員深入大灣區、中國內地其他地區、東盟、歐洲及中東等極具潛力的市場。單在去年，我們便與新加坡、越南、巴基斯坦、科威特、瑞典及芬蘭的商會和商業組織簽署了六份合作備忘錄，令總商會的全球合作網絡擴展至近70份備忘錄。

這些合作夥伴關係遠超象徵式協議：它們能協助企業發掘新商機，並緊貼不斷演變的全球市場趨勢。近期，我們更進一步將目光投向中亞，在哈薩克和烏茲別克簽署了新的合作備忘錄，致力為會員探索新興商機。長遠而言，這些舉措將有助會員發掘新機遇，並強化其國際聯繫。

問：您在港鐵服務逾三十載，並在國際商業舞台上擁有豐富經驗。這些國際經驗將如何協助您進一步強化總商會的全球聯繫？

答：在港鐵逾三十年的任職期間中，我曾涉足多元的商業領域。交通運輸固然是我們的核心支柱，但港鐵的業務版塊亦涵蓋物業、零售、服務、建築、金融等領域。跨領域的經驗讓我深刻了解到各行業的營商模式，並能切實掌握總商會會員的多元需求。

由於我們的營運與公共政策及基建發展息息相關，我在與政府當局溝通協調方面亦累積了不少經驗。我相信這些洞察，能鞏固總商會作為商界與決策當局之間互信且具戰略意義的橋樑，積極倡導開放且具競爭力的營商環境，並推動務實前瞻的政策方針。

港鐵在中國內地及國際市場的穩固根基，與總商會的使命高度契合。我期待運用這些國際經驗來拓展我們的全球網絡，協助香港企業對接跨境及海外商機，同時鞏固香港作為頂尖國際商業樞紐的地位。

本質上，港鐵與總商會在推動香港經濟發展方面均扮演着不可或缺的角色——前者透過世界級的基建實現連繫互通，後者則致力促進廣大工商界的利益。我期待將這些視角融會貫通，進一步鞏固香港作為全球領先商貿城市的地位。

問：多年來您與總商會一直保持緊密聯繫。回顧過去，您會如何形容在總商會的歷程？您認為當中的哪些寶貴經驗，對您在來年帶領總商會最為受用？

答：這段經歷實在意義非凡。我很榮幸能擔任理事，及後出任副主席，這些經歷讓我對總商會的角色與影響力有更深刻的體會。期間最令我印象深刻的，是總商會作為「商界之聲」，成功凝聚工商界、政府及廣大社會，並搭建互信的對話與合作平台。

我最深刻的體會是：必須傾聽會員的聲音，了解他們在瞬息萬變的全球環境下，日益演進的多元需求，並確保大家的意見能被準確反映。同樣重要的是，以開放及解決問題為本的態度，與政策決策者保持具建設性且務實的對話，以支持香港的長遠競爭力。在參與過程中，我對總商會在此角色的卓越成效，以及香港企業的韌性與靈活應變能力印象尤深。

這些經驗亦再次凸顯了全球聯繫的價值。總商會透過其國際網絡及商務考察團，在協助企業發掘新商機方面發揮關鍵作用。這些舉措將會員與已發展及新興市場緊密連接，創造了寶貴的增長與合作機遇。隨着全球交往持續復蘇，我們期待進一步加強這些聯繫，並支持會員的國際發展願景。

從北部都會區的發展、與大灣區的深度互聯互通，以至不斷拓展與中東、中亞、東盟各國及其他經濟區等新興市場的聯繫，我們看到香港正面臨日益增多的機遇。

面對這些機遇，我期待在既有的穩固基礎上，進一步加強總商會作為工商界團結平台的角色，協助企業在這些市場中建立聯繫、合作並把握機遇，同時鞏固香港作為先進國際商業貿易城市的地位。透過為會員賦能並擁抱創新，我們將攜手合作，為香港未來注入更強動力。

***「十大中心」、「兩大樞紐」及「一個生態圈」**

十大中心：

這十個中心涵蓋了香港需要鞏固的傳統核心優勢，以及全力建設的新興高增值領域。

- 國際金融中心
- 國際航運中心
- 國際貿易中心
- 國際資產及財富管理中心
- 國際風險管理中心
- 高增值供應鏈服務中心
- 國際創新科技中心
- 國際法律及解決爭議服務中心
- 區域知識產權貿易中心
- 中外文化藝術交流中心

兩個樞紐：

指香港在全球網絡與國家「雙循環」戰略中扮演不可替代的通道與節點角色。

- 國際航空樞紐
- 全球離岸人民幣業務樞紐

一個生態圈：

- 大宗商品交易生態圈

Congratulations

to the Chairman and Members of the

HKGCC General Committee 2026/2027



新世界發展 New World Development

CTFE 周大福企業

CHOW TAI FOOK 周大福

CTFS

CTF Life 周大福人壽

HKGCC

Hong Kong General Chamber of Commerce
香港總商會1861

產地來源證

全港最多簽發量

Certificates of Origin

Issuing the most COs in Hong Kong

專業商貿文件認證服務

Professional Trade & Business Certification Services

商事證明

提高商貿文件的認受性

Certification of Documents

The key to document credibility & legitimacy

代辦領事認證

一站式完成商會加簽及領事認證

Consulate Endorsement Facilitation

One-stop-shop services

Online Authentication





尖沙咀・旺角・荃灣

Tsim Sha Tsui・Mong Kok・Tsuen Wan

實名企業認證

提升企業聲譽

Certificate of Business Identity

Enhance business reputation

ATA carnet

Passport for goods

暫准進口證

免關稅臨時進口至81個國家或地區

ATA Carnet

Duty free & tax free for temporary imports to 81 countries or districts

進出口報關

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HKGCC's Year of Impact as the Voice of Business

Outgoing Chairman Agnes Chan reflects on the Chamber's achievements and hard work in 2025. Below is her speech delivered at the HKGCC Annual General Meeting

2025 proved to be a year of renewed resilience and confidence for Hong Kong, despite the challenges of an increasingly complex global environment. Hong Kong's economy grew by 3.5% for the full year, marking the third consecutive year of growth and reflecting the steady recovery momentum of the local economy.

Various data underscore Hong Kong's growing global appeal:

- Hong Kong has reclaimed its position as the world's freest economy and the world's top IPO market.
- In the latest Global Financial Centres Index, Hong Kong continues to rank third globally.



- Hong Kong has overtaken Switzerland as the world's largest cross-boundary wealth management centre, further reaffirming its unique advantages as an international financial hub.
- Hong Kong has ascended to become the world's fifth-largest trading entity in merchandise trade.
- According to the World Intellectual Property Organisation, the city joined Shenzhen and Guangzhou to form the world's number one ranked innovation cluster, ahead of Tokyo and Silicon Valley.
- According to the inaugural Asian Cities Internationality Index (ACII) which the Chamber proudly launched last year, Hong Kong ranked first overall with a score of 73.7 among 11 major Asian cities, reflecting its strengths as an international financial hub and a global events destination.
- This underscores that Hong Kong, through its strategic advantages – world-class infrastructure, the free flow of capital and information, and its unique "One Country, Two Systems" framework – remains a premier destination for business investment and expansion.

Actively Expanding Global Networks

This year marks our 165th anniversary. The Chamber continues to support the business community and reinforce Hong Kong's status as a leading financial, trade, technology and transportation hub by advancing our international outreach and sharpening our advocacy in 2025 – all geared to



凝聚商界之聲 成就影響力之年

卸任主席陳瑞娟回顧總商會過去一年的工作，
下文錄自其於總商會周年會員大會上的演辭

continuing to be the voice of business and powering the future of Hong Kong.

The Chamber championed members' priorities and broadened commercial horizons through delegations to markets such as the Greater Bay Area, the Chinese Mainland, ASEAN, Europe and the Middle East. We signed six Memoranda of Understanding with chambers of commerce and business associations in Singapore, Vietnam, Pakistan, Kuwait, Sweden and Finland. These MoUs serve as a strategic roadmap, enabling businesses to open new doors and navigate expanding global markets.

Furthermore, a technology-focused delegation to European countries, specifically Germany and France, enabled us to explore the latest technological advancements.

During last year's mission to Ningbo, we engaged in discussions highlighting potential cooperation in supply-chain integration and advanced manufacturing. We also signed an MoU with the Zhejiang Young Entrepreneurs Association to deepen exchanges among the next generation of business leaders.

Another highlight was having the honour of participating in one of the most significant government-led overseas missions: the high-level Middle East delegation to Qatar and Kuwait, led by the Chief Executive to strengthen ties in finance, trade, and technology.

Looking Ahead: Rebounding Business Confidence and Embracing the 15th Five-Year Plan

Looking ahead, business confidence has noticeably improved. According to our latest Business Prospects Survey, nearly half of all surveyed companies expressed a positive outlook on business conditions for 2026 – a sharp increase from 2024.

Hong Kong's first Five-Year Plan, aligned with the National 15th Five-Year Plan, marks a crucial milestone for our economic competitiveness. As Hong Kong develops its Five-Year Plan – centred on high-quality economic growth, Mainland integration, technology, green development and livelihoods – we are actively collecting our members' insights. Together, we will ensure that our business community makes a powerful contribution to these strategic pillars.

Nurturing Talent, Upskilling Business

We believe the success of our strategic vision relies on our people. That is why we are

dedicated to a comprehensive talent strategy. Through our Young Executive Club and programmes like the Pitch Perfect Programme and the Business Case Competition, we are helping to prepare Hong Kong's next generation of leaders. Our Business-School Partnership Programme has for 25 years, provided thousands of secondary students with valuable insights into the commercial world.

In a fast-changing world, staying relevant and being future-ready matters. That's why our Chamber Academy continually upskills members with knowledge and capability – from AI and geopolitics to supply chains and leadership – so we can all navigate the future with greater certainty and confidence.

Newly Renovated Headquarters

Enhancing our members' experience remains at the heart of everything we do. In celebration of our 165th anniversary, we are proud to unveil our newly renovated headquarters. At its centre is our flagship Members' Lounge – a state-of-the-art hub designed exclusively for members to connect, collaborate, and exchange ideas.

Agnes Chan,
Then Chairman, HKGCC

儘管面對複雜多變的全球環境，2025 年無疑是香港重拾韌性與信心的一年。香港經濟全年增長 3.5%，連續第三年錄得增長，反映本港經濟保持穩健復甦勢頭。

多項數據亦顯示，香港的全球吸引力正持續上升。

香港已重登全球最自由經濟體和全球最大首次公開招股市場的地位；

在最新《全球金融中心指數》中，香港繼續位列全球第三；

而在最新公布的全球跨境財富管理排名中，香港更已超越瑞士，躍升為全球第一，進一步印證香港作為國際金融樞紐的獨特優勢；

香港亦在全球商品貿易躍升為全球第五大商品貿易經濟體；

在創科方面，根據世界知識產權組織最新公布的排名，「深圳—香港—廣州創新集群」位列全球第一，領先東京和矽谷等對手；

在國際化程度方面，根據總商會去年首次公布的「亞洲城市國際化指數」（ACII），香港在 11 個亞洲主要城市之中，以 73.7 分排名第一，體現了其作為國際金融樞紐和全球盛事之都的實力。

這些成果充分體現香港憑藉世界級基建、資金及資訊自由流通，以及「一國兩制」的制度優勢，繼續成為商業投資及業務擴展的首選地。

積極拓展全球網絡

今年是總商會創會 165 周年。我們在 2025 年繼續全力支持商界，透過拓展國際聯繫和加強倡議工作，鞏固香港作為領先金融、貿易、科技及交通樞紐的地位，矢志擔當「商界之聲」，推動香港未來發展。

總商會積極捍衛會員所關注的核心議題，並通過組織前往大灣區、中國內地、東盟、歐洲及中東等市場的考察團，開拓會員的商業視野。我們與新加坡、越南、巴基斯坦、科威特、瑞典及芬蘭的商會和商業組織簽署了 6 份合作備忘錄。這些備忘錄作為策略路線圖，能協助企業開創新機遇，並充分掌握正在擴展的全球市場。

此外，我們亦舉辦了出訪德國和法國的歐洲訪問團，以技術為重點考察項目，旨在探索當地最新技術發展。

在去年的寧波考察團，我們進行了深入交流，凸顯在供應鏈整合及先進製造方面的合作潛力。我們亦與浙江省新生代企業家聯誼會簽署合作備忘錄，進一步深化新一代商業領袖之間的交流合作。

另一個活動重點，是我們有幸參與其中一次最具代表性的政府組織海外訪問團：出訪卡塔爾及科威特的高級別中東交流團。此行由行政長官親自率領，以加強金融、貿易及科技領域的聯繫。

展望未來：商界信心回升擁抱「十五五」規劃的新機遇

展望未來，商界信心逐步回升。根據我們最新的「商業前景調查」顯示，近半受訪公司對 2026 年營商環境表示樂觀，較 2024 年結果大幅增加。

為對接國家「十五五」規劃，港府將首次制訂香港的五年規劃，這標誌着本港經濟競爭力的重要里程碑。港府正制訂其五年規劃，以高質量經濟發展、融入國家發展大局、科技創新、綠色發展及社會民生為重點，我們正積極收集會員的意見，攜手確保商界能為這些戰略支柱作出重大貢獻。

培育人才　提升企業技能

我們相信，戰略願景的成功取決於人才。因此，我們矢志推動全面的人才策略。通過本會的卓青社、「完美求職計劃」和「商業案例競賽」等活動，致力培育香港的新一代領袖。在過去 25 年，「商校交流計劃」為數以千計的本地中學生提供了深入了解商業世界的寶貴機會。

世界瞬息萬變，保持與時並進及為未來作好準備至關重要。因此，我們透過持續的培訓為會員賦能，全面提升其在人工智能、地緣政治、供應鏈及領導力等關鍵領域的專業知識和技能，助其從容應對未來挑戰。

總部煥新工程

提升會員體驗始終是我們的核心任務。為慶祝創會 165 周年，我們很榮幸為大家呈獻全面煥新的總部。當中的核心設施是我們的旗艦「1861 會員廳」，這個先進的商務中心專門為會員而設，讓大家交流聯繫、共同協作。

時任總商會主席
陳瑞娟



Lifestyle International Holdings Ltd. 利福國際集團有限公司 | THE TWINS | SOGO HONG KONG

Leading By Example Through Uncertain Times 在挑戰時期發揮領航作用

As pointed out by the Chairman, despite continued geopolitical headwinds and shifting global trade dynamics, Hong Kong demonstrated remarkable resilience, and the Chamber stood steadfast beside our members to navigate this uncertainty.

Our advocacy remained robust, with 15 policy submissions and key Budget and Policy Address recommendations ensuring the business community's priorities were clearly represented. For the 2025–26 Budget, we encouraged the Financial Secretary to adopt a multi-pronged approach to revenue generation and expenditure control. We also urged adjustments to the Public Transport Fare Concession Scheme (the HK$2 Scheme) to help contain structural growth in public spending.

For the 2025 Policy Address, we proposed a three-tier strategy to restore confidence, accelerate smart city development, and build long-term economic resilience. Additionally, we delivered targeted recommendations on sustainable-finance taxonomies, virtual-asset and IPO frameworks, Northern Metropolis development, and MPF income-level reviews.

We hosted nearly 300 events this past year, keeping our members connected and informed. Highlights included our highly anticipated Joint Business Community Luncheons with the Chief Executive and Financial Secretary. Our "CEO 123" and Town Hall series continued to foster crucial, candid dialogues between business leaders and policymakers.

Our flagship event, the International Business Summit, was held under the theme 'Global Cities: Thriving in the Age of Geo-Economics', uniting international experts and business leaders to redefine how global hubs can navigate geopolitical shifts and reinforce Hong Kong's competitive edge.

We remain deeply committed to youth development. Our Business Case Competition attracted over 800 tertiary students, while our Business-School Partnership Programme successfully connected 62 schools with 44 corporations. These initiatives, alongside our Pitch Perfect Programme, are vital to nurturing Hong Kong's future leaders.

Last November, we started a comprehensive renovation of its Admiralty headquarters. This investment features significant technology and facility upgrades, modernising our operations to better serve our members.

On the business services front, our Certification Division processed around 134,000 trade documents. While we saw a slight decline due to global tariff uncertainties, we look forward to streamlining operations with the launch of the eCarnet in 2026.

On the financial front, the Chamber's operating income remained stable at $55.1 million, while operating expenses increased moderately by 3.2% to $61.4 million, including the $1 million donation to victims of the tragic Wang Fuk Court fire in December. This resulted in a net operating deficit of $6.4 million before investment income. The operating deficit, though widened by $1.8 million against last year, was carefully managed to bottom out this year.

Separately, the Chamber's strategic investments performed exceptionally well, generating a net gain of $60.3 million from net realized and unrealized gains, dividends, interest and rental income, net of investment manager's fees. Overall, the Chamber reported a net surplus after tax of $53.9 million for 2025.

The Chamber will continue to serve our members in every possible way. We understand that as the market shifts, your priorities do too. Therefore, we are comprehensively reviewing our service and product offerings to ensure they consistently deliver value. We remain deeply committed to driving competitive policies, creating meaningful connections, and delivering services that matter.

Patrick Yeung,
CEO, HKGCC



誠如主席所言，儘管面對持續的地緣政治挑戰和全球貿易格局變化，香港仍展現驚人韌力，而總商會始終堅定支持會員，協助他們應對各種不確定因素。

總商會繼續積極推進倡議工作，提呈了 15 份政策建議書，以及《財政預算案》和《施政報告》建議書，以確保清晰地反映商界的關注。在 2025-26 年度《財政預算案》建議書，我們促請財政司司長採取多管齊下的方式開源節流，並提倡當局調整公共交通票價優惠計劃（二元優惠計劃），以控制公共開支的結構性增長。

在 2025 年《施政報告》建議書，我們則建議採用三階段策略：建立信心、加快智慧城市轉型，及長遠建立經濟韌力。此外，我們就可持續金融分類目錄、虛擬資產和首次公開招股框架、北部都會區發展及強積金收入水平檢討等，提出了具針對性的建議。

去年，我們共舉辦近 300 場活動，讓會員保持緊密聯繫，緊貼最新資訊。當中的重點活動，包括我們分別為行政長官和財政司司長舉辦備受矚目的「商界聯席午餐會」。本會的「CEO 123」及「議事論壇」系列講座，繼續促進商界領袖與決策者之間重要而坦誠的交流。

本會的旗艦活動「國際商業高峰論壇」以「全球城市：如何在地緣經濟新格局中領航」為主題，匯聚國際專家及商界領袖，共同探討全球樞紐如何應對地緣政治變化，並進一步鞏固香港的競爭優勢。

本會繼續高度重視青年發展。我們的「商業案例競賽」吸引了超過 800 位大專生參與，「商校交流計劃」成功連繫了 62 所學校及 44 家企業，加上「完美求職計劃」，這些項目對培育香港未來領袖不可或缺。

去年 11 月，我們金鐘總部展開了全面煥新工程。這項投資包括大規模的科技和設施升級，讓我們的業務更現代化，為會員提供更佳服務。

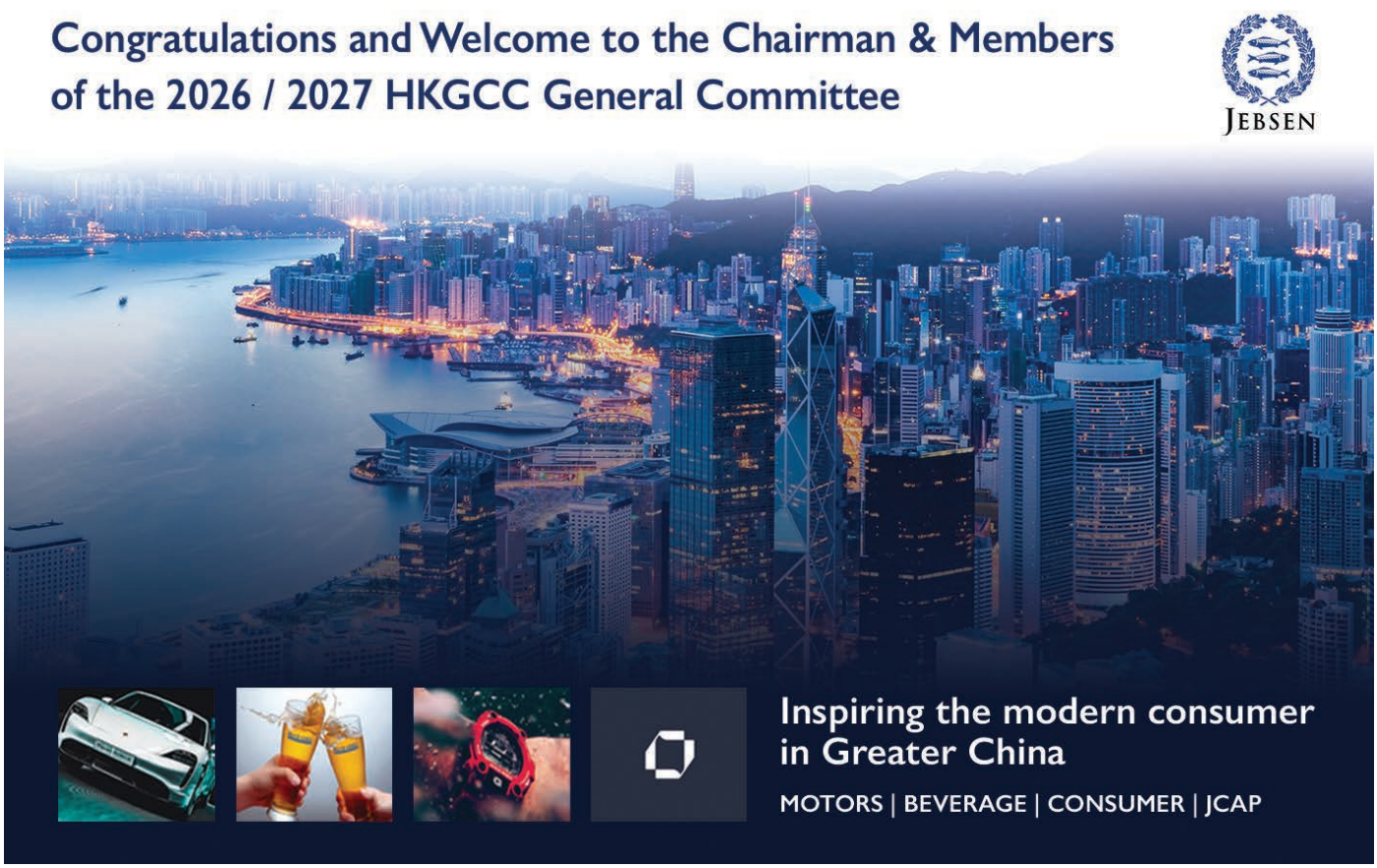
商業服務方面，簽證部共處理了約 134,000 份貿易文件。儘管受全球關稅不確定性影響而出現輕微下跌，我們期望於 2026 年推出電子暫准進口證，可望進一步簡化流程。

財務方面，總商會的經營收入維持在 5,510 萬元的穩健水平，經營開支適度增加了 3.2% 至 6,140 萬元，當中包括在 12 月向宏福苑火災慘案的災民捐款 100 萬元。投資收益前淨經營赤字錄得 640 萬元。儘管經營赤字較去年增加了 180 萬元，但經過審慎管理，今年已降至最低水平。

另外，本會的策略投資表現極佳，產生淨收益 6,030 萬元，包括已實現及未實現淨收益、股息、利息及租金（扣除投資經理收費）。整體而言，總商會在 2025 年的稅後淨盈餘為 5,390 萬元。

總商會將繼續竭盡所能，為會員提供服務。我們明白，隨着市場環境變化，大家關注的議題亦會相應調整。因此，我們正全面檢討所提供的服務和產品，以確保其創優增值。我們將繼續致力推動具競爭力的政策，建立緊密的連繫，並提供適切的服務。

總商會總裁
楊偉添



Expanding Hong Kong's Business Horizons 開拓香港經貿視野

This is the first occasion on which I present a work report to you in my capacity as the Legislative Council Representative of the Hong Kong General Chamber of Commerce. First and foremost, I wish to express my sincere gratitude for the trust and support you have placed in me. It is a profound privilege to take the baton from the Honourable Jeffrey Lam, allowing me to continue to speak out and exert influence on behalf of the business sector on this vital LegCo platform.

Please allow me to pay a special tribute to the Honourable Jeffrey Lam for his remarkable 21 years of dedicated service in the Legislative Council. Jeffrey has been a loyal friend to the business community, and his contributions to both the Chamber and the Hong Kong society are truly remarkable. His visionary leadership drove landmark policy success, notably in supporting SMEs through the extension of the SME Financing Guarantee Scheme. He also helped secure "multiple-entry visas" for foreign personnel and reductions in liquor duty to bolster our trade and catering sectors. His two decades of service inspires us all. I am honoured to carry his torch and to serve the business sector with the passion he so clearly exemplified.

Finally, please join me in congratulating Jeffrey on his appointment as the inaugural chairperson of the Hung Shui Kiu Industry Park Company. I am confident that he will create a vibrant new highlight for the Northern Metropolis, and I wish him every success.

Looking back at the first half of 2026, Hong Kong's economy has demonstrated exceptional resilience amid global volatility. Policy initiatives have been further strengthened, successfully attracting a growing number of multinational corporations and top-tier talents. Nevertheless, geopolitical complexities and external economic fluctuations continue to exert pressure on the local business sector.

With over two decades of business experience, I have a deep understanding of operational challenges that businesses have been continuously facing. Since taking office, my priorities have been allocated to improve business environment including easing of cash flow and supporting enterprises transformation. During this year's Budget, I successfully advocated for stronger high-risk export insurance. I also continued urging institutions to offer diversified financing options while encouraging businesses to embrace technology and adopt innovative mindsets to boost competitiveness.

Recent geopolitical turbulence has made us acutely aware that expanding into emerging markets is key to overcoming the bottlenecks facing Hong Kong's business community. During my capacity as the Chairman of Chamber's Asia, Africa, and Middle East Committee, I have met with various parties from the Middle East and ASEAN region and led a delegation to Bahrain and UAE in 2024. This experience has granted me deep appreciation and fundamental knowledge for the immense potential of markets along the Belt and Road and the opportunities to Hong Kong of its role as a super-connector.

Over the past six months, I have dedicated myself to promoting trade relations between Hong Kong and regions including Europe, the Middle East, and Central Asia. More recently, I have engaged in in-depth dialogues with Consuls General from ASEAN countries, while also placing focus on strengthening ties with key partners such as UAE, Kazakhstan, and Uzbekistan.

The goal is to precisely bring in foreign investment while simultaneously assisting member enterprises to "Go Global". In doing so, we translate Hong Kong's distinctive advantage of "enjoying strong support from the Motherland and being closely connected to the world" into tangible business opportunities.

Looking ahead, Hong Kong is at a crucial stage of economic transformation and high-quality development, with increasingly positive macroeconomic indicators emerging across our financial and trading landscapes. A prominent example is our strongly resurging IPO market – momentum which I expect to expand alongside the Government's strategic policies. As noted in my LegCo speech, the National 15th Five-Year Plan presents a new mission. Its focus on developing new productive forces by "taking into account local circumstances" perfectly aligns closely with our need to leverage our globalisation strengths to attract international capital and high-value enterprises.

The Chamber possesses robust capabilities and extensive networks to further enhance this growth trajectory. With a broader global view, we will proactively drive this internationalisation, connecting local businesses with overseas opportunities and ensuring that Hong Kong remains a premier, globally connected financial and commercial hub.

I will continue to act as a strong bridge between the Government and the business community in LegCo. To hear the voices of the industry first-hand, my constituency office, established within the Chamber, is now officially in operation. I very much look forward to engaging with you there closely and directly, and to translating your concerns into motions in the council.

Before I conclude, I would like to express my deepest gratitude to our Madam Chairman, particularly for ensuring transparency and a fair, competitive environment during the 8th Legislative Council election. Her leadership upheld our integrity and fostered a more united Chamber. As she steps down following this AGM, I sincerely thank her for her outstanding dedication and wish her every success in the future.

Finally, I would like to thank the Chamber and all members once again for your unwavering support. I remain fully committed to doing my utmost and to working alongside you to build a more prosperous new chapter. I wish the Chamber continued success, and all members success in their business endeavours, together with good health.

Jonathan Lamport,
HKGCC LegCo Representative



這是我首次以香港總商會立法會代表的身份，向各位發表工作報告。首先，我衷心感謝大家對我的信任和支持。我很榮幸能夠從林健鋒議員的手上接棒，讓我在立法會這個舉足輕重的平台上，繼續為商界發聲、發揮影響力。

請容許我特別向林健鋒議員致意，感謝他過去 21 年在立法會竭誠服務。林議員是商界的多年摯友，他對總商會和香港社會的貢獻有目共睹。在他前瞻領導下，多項重要政策得以落實，特別是成功爭取延長中小企融資擔保計劃，為中小企提供實質支持。他亦成功爭取為外國人員提供「一簽多行」簽證，並推動調低烈酒稅，以推動本港貿易及餐飲業發展。他逾 20 年來的奉獻為我們帶來莫大啟發。我很榮幸能夠秉承他的使命，並延續他一直展現的熱誠，繼續為商界服務。

最後，請大家與我一同祝賀林議員獲委任為洪水橋產業園有限公司的首任主席，我堅信他定能為北部都會區打造一個充滿活力的新亮點，並預祝他取得圓滿成功。

回顧 2026 年上半年，即使面對全球局勢波動，香港經濟仍展現出非凡韌力。政策措施進一步加強，成功吸引愈來愈多跨國企業和頂尖人才。儘管如此，地緣政治的複雜局勢和外圍經濟波動繼續為本地商界帶來壓力。

憑藉在商界積累逾 20 年經驗，我深切體會企業一直面對的營商挑戰。自上任以來，我的首要任務一直是改善營商環境，包括紓緩資金周轉及支持企業轉型等。在今年的《財政預算案》中，我成功爭取了擴大高風險出口保險。我亦繼續促請金融機構提供多元化的融資方案，同時鼓勵企業擁抱科技，實踐創新思維，以提升其競爭力。

近日的地緣政治動盪讓我們清楚意識到，拓展新興市場是香港商界突破瓶頸的關鍵。在我出任總商會亞洲、非洲及中東委員會主席期間，我多次與來自中東和東盟地區的代表會面，並於 2024 年率領考察團訪問巴林及阿聯酋。這些經驗讓我深切體會到「一帶一路」沿線市場的巨大潛力、增進對這些地區的基本認識，並了解到香港作為超級聯繫人角色來迎來的機遇。

過去六個月，我致力促進香港與歐洲、中東及中亞等地的商貿關係。近日，我亦與多個東盟國家的總領事深入交流，同時亦專注加強與阿聯酋、哈薩克斯坦及烏茲別克斯坦等主要夥伴的聯繫。

以上的工作旨在切實把外國投資「引進來」，同時協助會員企業「走出去」。如此一來，我們便能將香港「背靠祖國、聯通世界」的獨特優勢轉化為實質商機。

展望未來，香港正處於經濟轉型及高質量發展的關鍵時刻，我們的金融及貿易領域正展現日益正面的宏觀經濟指標。其中一個顯著例子，是我們強勢回暖的首次公開招股市場。我預期這股勢頭將隨着政府的戰略政策而持續擴大。正如我的立法會演辭中提到，國家「十五五」規劃帶來了新的使命。當中強調「因地制宜」發展新質生產力，與我們善用全球化優勢、吸引國際資本和高增值企業的方向完美契合。

總商會坐擁雄厚實力和龐大網絡，能進一步推動這股增長勢頭。憑藉更宏觀的國際視野，我們將積極推動國際化進程，把本地企業與海外商機連接起來，確保香港繼續成為首屈一指、聯繫全球的金融和商業樞紐。

我將繼續在立法會中擔任政府與商界之間的重要橋樑。為親身聆聽業界的聲音，我設於總商會的業界辦事處現已正式投入運作。我很期待在辦事處與閣下面對面緊密溝通，把您的關注議題轉化為立法會內的議案。

在結束前，我謹向主席女士致以最真誠的謝意，特別感謝她在香港特區第八屆立法會選舉期間，致力確保整個過程清晰透明、公平競爭。她的領導不但彰顯了總商會的公信力，亦締造了更團結的氛圍。隨着她於今屆周年會員大會後卸任，我衷心感謝她在任期間的寶貴貢獻，並祝願她未來一帆風順，前程錦繡！

最後，我再次感謝總商會和全體會員的堅定支持。我將繼續全情投入，與大家並肩同行，共同編寫更繁榮的新篇章。我謹祝總商會再創佳績，各位會員的業務蒸蒸日上，身體健康。

總商會立法會代表
林偉全

Driving the Evolution of Financial Innovation 推動金融創新發展

The past year has been marked by steady progress and forward-looking change for Hong Kong's financial sector. Against an evolving global backdrop, our Committee has remained focused on reinforcing Hong Kong's position as a leading international financial centre and a hub for financial innovation, while ensuring that industry perspectives are effectively represented in key regulatory and policy discussions.

2025: Key Achievements & Advocacy Leadership

In 2025, the Committee worked closely with fellow industry committees to contribute industry perspectives to several important consultations shaping the future development of Hong Kong's financial markets. Our advocacy has been guided by a pragmatic and balanced approach, supporting strong investor protection while underscoring the need for market agility, competitiveness and continuous innovation.

A key focus was the Hong Kong Exchanges consultation on proposals to optimise IPO price discovery and open market requirements. We expressed support for enhancing the price discovery framework in line with international best practices, while also highlighting industry considerations regarding the proposed disclosure requirements for downward price adjustments, noting that the existing framework already provides a robust level of investor protection.

We also responded to the SFC's proposed amendments to the Securities and Futures (Stock Market Listing) Rules. While supporting the broader objectives of market efficiency, transparency and accountability, we emphasised the importance of a measured and targeted application of post-listing powers preserve Hong Kong's competitiveness and attractiveness as a premier listing venue.

On virtual assets, we welcomed the Government's proactive efforts to establish a regulatory framework for dealing and custodian services. We also shared industry perspectives on maintaining a pragmatic and forward-looking regime that balances comprehensive investor protection with the need to foster innovation and support market development.

The Committee also continued its engagement on sustainable finance. We broadly supported the Hong Kong Monetary Authority's proposed prototype of the Hong Kong Taxonomy for Sustainable Finance and welcomed its alignment with international standards, while highlighting the importance of ensuring sufficient flexibility to reflect Hong Kong's unique market and infrastructure context.

Bridging Knowledge and Opportunity

Beyond advocacy, we curated a series of forward-looking engagements that connect policy dialogue with emerging market trends, while providing members with valuable opportunities to exchange insights and strengthen their networks.

Early in the year, we engaged with Nicholas Ho, Commissioner for Belt and Road, to explore the "6+3+ Silk Strategy" and Hong Kong's evolving role as a "dual circulation gateway" in serving Belt and Road markets.

We also explored opportunities in Islamic finance, where experts from the Law Society of Hong Kong and Standard Chartered Bank shared insights on Sharia-compliant financial instruments and the potential to attract new sources of international capital.

Another highlight was our joint Fintech Showcase with the Fintech Association of Hong Kong. Moderated by our Vice-Chairmen, Anthony Ng and Aveline San, industry innovators demonstrated how emerging technologies are reshaping wealth management and reinforcing Hong Kong's growing role as a global fintech hub.

In addition, we focused on the expanding family wealth management sector. Angel Chia, Executive Director of the Hong Kong Academy for Wealth Legacy, shared insights on talent development, intergenerational transition and philanthropic impact – key elements in strengthening Hong Kong's position as a leading centre for family office and wealth legacy management.

Looking Ahead: Strategic Priorities for 2026

Looking ahead to 2026, our direction remains clear: to build Hong Kong's competitive strengths while positioning the market to capture the next wave of financial innovation and cross-border opportunities.

In close alignment with the Government's policy priorities, the Committee will continue to focus on supporting the expansion of Hong Kong's offshore RMB business, the development of a vibrant and well-regulated fintech and digital assets ecosystem,

and ongoing enhancements to securities market infrastructure. Through active engagement with policymakers, regulators, and industry stakeholders, we will continue to provide practical and forward-looking perspectives to support Hong Kong's long-term development as a resilient, innovative, and globally connected international financial centre.

Conclusion & Appreciation

None of these achievements would have been possible without the collective efforts of our members. I would like to express my sincere appreciation to the Chamber, the Secretariat, and, in particular, my Vice-Chairmen, Anthony Ng and Aveline San, for their unwavering dedication and leadership.

With continued collaboration and active engagement, I am confident that our Committee will continue to play a meaningful role in shaping a dynamic, innovative, and globally competitive financial future for Hong Kong.

Jack Chan,
Chairman,
Financial and Treasury Services Committee



過去一年，香港金融業在穩步發展中迎來具前瞻性的變革。面對不斷演變的環球局勢，委員會始終聚焦鞏固香港作為領先國際金融中心及金融創新樞紐的地位，同時確保在各項重大監管與政策討論中，有效反映業界聲音。

2025 年回顧：重點成就與政策倡議

回顧 2025 年，委員會與其他業界委員會緊密合作，就多項影響香港金融市場未來發展的重要諮詢文件提交業界回應。我們秉持務實平衡方針，在支持健全投資者保障同時，強調市場必須保持靈活、具備競爭力及持續創新。

其中一項重點工作，是回應香港交易所就優化首次公開招股價格發現及公開市場規定框架的諮詢。我們支持當局優化價格發現框架以接軌國際最佳實踐標準；同時，我們亦提出業界對下調定價相關披露要求的考量，並指出目前框架已能提供穩健投資者保障。

我們亦回應了證監會就修訂《證券及期貨（在證券市場上市）規則》提出的建議。我們支持提高市場效率、透明度及問責性的宏觀目標，但同時強調當局必須審慎且具針對性地行使上市後監管權力，以保持香港作為首選上市場地的競爭力與吸引力。

在虛擬資產方面，我們歡迎政府積極制定涵蓋交易及託管服務的監管框架。我們向當局分享業界觀點，強調必須維持務實且具前瞻性制度，在全面保障投資者、推動創新及支持市場發展之間取得平衡。

委員會亦持續跟進可持續金融發展。我們普遍支持香港金融管理局擬議的《香港可持續金融分類目錄》原型，並樂見其與國際框架接軌；同時，我們強調必須保留足夠彈性，以切合香港的獨特市場與基建環境。

連結知識與機遇

除了政策倡議，我們亦精心策劃一系列具前瞻性的交流活動，緊密結合政策對話與新興市場趨勢，為會員提供寶貴機會交流見解並拓展人脈。

去年初，我們邀請「一帶一路」專員何力治探討「6+3+ 絲路」策略，以及香港作為「雙循環門戶」在服務「一帶一路」市場扮演持續演變的角色。

我們亦探討伊斯蘭金融發展機遇。來自香港律師會及渣打銀行的專家分享對符合伊斯蘭教法的金融工具的見解，以及香港吸引國際資本新來源的潛力。

另一項重點活動是我們與香港金融科技協會合辦的「金融科技展示會」。在兩位副主席吳煒樑與辛葆璉主持下，業界創新先驅展示新興科技如何重塑財富管理，並進一步鞏固香港作為全球金融科技樞紐地位。

此外，我們亦聚焦日益擴張的家族財富管理領域。香港財富傳承學院行政總監賈安霈分享關於人才培訓、跨代傳承及慈善影響力的見解 —— 這些均是鞏固香港作為領先家族辦公室及財富傳承管理中心的重要元素。

展望未來：2026 年策略重點

展望 2026 年，我們的方向依然清晰：提升香港競爭優勢，同時裝備市場，準備迎接下一波金融創新與跨境機遇。

委員會將繼續緊密配合政府施政重點，全力支持擴大香港離岸人民幣業務、發展充滿活力且監管完善的金融科技及數碼資產環境，並持續優化證券市場基建。透過與政策制定者、監管機構及業界持份者積極交流，我們將繼續提供務實且具前瞻性的觀點，支持香港長遠發展成為具韌性、富創新精神且緊密連繫全球的國際金融中心。

總結與鳴謝

這些成就全賴各位會員共同努力。我謹此向總商會、秘書處，特別是兩位副主席吳煒樑與辛葆璉表達衷心謝意，感謝他們堅定不移的付出與領導。

我相信，憑藉持續協作和積極參與，委員會將繼續發揮重要作用，為香港塑造充滿活力、富創新精神且具備全球競爭力的金融未來。

金融及財資服務委員會主席
陳凱

Embracing Diversity, Fostering Cultural and Sports Exchange 擁抱多元 促進文體交流



2025 was an active year for our Committee. In alignment with Government's initiatives and Hong Kong's positioning as an international city, we seize the opportunity to embrace cultural diversity, promote intercultural dialogue, and facilitate cultural and sports exchange — particularly through tourism and international events. In late 2025, the Committee adopted its current name, the Retail, Culture, Sports & Tourism (RCST) Committee, with the aim of cultivating a business environment in Hong Kong where the retail, culture, sports and tourism sectors can flourish.

2025: Key Achievements and Industry Engagement

Looking back on the past year, the Committee convened a series of focused meetings with prominent industry leaders to examine new developments, opportunities, and challenges within Hong Kong's evolving consumer landscape. These sessions provided members with timely insights into strategic initiatives, operational best practices, and emerging market trends shaping the retail, culture, sports, and tourism sectors.

Among the highlights was a briefing and site visit by Lifestyle International Holdings Ltd at the Twins in Kai Tak, which showcased new retail concepts and their role in energising district development. The Committee also heard from Invest Hong Kong on opportunities for the city's tourism and hospitality sectors, reinforcing the Hong Kong's competitive positioning as regional travel continues to recover. In addition, we organised activities to broaden members' exposure to innovative customer experiences and service standards across key tourism touchpoints. Notably, members participated in a visit to the Plaza Premium Lounge at Hong Kong International Airport, led by the Airport Authority, to better understand evolving traveller expectations and premium hospitality offerings.

In the second half of the year, the Committee hosted a dialogue with the Hong Kong Retail Management Association and Wellcome Co Ltd on the challenges facing the retail industry, as well as practical strategies for resilience and growth. Members also benefited from a deep dive into Hong Kong's art ecosystem, with senior executives from Sotheby's, Hauser & Wirth, and Artmove sharing perspectives on the development of the modern and contemporary art market and its contribution to Hong Kong's status as a cultural hub.

Through these events and knowledge-sharing sessions, our RCST Committee continued to provide a platform for knowledge exchange, networking, and collaboration across the retail, culture, sports, and tourism value chain.

Committee Membership and Capacity Building

In 2025, the Committee's capacity was further strengthened by the addition of senior executives from leading companies across the sectors. These members brought fresh perspectives on brand building and experiential retail, while enhancing the Committee's ability to address cross-cutting issues affecting the broader RCST community. These appointments also reflect the Committee's commitment to maintaining a diverse and representative membership that mirrors Hong Kong's dynamic consumer and visitor economy. I would also like to take this opportunity to thank our longstanding committee members for their continued support and for positioning the Committee well to continue its advisory and convening role in the years ahead.

Looking Ahead: Priorities for 2026

Looking ahead, the Committee will build on these achievements to further bolster Hong Kong's competitiveness as a premier destination for retail, culture, sports, and tourism. Our strategic focus for 2026 will be to strengthen Hong Kong's competitiveness and global reach through experiential retail and omnichannel marketing.

We will organise a series of insightful meetings and events highlighting emerging experiential retail concepts, digital and omnichannel strategies, and the integration of arts, culture, and sports into Hong Kong's visitor offering. Through continued engagement with statutory bodies and industry partners, the Committee will contribute to policy discussions and practical initiatives that support sector recovery, innovation, and long-term growth.

Conclusion

On a personal note, 2025 has been a year of big transitions for us. I have been really impressed by the energy and enthusiasm our members bring, as well as our shared openness to exploring new ideas. I would like to extend our thanks to our CEO, Patrick, for his unwavering support in advancing the committee's name change. It was a timely move that helped ensure our continuous relevance. A big thank you as well to the Secretariat, whose dedication behind the scenes makes all our visits and meetings possible.

I have greatly valued the different perspectives you have all shared throughout the year. It is this collaborative spirit that makes me so proud to chair this Committee, and I am looking forward to building on this momentum in 2026.

Tammy Wu,
Retail, Culture, Sports & Tourism Committee

2025 年，委員會相當活躍。為配合政府施政及香港的國際都會定位，我們把握機遇，擁抱文化多樣性，推動跨文化對話，並促進文化與運動交流，特別是旅遊與國際盛事。委員會於 2025 年底正式改為現名「零售、文化、運動及旅遊委員會」，致力為相關業界締造蓬勃發展的營商環境。

2025 年回顧：重點成就與業界交流

回顧過去一年，委員會與傑出業界領袖舉辦多場專題會議，探討香港消費市場不斷演變所帶來的新發展、機遇和挑戰。這些交流讓會員適時掌握戰略舉措、最佳營運實踐及新興市場趨勢，深入了解各項因素對零售、文化、運動及旅遊業發展帶來深遠影響。

年內焦點包括由利福國際集團有限公司安排實地考察啟德雙子匯，深入展示全新零售概念及該企業帶動地區發展潛力的角色。委員會亦邀請投資推廣署分享本港旅遊及酒店業機遇，在地區旅遊持續復蘇的同時進一步鞏固香港競爭優勢。此外，我們舉辦了多項活動，擴闊會員視野，親身體驗各主要旅遊服務環節，如何透過創新提升服務享受。當中值得一提的是，會員在機管局帶領下，參觀了香港國際機場環亞機場貴賓室，加深了解旅客不斷演變的需求及貴賓室所提供的優質款待服務。

下半年，委員會與香港零售管理協會及惠康深入交流，探討零售業面臨的挑戰，以及應對逆境和促進增長的實用策略。會員亦得以深入了解香港藝術生態，聽取蘇富比、豪瑟沃斯畫廊及 Artmove 高層代表的精闢分享，探討現代及當代藝術市場發展，以及其對鞏固香港作為文化樞紐地位的重要貢獻。

透過上述活動與知識分享環節，委員會繼續為零售、文化、運動及旅遊產業鏈搭建平台，交流知識，匯聚業界並促進協作。

加強委員會規模與實力

在 2025 年，多位來自各界別領先企業高層加入，進一步加強委員會實力。這些新成員為品牌建設及體驗式零售帶來嶄新視野，同時提升委員會應對跨領域業界議題的能力。相關變動反映委員會致力維持多元且具代表性的成員架構，真實反映香港充滿活力的消費與旅遊經濟。我亦想藉此機會感謝委員會各資深成員一直鼎力支持，為我們奠定好根基，以便在未來繼續發揮諮詢與凝聚業界的強大作用。

展望未來：2026 年策略重點

展望未來，委員會將在現有基礎上，進一步鞏固香港作為首選零售、文化、運動及旅遊目的地的競爭優勢。我們在 2026 年策略重點將聚焦體驗式零售與全渠道營銷，增強香港的競爭力及全球影響力。

我們將舉辦一系列帶來洞見的會議和活動，重點探討新興體驗式零售概念、數碼及全渠道策略，以及如何將藝術、文化及運動融入旅客的體驗。透過持續與法定機構及業界夥伴交流，委員會將積極參與政策討論，推動實用政策落實，全力支持業界復蘇、創新與長遠增長。

總結與鳴謝

就個人而言，2025 年是重大轉變之年。各位會員展現活力與熱誠，以及大家共同秉持開放態度探索新思維，令我印象深刻。我衷心感謝總裁楊偉添對推動委員會更名的鼎力支持，這項適時舉措確保我們與時並進。我亦要向秘書處致以萬分謝意，全賴他們幕後默默付出，各項參觀與會議方能順利舉行。

我非常珍視大家過去一年分享的各種觀點。這份協作精神，讓我對身為委員會主席深感自豪。我期待在 2026 年延續這股強大動力，再創佳績。

零售、文化、運動及旅遊委員會主席
吳丹

Enhancing SME Resilience and Growth 強化中小企韌性 促進增長



During the year, Hong Kong's SMEs continued to seek new avenues for growth amid an uncertain global economic environment. Business confidence gradually improved, supported by government policies and a recovering market. While facing external challenges such as geopolitical risks and supply chain uncertainties, SMEs actively embraced digital transformation and explored opportunities to expand into overseas markets. With the backing of the government and various institutions, the sector advanced toward development of higher quality.

Throughout the year, the Committee organised a range of activities to help SMEs navigate emerging trends and strengthen their competitiveness. The vast Mainland market remained a key platform for growth for Hong Kong businesses. To deepen members' understanding of the Mainland business environment and market dynamics, the Committee organised two missions. The first, to Shenzhen, where members visited Qianhai to experience first-hand the services that facilitate Hong Kong enterprises' integration into the Greater Bay Area. The second mission took place in Guangzhou, where members participated in the 137th Canton Fair, gaining valuable insights into the latest market trends and cross-border business opportunities.

In addition to these missions, the Committee hosted two company visits, enabling members to learn directly from fellow local SMEs. Company representatives shared their strategies and success stories, fostering peer-to-peer interaction and knowledge exchange. These activities not only strengthened participants' understanding of effective business practices but also inspired new ideas and provided practical insights for growth.

Our Committee meetings also served as a vital platform for information sharing. We invited representatives from various organizations to discuss a range of topics of interest, including experts from the banking industry who provided into support available for SMEs seeking to expand overseas. Other topics included the importance of ESG for SMEs, the latest services offered by the Companies Registry, arbitration and mediation for resolving international commercial disputes, updates on MPF digitalization, and rehabilitation programs for persons in custody led by the Correctional Services Department. These sessions provided timely information and valuable networking opportunities, helping SMEs overcome challenges, seize opportunities, and drive sustainable development.

Beyond our regular meetings, the SME Committee also actively supported numerous activities organised by the Hong Kong Association of Banks, Hong Kong Computer Emergency Response Team Centre and Trade Development Council over the past year. These initiatives not only focused on financial support and showcased the latest digital trends but also provided essential cybersecurity knowledge tailored for SMEs. By equipping members with insights into both financial tools and cybersecurity best practices, these collaborative activities have helped SMEs better understand how to securely utilise banking services and technologies to drive business growth. This further reinforced the Committee's role as a bridge between SMEs and the financial and technology sectors, ensuring that our members can fully capitalise on opportunities in a rapidly evolving and digitally connected business environment.

Looking ahead, the SME Committee will continue to support members in strengthening their competitiveness, exploring new markets, and embracing innovation. We remain committed to serving as a bridge between SMEs and the wider business community, as well as between SMEs and the Government, ensuring that our members are well-equipped to thrive in a rapidly changing environment.

In closing, I would like to express my sincere gratitude to my Vice-Chairs, fellow Committee members, and the Chamber Secretariat for their dedication and contributions throughout the year.

Angela Lee,
Chairman, Small & Medium Enterprises Committee

過去一年，儘管環球經濟環境仍不明朗，本港中小企業持續尋求新增長來源。在政府政策支持與市場逐步復蘇的帶動下，營商信心已見回升。面對地緣政治風險及供應鏈不穩等外部挑戰，中小企仍積極推動數碼轉型，並主動開拓海外市場。在政府及各方機構鼎力支持下，業界正穩步邁向高質量發展。

年內，委員會籌劃一系列活動，協助中小企業掌握新興趨勢以提升競爭力。龐大的內地市場依然是本港企業發展的核心平台。為加深會員對內地營商環境及市場脈搏的了解，委員會先後組織了兩個考察團。首個考察團前往深圳前海，親身體驗各項協助港企融入大灣區發展的支援服務；另一團則前往廣州參與第 137 屆廣交會，藉此掌握最新市場動態與跨境商機的洞見。

除了考察團，委員會亦舉辦了兩次企業參觀活動，讓會員直接借鑒本地中小企同業經驗。企業代表分享其管理策略與成功故事，促進同業間互動與知識交流。這些活動不僅加深參加者對高效營商實踐的認識，更激發了新思維，為業務增長帶來實用啟迪。

委員會會議亦是資訊共享的重要平台。我們邀請不同機構代表探討各項熱門議題，當中包括銀行業專家為有意拓展海外市場的中小企講解銀行提供的各種支援。其他議題涵蓋環境、社會及管治（ESG）對中小企的重要性、公司註冊處最新服務、解決國際商業糾紛的仲裁與調解機制、強積金數碼化最新發展，以及由懲教署主導的在囚人士更生計劃等。這些會議提供及時資訊及寶貴交流機會，協助中小企克服挑戰、把握機遇，推動可持續發展。

除了恆常會議，中小型企業委員會在過去一年亦積極支持由香港銀行公會、香港網絡安全事故協調中心及香港貿易發展局舉辦的多項活動。當中不僅聚焦於金融支援及展示最新數碼趨勢，更為中小企提供度身訂造的實用網絡安全資訊。這些協作活動有助中小企掌握金融工具及網絡安全的實務守則，讓他們能更安全地運用銀行服務與科技推動業務增長。這進一步鞏固委員會的橋樑角色，緊密連接中小企與金融及科技界別，確保會員能夠在快速演變及高度數碼化的商業環境中，充分把握發展機遇。

展望未來，中小型企業委員會將繼續支援會員提升競爭力、開拓新市場並擁抱創新。我們將繼續致力擔當中小企與廣大商界，以及中小企與政府之間的溝通樞紐，協助會員作好準備，在瞬息萬變的環境中蓬勃發展。

最後，我謹藉此機會感謝委員會各位副主席、成員及總商會秘書處在過去一年的貢獻和努力。

中小型企業委員會主席
李慧賢

Congratulations to

The Chairman
and
Members of the 2026/2027
HKGCC General Committee

With Compliments from

STAR LITE (HK) LIMITED



Jacob Kam Elected as New HKGCC Chairman

HKGCC is delighted to announce that Jacob Kam, Chairman of MTR Corporation Ltd, has been elected as the Chairman for the coming year.

The election for Chairman was held at the inaugural meeting of the new General Committee immediately following the HKGCC's Annual General Meeting on the evening of 3 June.

Peter Lam, Chairman of Lai Sun Garment (International) Ltd, was re-elected Deputy Chairman. Victor Li, Chairman of CK Hutchison Holdings Ltd; Douglas Woo, Chairman and Managing Director of Wheelock and Co Ltd; Pang Chun Yu, Director and General Manager of Yue Hwa Chinese Products Emporium Ltd; and Nikki Ng, Non-Executive Director of Sino Land Company Limited were re-elected as Vice Chairmen. Joseph Law, Managing Director – CLP Power Hong Kong, CLP Holdings Ltd, was newly elected Vice Chairman.

At the Annual General Meeting, members elected six individuals to fill seats on the General Committee, the Chamber's governing body. All of them were re-elected.

Kam, who previously served as Vice Chairman of HKGCC, paid tribute to his predecessor Chairman Agens Chan for her exceptional leadership during a challenging global environment and for laying a strong foundation through expanded international engagement and policy advocacy.

Speaking to the media, he expressed strong confidence in the city's economic development, noting the local business community for its remarkable resilience and adaptability amidst recent global economic challenges. He highlighted that Hong Kong is currently at a clear, positive turning point, with market outlook rebounding as the global macroeconomy and major-power geopolitics show signs of stabilisation.

Emphasizing that the city's foundation as an international financial, shipping, and trade centre remains robust, he noted that the accelerating integration of the Guangdong-Hong Kong-Macao Greater Bay Area (GBA), coupled with the vast potential unlocked by emerging markets along the Belt and Road – such as Central Asia, the Middle East and Southeast Asia – will generate unprecedented growth opportunities for Hong Kong.

Kam voiced his support for the Government's blueprint to strengthen the "Ten Centres," develop the "Two Hubs," and foster "One Ecosystem" amid shifting economic landscapes and geopolitical challenges. With its solid standing as a leading international financial, trade, shipping and aviation centre, Hong Kong is well positioned to realise this renewed potential and capture emerging global possibilities.

金澤培膺選香港總商會新任主席

香港鐵路有限公司主席金澤培當選香港總商會新一屆主席。

總商會於 6 月 3 日傍晚召開周年會員大會，隨後新理事會即舉行首次會議，選出主席。

麗新製衣國際有限公司主席林建岳獲選連任常務副主席，長江和記實業有限公司主席李澤鉅、會德豐有限公司主席兼常務董事吳宗權、裕華國產百貨有限公司董事總經理余鵬春及信和置業有限公司非執行董事黃敏華獲選連任副主席。中電控股有限公司中華電力總裁羅嘉進獲選副主席。

理事會為總商會最高管理層，今年共有六位理事空缺需要填補，而全數六位都在周年會員大會上獲選連任。

原總商會副主席金澤培感謝前任主席陳瑞娟在過去兩年，在充滿挑戰的全球環境下領導總商會，擴張國際聯繫並加強政策倡議，為總商會奠下堅實根基。

在會見傳媒時，金澤培表示對香港的經濟發展表示充滿信心，並指出儘管近年面臨全球經濟挑戰，本地商界仍展現出強大的韌性與靈活應變能力。他強調，隨着全球宏觀經濟與大國地緣政治展現出趨穩的跡象，市場的展望正在回升，標誌着香港正迎來一個明朗且積極的轉折點。

他重申，香港作為國際金融、航運與貿易中心的根基依然穩固；而粵港澳大灣區的加速融合，加上「一帶一路」沿線（如中亞、中東及東南亞等新興市場）所帶來的龐大潛力，將為香港帶來前所未有的發展機遇。

面對經濟格局轉變及地緣政治挑戰，金澤培對政府提出加強「十大中心」、發展「兩大樞紐」並構建「一個生態圈」的藍圖表示支持。憑藉作為國際金融、貿易、航運（包括航空）中心的穩固根基，香港已佔盡先機，全面釋放這些全新潛力並捕捉全球新興機遇。然而，本港若要再創高峰，則須在發揮傳統優勢的同時，積極推動創新驅動的發展。

總商會作為香港「商界之聲」，其角色依然舉足輕重。金澤培深信，透過積極拓展國際網絡並加強政策倡議，總商會定能更有效為會員及廣大工商界最關切的議題發聲。他補充，以務實行動開拓商貿視野，將有助進一步鞏固香港作為國際金融、貿易、科技及航運交通樞紐的領先地位。

適逢總商會喜迎成立 165 周年，這一歷史里程碑不僅展現了傲人的悠久傳承，更是引領未來的全新承諾。金澤培重申，透過攜手合作、銳意創新及秉持共同遠景，總商會將與全體會員緊密並肩，共同為本港經濟的持續增長與長遠繁榮作出貢獻。

However, to surpass its past achievements, the city must build on its traditional advantages by embracing innovation-driven development.

The Chamber's role as Hong Kong's "Voice of Business" remains highly significant. By proactively expanding the HKGCC's international connections and enchancing its policy advocacy, Kam believes the Chamber can champion the issues that matter most to our members and the wider business community. He added that broadening the commercial horizons through practical actions can help further consolidate the city's position as a leading hub for finance, trade, technology, and transportation.

As the Chamber celebrates its 165th year of establishment, the milestone not only reflects a proud legacy but also marks a reinvigorated commitment to shaping the future. The Chairman reaffirmed that through collaboration, innovation, and a shared vision, HKGCC will work closely with its members to contribute to the continued growth and prosperity of the city's economy.

HKGCC General Committee

Chairman: Jacob Kam

Deputy Chairman: Peter Lam

Vice Chairmen: Victor Li, Douglas Woo, Pang Chun Yu, Nikki Ng, Joseph Law
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Capitalising on the Silver Economy: Cross-Border Solutions for Hong Kong's Ageing Population

銀髮經濟機遇：香港跨境安老方案

Rising retirement costs are driving demand for new financial and elderly-care solutions across Hong Kong and the Greater Bay Area (GBA)

退休成本不斷攀升，促使愈來愈多人在香港及大灣區尋求財務保障及安老的新方案

Hong Kong is undergoing an accelerated demographic shift toward an ageing population, and with it, the forces shaping the economy are shifting. For many residents approaching retirement, the challenge is no longer planning for life after work – it is ensuring they can afford it.

According to United Nations projections, around one in five Hong Kong residents is now aged 65 or above, and by 2056 that figure is expected to exceed one in two, making the city one of the world's fastest-ageing societies.

As longer lifespans and decreasing birth rates reshape the city's demographic profile, demand is growing for new ways to finance retirement and deliver elderly care. Recognising these challenges, the Government's inaugural Five-Year Plan calls for stronger retirement protection measures and deeper healthcare integration across the GBA to support cross-border retirement.



Leo Chan, CEO of Hygge Living, shared insights into the growing opportunities in elderly care across Mainland China.
進優生活行政總裁陳碩暉分享對中國內地安老服務業龐大機遇的灼見。

The proposal reflects the growing importance of the Silver Economy, as what was once regarded primarily as a social challenge is now emerging as a powerful driver of innovation, investment, and cross-border collaboration.

An Ageing Society, An Urgent Challenge

The city's old-age dependency ratio has risen from 16.7% in 2004 to 33.9% in 2024, meaning today's workforce is supporting roughly double the seniors as it did two decades ago, as reported by the World Bank Group. For industries and policymakers, the pattern highlights the need for new solutions in healthcare, retirement planning and elderly care.

As older consumers account for growing share of spending, businesses across industries are adapting products and services. For industries like financial services, insurance, retail, wellness, and age-friendly technologies, the ageing trend is creating entirely new categories of demands.

The challenge is enormous as healthcare demands rise alongside an ageing population. Data from the Hong Kong Government show that total current healthcare expenditure in Hong Kong already accounts for approximately 8.3% of the GDP, emphasising the prominent role of the elderly-care services in the city's economy.

Meeting Rising Healthcare Needs

For families, however, the larger concern is the cost of healthcare and elderly care.

Rising medical costs are adding to concerns about retirement affordability. Simon Pang, General Manager at Gen Re's Hong Kong branch, a multinational provider of reinsurance products, says that medical inflation is driven by a combination of factors like advances in technology, rising hospital charges, and use of drugs. While these contribute to higher costs, he notes that they improve treatment outcomes and quality of care.

"Insurers have a social role to play. If medical advancements make our lives better, we should embrace them and turn risks into opportunities to make our place a better world tomorrow," he says. Pang adds that the industry can help patients

to continue to have access to advanced treatment methodologies despite rising costs.

Looking Beyond Hong Kong

A key driver of Hong Kong's high cost of elderly care is the limited land supply and persistent shortage of care staff. Together, these challenges have made it difficult for operators to provide comprehensive care while maintaining the level of service expected by the elderly and their families.

As living costs in the city continue to rise, a growing number of seniors are looking to the Chinese Mainland in search of a more affordable lifestyle. According to the Hong Kong Government, around 89,000 seniors have relocated to the Chinese Mainland since 2022, supporting the growing appeal of cross-border retirement.

For companies like Hygge Living, an integrated elderly care provider with a presence in both Hong Kong and the GBA, the growing popularity of cross-border retirement is accelerating the development of more interconnected care models. By leveraging facilities and resources across jurisdictions, the company is able to provide seniors with seamless access to support services and affordable long-term care.

Leo Chan, CEO of Hygge Living, agrees that the Chinese Mainland is emerging as a practical alternative. "We can see a better living environment in the GBA, the rooms are bigger and cheaper," he says. "With the majority of care staff able to speak Cantonese in the region, there is a sense of comfort and home that can be harboured even if they are not in Hong Kong."



The growing interest in cross-border care comes as the Government faces mounting elderly-care costs. In 2025, government spending on elderly care reached 16 billion HKD annually, around 60% higher than five years earlier. As more retirees are relocating to the Chinese Mainland, policymakers are viewing cross-border care arrangements as a way to ease pressure on Hong Kong's public finances and care infrastructure.

Chan points to government initiatives that allow seniors relocating to the GBA to retain access to social welfare support. "Families now have greater flexibility to choose a care home based on the quality of care, environment and overall comfort, rather than cost alone," he adds.

Financing Longer Lives

Among those watching the shift closely is Dr Felix Lee, Co-CEO at The GBA Healthcare Group, which aims to increase access to trusted and affordable care. He believes that longer life expectancy is creating entirely new markets as individuals seek to finance longer and healthier retirements.

"There is longevity financing, asset management, and annuity. This is going to be such a huge growth area as people look to maximise their MPF [Mandatory Provident Fund] to generate long-term returns," he says. "When you approach retirement, it is the excitement of living a retired life versus the uncertainty of depleting your assets."

While financial products can help seniors preserve their wealth, Lee believes affordability will be just as important in ensuring the savings last in their later years. "Although we do not directly offer longevity financing products, we work closely with governments and (re)insurers to help make healthcare spending more affordable and accessible.

By leveraging lower-cost healthcare services in the GBA and using AI to promote preventive care, we help seniors manage chronic conditions more effectively, improving quality of life while reducing long-term spending."

Lee's observations reflect a broader shift in consumption patterns as the elderly prioritise financial security and planning for later life. In response to growing calls for retirement income solutions, the Hong Kong Government has promoted initiatives like the HKMC Annuity Plan, which enables retirees to convert a lump sum into a stable stream of lifelong monthly income, providing greater financial security for the years ahead.

Capturing Silver Economy Opportunities

Yet, the rising prominence of the Chinese Mainland in elderly care does not necessarily diminish Hong Kong's role in the Silver Economy. While the city cannot compete on cost, its competitive edge might lie elsewhere – in premium care services, specialist treatment and medicine. Both Chan and Lee assert that Hong Kong should focus on delivering higher-quality solutions that leverage its expertise and internationally recognised standards.

The opportunities created by an ageing population extend well beyond healthcare and elderly care. For enterprises, the Silver Economy is not simply a demographic trend but a structural shift that is reshaping consumption patterns and creating different avenues for enduring growth.

As retirement expectations evolve, the future of ageing will not be defined by a single city. By combining the GBA's affordability and Hong Kong's strength in specialised medicine and high-end care, the region is building a more integrated Silver Economy that better serves the needs of retirees.





Dr Felix Lee, Co-CEO of The GBA Healthcare Group, explained how longer lives can be sustainably financed.

大灣區醫療集團（香港）有限公司聯席行政總裁李家聰博士剖析如何為長壽生活提供可持續的財務保障。

香港人口急速老化，帶動經濟的動力亦隨之改變。對於很多即將退休的市民來說，當下的挑戰不再是規劃退休生活，而是確保自己負擔得起生活開支。

根據聯合國推算，現時香港每五人便有一人為65歲或以上，到了2056年，該比例將突破至一比一，使香港成為世界其中一個人口老化最快的社會。

隨着人均壽命延長及出生率下降，香港的人口結構已經改變，愈來愈多人為退休生活尋求財務保障及安老的新方案。有見及此，政府首份《五年規劃》促請加強退休保障措施，並推動大灣區的醫療融合，以支持跨境退休的趨勢。

有關建議反映了銀髮經濟日益重要。過往主要被視為社會挑戰的人口老化問題，如今正逐步轉化為推動創新、投資及跨境合作的重要動力。

人口老化：刻不容緩的挑戰

本港的長者撫養比率已由2004年的16.7%，升至2024年的33.9%；這意味着與二十年前相比，現時勞動人口所承擔的安老扶養負擔倍增。不論對業界還是政策制定者而言，這一趨勢都釋出明確訊號：社會亟需在醫療保健、退休規劃及安老服務上推陳出新。

隨着年長消費者佔整體消費的比重日益增加，各行各業正積極調整旗下的產品

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THE BANKER
BANK OF THE YEAR
2025
HONG KONG

TAB Global
THE STRONGEST BANK IN HONG KONG 2025
by balance sheet





Simon Pang, General Manager of Gen Re's Hong Kong Branch, discussed the vital role insurers can play in the Silver Economy.
Gen Re香港總經理彭向樂探討保險業在銀髮經濟中不可或缺的核心角色。

與服務。對於金融服務、保險、零售、保健及樂齡科技等行業而言，人口老化正催生出全新領域的市場需求。

伴隨人口老化而來的醫療需求不斷攀升，這項挑戰極其嚴峻。2023年，香港的醫療衞生總開支已佔本地生產總值約8.3%，凸顯安老護理服務在本港經濟中舉足輕重。

應對不斷上升的醫療需求

然而，對不少家庭而言，更大的挑戰在於醫療及照護成本。

醫療成本不斷攀升，令人更擔心是否尸負擔得起退休生活。再保險產品跨國公司Gen Re香港總經理彭向樂表示，醫療通脹由多個因素帶動，包括科技進步、醫院收費上調，以及藥物使用增加。雖然這些因素推高成本，但他說同時亦改善了治療成效及醫療質素。

「保險業在社會中肩負一定角色。如果醫學進步能改善我們的生活，我們就應該欣然接納，化危為機，開創更美好的未來。」他又補充，儘管醫療成本上升，業界仍必須確保病人能夠繼續接受先進的治療。

放眼香港以外

香港養老成本高企的一大原因，是土地供應有限和照護人手長期短缺。這兩大挑戰使營運機構難以在維持長者及其家屬期望的服務水平的同時，提供全面的護理服務。

隨着本港生活成本持續上升，愈來愈多長者選擇放眼內地，尋求更具成本效益的生活方式。根據港府數據，自2022年以來，約有89,000名退休人士移居內地，反映跨境退休日益普及。

對於進優生活這類在香港及大灣區均有業務的綜合長者護理服務機構而言，跨境退休的普及，正加快推動更融合的護理模式發展。通過整合跨地域的設施及資源，公司得以為長者提供無縫的支援服務，以及更具成本效益的長期護理方案。

進優生活行政總裁陳碩暉認同內地正逐漸成為另一可行選項：「我們看到大灣區能提供更理想的生活環境，房間更寬敞，價格亦更相宜。由於區內大部分護理人員能操廣東話，即使不在香港，長者仍能感受到『家』的親切感。」

跨境養老的需求日益增加之際，政府亦正面對安老開支持續上升的壓力。2025年，政府投放在安老服務的開支達到每年港幣160億元，較5年前增加約60%。隨着愈來愈多退休人士移居內地，立法者視跨境安老安排為紓緩本港公共財政及照護基建壓力的應對措施。

陳碩暉提到政府推出的措施，讓移居大灣區的長者仍可繼續享有社會福利支援。他補充：「家庭在為老人選擇安老院舍上更有彈性，可考慮護理質素、環境及整體舒適度，而不再僅考慮成本。」

為長壽生活提供財務保障

大灣區醫療集團（香港）有限公司聯席行政總裁李家聰博士亦正密切留意這股轉變；該集團一直致力讓大眾獲得更可信賴且容易負擔的醫療服務。他認為，人均壽命延長正開闢全新的市場，因為大眾正積極尋求財務方案，以支持更長壽、更健康的退休生活。

他表示：「這帶動了長壽理財、資產管理和年金的需求。隨着大眾思考如何將強積金效益最大化以創造長遠回報，此領域將迎來龐大增長空間。步入退休期時，大眾往往面臨兩極的心態：一方面期待享受退休生活，另一方面卻擔憂資產會坐吃山空。」

雖然金融產品有助長者財富增值，但李家聰認為，確保醫療開支負擔得起同樣重要，這樣才能讓晚年的儲蓄更為持久。他指出：「雖然我們並不直接提供長壽理財產品，但我們與政府及保險公司、再保險公司緊密合作，致力提升醫療開支的可負擔性與普及度。透過善用大灣區成本較低的醫療服務，並運用人工智能推動預防性護理，我們協助長者更有效地管理慢性疾病，在提升生活質素的同時，亦能減少長遠的醫療開支。」

這些觀察正反映了長者消費模式的宏觀轉變，他們現時更着重晚年的財務安全與規劃。為回應市場對穩定退休收入方案的殷切需求，港府近年亦積極推廣香港年金計劃等舉措，協助退休人士將累積的資產轉化為終身穩定的每月收入，為晚年生活提供更紮實的財務保障。

把握銀髮經濟機遇

然而，內地在安老領域的崛起，並不一定削弱香港在銀髮經濟中的角色。雖然香港在成本方面難以競爭，但在高端安老服務、專科治療及醫藥方面仍佔優勢。陳碩暉及李家聰均認為，香港應善用其專業知識及國際認可的標準，專注發展更高質素的解決方案。

人口老化帶來的機遇遠超醫護和安老服務。對企業來說，銀髮經濟不僅是人口結構變化，更意味着消費模式重塑，並在其他領域帶來持續增長。

隨着退休期望不斷演變，未來的長者生活模式將不再由單一城市所定義。通過結合大灣區的成本優勢，以及香港在專科醫療與高端護理方面的實力，區內正逐步構建一個更融合的銀髮經濟體系，更好地滿足退休人士的需要。

修訂《僱傭條例》「連續性合約」的規定

Revise the "Continuous Contract" Requirement under the Employment Ordinance

《2025年僱傭(修訂)條例》修訂「連續性合約」的規定。新規定於2026年1月18日起適用。在新規定下，僱員如符合以下條件，他便屬根據「連續性合約」受僱。

The Employment (Amendment) Ordinance 2025 has amended the "continuous contract" requirement. New requirement is applicable from 18 January 2026. Under the new requirement, an employee is regarded as being employed under a "continuous contract" if the following criteria are met:



1. 僱員連續受僱於同一僱主四星期或以上；及
   the employee has been employed continuously by the same employer for four weeks or more; and
2. 僱員的工時符合以下其中一項條件：
   the employee has met one of the working hours requirements :
   - i 他每星期最少工作17小時；或
     he has worked for at least 17 hours in each week; or
   - ii (當他在某一星期工作少於17小時)他在該星期及其緊接過去三星期組成的四星期期間(註)工作不少於68小時。
     (where he has worked less than 17 hours in any week) he has worked for 68 hours or more in a four-week period (Note) comprising that week and the three weeks next preceding that week.

(註) 僱員在此四星期期間受僱於有關僱主。
(Note)The employee has been employed by the employer concerned during this four-week period.

修訂後《僱傭條例》的其他條文會繼續應用，僱員現時享有各項法定權益的資格維持不變。

After the amendments, other provisions of the Employment Ordinance will continue to operate as they currently do, and existing eligibility criteria for various statutory benefits will remain unchanged.

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JMB Drives Regional Growth
JMB 促進區域發展

From Hong Kong to Macau, JMB is driving growth through quality, collaboration, and future-focused initiatives
JMB 通過提升質素、加強合作，以及面向未來的舉措，致力促進港澳發展

As the Greater Bay Area (GBA) becomes more interconnected, Hong Kong businesses are positioning themselves to seize new opportunities for regional growth. The GBA is home to some of the world's fastest-growing cities and offers enormous potential in terms of its strong connectivity, expanding infrastructure, and access to a market of more than 86 million people.

Against this backdrop of regional opportunity, JMB Construction Company Ltd is positioning itself for its next phase of growth. Founded in 2015 to serve Hong Kong and the wider GBA community, the Hong Kong-based company specialises in interior and exterior fit-out projects across the retail, commercial, and office sectors. Its personalised approach and dedication to exceptional service have helped the company build a strong reputation for delivering high-quality results.

Over the years, it has collaborated with some of the world's leading technology brands, achieving results under the "Zero Defect, Zero Tolerance" standards that reflect its commitment to precision and excellence. In its continuous efforts to evolve and refine its operations, the company introduced a new AI-driven system to enhance efficiency and strengthen overall business management.

After cementing its status in Hong Kong, the company's next chapter will centre on regional expansion, starting with Macau and Hengqin in the GBA. In line with its ambitions, JMB opened its new Macau office in August last year. This marked the first step in a dedicated plan to increase its influence in GBA development over the coming years.

While Hong Kong remains an integral business platform for JMB – particularly for commercial, retail, office, and hospitality-related projects – the rapid development of the GBA has created more cross-border opportunities. Building on its experience in Hong Kong, together with its growing presence in Macau, the company aims to serve other clients expanding across the region.

Joining the HKGCC was a natural step toward JMB's long-term goals in the region. Through the Chamber, the company can build closer connections with the business community, exchange knowledge with industry leaders, and stay informed about the latest market developments. JMB can leverage the Chamber's extensive advocacy work and networking opportunities to support its future scaling efforts, fostering long-term partnerships.

Alongside its expansion and industry engagement, the organisation also demonstrates its commitment to adapting to a changing business landscape through a strong



JMB Construction Co Ltd

HKGCC Membership No. 總商會會員編號：HKJ0330
Year Established 創辦年份：2015
Website 網站：www.jmbc.hk

JMB's "Zero Defect, Zero Tolerance" standards are evident across its retail, commercial and office projects.
JMB「零缺陷、零容忍」的標準貫徹其零售、商業和辦公室項目。



emphasis on ESG initiatives, particularly as the region continues to advance rapidly in this area. JMB is an active participant in the ESG Pledge Scheme organised by the Chinese Manufacturers' Association of Hong Kong and the Hong Kong Brand Development Council. The company has tailored its solutions to support long-term sustainability, energy efficiency, and sustainable maintenance for its clients.

By strengthening its regional presence, deepening business relationships, and embracing forward-looking practices, JMB Construction Company Ltd is well-placed for continued growth while also contributing to the broader development of the region.

隨着大灣區互聯互通日益緊密，香港企業正重新定位，以抓緊區域發展的新機遇。大灣區匯聚多個全球增長最快的城市，憑藉強大的連通網絡、日益完善的基礎設施，以及覆蓋超過8,600萬人口的市場，蘊藏龐大的發展潛力。

在此區域機遇的背景下，JMB Construction Company Ltd正積極為下一發展階段部署。該公司於2015年成立，以香港為基地，為本港及整個大灣區社群提供服務，專門承接零售、商業及辦公室物業的室內外裝修工程。憑藉其量身訂制的服務理念及對卓越服務的堅持，JMB已經在業界樹立良好口碑。

多年來，JMB曾與多家國際知名科技品牌合作，秉持「零缺陷、零容忍」的標準屢創佳績，充分彰顯其精益求精的理念。在持續優化營運流程下，該公司引入了人工智能驅動系統，以提升營運效率並加強整體業務管理。

在香港市場站穩腳步後，公司下一階段將集中拓展區域版圖，並以大灣區的澳門及橫琴為起點。為此，JMB已於去年8月在澳門設立新辦事處，標誌着未來數年深化大灣區業務的第一步。

雖然香港仍然是JMB不可或缺的業務平台，尤其在商業、零售、辦公室及酒店相關項目方面，但大灣區的急速發展亦創造了更多跨境業務的機遇。憑藉在香港累積的寶貴經驗，以及在澳門日益擴張的業務網絡，該公司致力為其他在區內拓展的客戶提供服務。

加入總商會是JMB實踐區內長遠發展目標中順理成章的一步。通過總商會，公司可與商界建立更緊密的聯繫，與業界領袖交流知識，掌握最新市場動態。JMB亦可借助總商會的倡議工作及聯誼機會，支援其未來擴展策略，以及建立長期合作夥伴關係。

在拓展業務及加強業界聯繫的同時，公司亦積極推動ESG措施，以展現其應對日新月異商業環境的決心，這在區內高速發展之際尤為重要。JMB積極參與由香港中華廠商聯合會及香港品牌發展局合辦的「ESG約章」計劃，為客戶度身訂造解決方案，以達致長遠可持續發展、提升能源效益並實現可持續維護。

通過在區內增設辦事處、加強業務聯繫，以及積極採納前瞻性的措施，JMB Construction Company Ltd在持續增長的同時，亦將為區內的整體發展作出貢獻。



The JMB team has played an integral role in its growth journey, contributing tirelessly to its success every step of the way.
JMB的團隊在其發展歷程中扮演了不可或缺的角色，每一步都展現為公司成功付出的不懈努力。

China's Global Relations in the New Era: An Analysis
新時代中國大國關係格局淺析

As global dynamics shift, China is recalibrating its domestic economy and foreign relations to navigate a new geopolitical landscape

隨着環球局勢變化，中國正調整國內經濟及對外關係政策，以適應新地緣政治環境

The world today is undergoing profound changes unseen in a century. Against this backdrop of deep transformation, China's assessment of its domestic and international situations – as well as its broader understanding of the global landscape and its foreign relations – not only shapes its national development but also exerts a far-reaching influence on the international political and economic order.

Strategic Assessments of Domestic Development and Global Change

China maintains a clear strategic understanding of both its developmental trajectory and the international environment. Domestically, the nation's core task is to achieve high-quality development by replacing traditional growth drivers with new engines of innovation. This transition entails moving away from a model historically reliant on real estate investment toward one propelled by technological advancement and innovation. According to statistics, the contribution of real estate and related sectors to economic growth has declined from nearly 25% in the mid-2010s to less than 15%, while tech-led emerging industries have assumed a significantly greater role.

Internationally, China views the global order as undergoing remarkable changes unseen in a century. Among them, the transformation of Sino-U.S. relations from strategic cooperation to strategic competition is one of the defining features and likely to remain so for the foreseeable future. China's modernisation journey also carries immense consequences for the current world order. Once China modernises substantially, the country will encompass a population exceeding the aggregate total of all nations that have achieved modernisation over the past three centuries. Concurrently, China is widely viewed as having the potential to become the world's largest economy within the next decade, a development that would have significant implications for existing international economic order. At present, the next-generation technologies - primarily artificial intelligence – have emerged as a key arena of strategic rivalry between the two powers, with both striving to drive the next phase of global innovation.

China's Relations with Major Nations and Regions

China's relationships with the world's major countries and regions present a multifaceted and pragmatic picture.

Sino-U.S. relations are currently characterised by an intricate dynamic described as "bargaining through struggle." At the tactical level, tensions have marginally eased, with both sides reaching a consensus on establishing trade and investment councils and exploring reciprocal tariff reductions. However, containment manoeuvres by the United States have shown no signs of abating in the technological and industrial spheres. In April 2026, the U.S. Congress introduced the MATCH Act with the aim of establishing a multilateral technology control framework, while in May, it added 188 Chinese entities to its so-called "military-related" list. These measures reflect Washington's strategic anxiety over China's rise and its determination to maintain a competitive edge.

Meanwhile, the strategic partnership with Russia continues to develop at a high level. As 2026 marks the 25th anniversary of the Sino-Russian Treaty of Friendship,

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the two heads of state issued a joint statement agreeing to extend the treaty, propelling bilateral relations into a new phase of development. Although differences occasionally arise over specific areas of cooperation, shared strategic interests far outweigh any point of friction, providing a strong foundation for the partnership in the years ahead.

China-Europe e relations face a complex set of challenges. China had previously hoped that the European Union would emerge as an independent third party to balance Sino-U.S. relations. However, differing stances within the bloc have hindered efforts to pursue a substantive China policy independent of Washington. Simultaneously, China's industrial upgrading has intensified competitive pressures on Europe's advanced manufacturing sectors. Following the EU's imposition of anti-subsidy duties of up to 35.3% on Chinese electric vehicles in October 2024, both sides reached an interim agreement through a Minimum Import Price mechanism in January 2026, helping to ease trade tensions and prevent further escalation of the dispute. Nonetheless, concerns within Europe regarding China's growing industrial capabilities continue to shape the EU's cautious approach towards economic engagement with Chinese enterprises.

In the case of Japan, bilateral ties have gradually receded from the front rank of China's major-power diplomacy, reflecting the relative decline in Japan's macroeconomic weight within the global economy. Notably, differences over Taiwan have hampered mutual trust, undermining Japan's historical role as a conduit between China and the West.

On the other hand, Sino-South Korean relations are undergoing a period of structural recalibration. Having remained South Korea's largest trading partner for 21 consecutive years, China continues to play a central role in the country's economic landscape. But those ties are evolving from a traditional model of vertical complementarity to one characterised by a more complex interplay of competition and cooperation. South Korea values China's diplomatic influence in navigating North Korean affairs; thus, while the foundation of collaboration stays intact, the relationship has entered a delicate period marked by both interdependence and strategic balancing.

China's relationships with its neighbouring states and

> **"China has repeatedly stated that even if it were to attain the world's foremost position in terms of national strength, it will not pursue hegemony or replicate the traditional model of power-politics. Instead, it remains committed to promoting an international relations system rooted in equality, openness, and cooperation."**
>
> **「中國明確表示，即便未來綜合國力居於世界首位，亦不謀求霸權，不走傳統大國強權政治的老路，而是致力於構建平等、開放、合作的國際關係體系。」**

emerging regions remain on a generally positive trajectory. China and ASEAN have been each other's largest trading partners for five consecutive years, while nations such as Vietnam continue to regard their ties with China as a strategic priority. In Central Asia, the construction of the China-Kyrgyzstan-Uzbekistan (CKU) Railway is set to create new trade corridors and strengthen regional connectivity. Meanwhile, in the Middle East, China has played an active role in facilitating diplomatic diversification for Gulf states like Saudi Arabia and the United Arab Emirates. Relations with India also remain broadly stable, as India aims to preserve its strategic autonomy and pursue a dynamic equilibrium among the world's major powers.

Divergent Foreign Policy Philosophies of China and the United States

A fundamental distinction lies between the diplomatic philosophies of China and the United States. The U.S.-led alliance system operates on an unbalanced "leader-member" structure, compelling partners to take sides. By contrast, China consistently champions a global network of partnerships grounded in the principles of "dialogue over confrontation and partnership over alliance." Under this approach, countries are not required to choose between competing blocs, nor are they discouraged from maintaining relations with other nations, provided China's core interests are not undermined. China has repeatedly stated that even if it were to attain the world's foremost position in terms of national strength, it will not pursue hegemony or replicate the traditional model of power-politics. Instead, it remains committed to promoting an international relations system rooted in equality, openness, and cooperation.

The views expressed in this article are solely those of the author and do not necessarily reflect the views, policies or positions of the HKGCC.

當今世界正面臨百年未有之大變局。在此深刻變革的時代背景下，中國對國內外大局的判斷及其對外關係的整體佈局，不僅事關國家發展，亦對全球政治經濟格局產生深遠影響。

內外大局的核心判斷：轉型與變局

中國對自身發展方位與國際環境有清晰的戰略認知。對內，國家當前核心任務是實現高質量發展，推動新舊動能轉換，即由過去依賴地產投資驅動的增長模式轉向科技創新驅動的增長模式。據統計，傳統地產及相關行業對經濟增長的貢獻率已自2010年代中期的25%降至15%以下，而科技引領的新興產業佔比顯著提升。

對外，中國判斷國際形勢正經歷百年未有之大變局。中美關係已由戰略合作轉向戰略競爭，預計未來二十年內競爭主軸不會改變。中國現代化進程對世界現有體系也具有重大影響，未來若中國基本實現現代化，屆時步入現代化的人口規模，將超過過去三百年所實現現代化國家的人口總和。同時，中國經濟體量有望在十年內超越美國，這將不可避免地對美國主導的既有國際體系產生深遠影響。目前，以人工智能為核心的新一輪科技革命的參與者主要為中美兩國，科技競爭遂成為兩國戰略博弈的焦點。

中國與各主要國家/地區的關係分析

中國與世界上主要國家及地區的關係呈現出多元而務實的圖景。

中美關係當前呈現「鬥爭中談判」的複雜態勢。兩國在戰術層面有所緩和，雙方已就設立貿易和投資理事會、啟動對等降稅談判達成共識；但在科技與產業領域，美方遏制措施並未放鬆。2026年4月，美國國會推出MATCH法案，試圖構建多邊技術控制鎖定機制；5月又將188家中國實體列入所謂「涉軍」清單。種種做法亦折射出美方對華戰略焦慮與競爭意圖。

中俄關係保持高水準發展。2026年適逢《中俄睦鄰友好合作條約》簽署二十五周年，雙

方元首發表聯合聲明，一致同意條約繼續延期，兩國關係進入更快發展的新階段。雖在個別合作項目上存在分歧，但共同戰略利益遠大於差異，短期合作關係保持穩固。

中歐關係則面臨複雜挑戰。中國曾期待歐盟作為獨立第三方平衡中美關係，然而歐盟內部立場分化，難以推出獨立於美國的實質性對華政策。同時，中國產業升級對歐洲高端製造業形成競爭壓力。2024年10月，歐盟對中國電動汽車加徵最高35.3%的反補貼稅；2026年1月，雙方通過「最低價格承諾」機制達成階段性共識，實現貿易爭端的軟着陸，但歐盟對華產業戒備猶存。

中日關係隨着日本經濟總量地位的相對下降，已不再處於中國大國關係的核心層級。尤其是日方在臺灣問題上的立場，損害了雙邊互信，其作為中西溝通橋樑的作用明顯弱化。

中韓關係正在經歷結構性調整。中國連續二十一年為韓國第一大貿易夥伴國，兩國經貿關係正由傳統垂直互補模式轉向「競爭與互補並存」的水平協同新階段。韓國仍需借助中國影響力處理對朝事務，雙方合作總體維持，但關係進入微妙平衡期。

中國與周邊國家及新興區域關係整體向好。中國與東盟已連續五年互為最大貿易夥伴，越南等國明確將對華關係視為戰略優先；中亞方面，中吉烏鐵路的建設將開闢新的貿易通道；在中東，中國在推動沙特、阿聯酋等海灣國家外交多元化中發揮了積極作用；而中印關係則總體保持穩定，印度堅持大國自主定位，在各大國間尋求動態平衡。

中美外交理念的深層差異

中美外交理念存在本質區別。美國主導的盟友體系呈現「盟主—成員」的不平等結構，強求夥伴選邊站隊。中國則一直堅持「對話而不對抗、結伴而不結盟」的全球夥伴關係，不要求夥伴在各方之間作出非此即彼的選擇，也不反對夥伴在不損害中國核心利益的前提下發展與其他國家的關係。中國明確表示，即便未來綜合國力居於世界首位，亦不謀求霸權，不走傳統大國強權政治的老路，而是致力於構建平等、開放、合作的國際關係體系。

本文內容僅反映作者個人意見，並不反映香港總商會的觀點、政策、立場。





Exploring Emerging Trends on Supply Chain
洞察供應鏈新趨勢

HKGCC leadership led a delegation to the 4th China International Supply Chain Expo and APEC China CEO Forum to explore opportunities in innovation and collaboration

總商會領導層率團出席第四屆中國國際供應鏈促進博覽會及 APEC 工商領導人中國論壇，探索創新與合作機遇

Chamber representatives led a delegation to Beijing from 21 to 23 June to participate in the 4th China International Supply Chain Expo (CISCE). Comprising Chairman Jacob Kam, Vice Chairman Joseph Law, Former Chairman Agnes Chan and CEO Patrick Yeung, this high-level mission undertook a comprehensive and rewarding itinerary that provided first-hand insights into the nation's latest developments in supply chain resilience, industrial synergy, and high-level opening-up.

The delegation first attended the APEC China CEO Forum, which featured discussions on regional trade cooperation, connectivity and digital innovation. Kam noted that global supply chains are being reshaped at an accelerating pace, and that Hong Kong continues to play a unique and vital role in connecting the Chinese Mainland with international markets. He emphasised that businesses must strengthen collaboration and leverage Hong Kong's international advantages to help enterprises seize the vast opportunities arising from national development.

The delegation also toured the exhibition halls, visiting the Hong Kong Trade Development Council pavilion, the aviation supply chain zone, and NVIDIA's booth to gain insights into the latest industry trends and technological applications across various supply chains. Through exchanges with exhibitors and industry representatives, delegates gained a more nuanced grasp of Hong Kong's strengths in international business connectivity, aviation logistics and technological innovation. These interactions also enhanced their understanding of the opportunities presented by







artificial intelligence, advanced manufacturing and supply chain upgrading.

The delegation continued its programme with a visit to the Xiaomi Auto Factory, where members gained a close-up view of Xiaomi's electric vehicle production line and advanced manufacturing technologies. Members witnessed first-hand how innovative technologies are seamlessly integrated across the factory's six key production processes – stamping, die casting, body manufacturing, painting, battery assembly, and final vehicle assembly – demonstrating the extensive application of smart manufacturing on a large scale.

The group also gained valuable insights at the Mainland-Hong Kong Innovation and Technology Cooperation Forum, co-organized by the Hong Kong Productivity Council and the China Council for the Promotion of International Trade. Felix Lee, Chairman of the China Committee, noted that the forum featured forward-looking discussions on the new collaborative models shaping Hong Kong's innovation and technology sector in the context of the nation's 15th Five-Year Plan.

Participants explored how Hong Kong could unlock the potential of its major platforms and connect international professional services to support innovation and technological capabilities. Lee added that the city should continue to leverage its strengths as an international platform and provider of professional services to attract more innovation resources, thereby propelling mutual progress in scientific research, industrialisation and international cooperation between the Chinese Mainland and Hong Kong.

總商會主席金澤培、副主席羅嘉進、前任主席陳瑞娟及總裁楊偉添於6月21日至23日率團前往北京，參加第四屆中國國際供應鏈促進博覽會（鏈博會）。

是次行程內容充實，不僅讓代表團掌握國家在供應鏈穩定、產業協同及高水平對外開放方面的最新發展，更進一步加深對內地市場機遇的了解，促進與不同業界的交流合作。

一行首先出席APEC工商領導人中國論壇，論壇重點討論區域貿易合作、互聯互通以及數字創新等議題。金澤培表示全球供應鏈正加速重塑，而香港在聯通內地與國際市場方面，仍然具備獨特而重要的角色。他認為，面對新一輪產業變革，業界更需要加強合作，善用香港的國際化優勢，協助企業把握國家發展帶來的廣闊機遇。

代表團亦在鏈博會期間巡館，走訪了香港貿發局展位、航空產業鏈展區以及英偉達相關展台，深入了解不同產業鏈的最新發展趨勢及技術應用。透過與多個展商和業界代表交流，代表團進一步掌握香港在推動國際商貿聯繫、航空物流及科技創新方面的優勢，也對人工智能、先進製造及供應鏈升級帶來的新機遇有更全面的認識。

其後，代表團參觀小米汽車工廠，近距離了解小米電動車生產線及先進製造技術。大家親身看到創新技術如何貫穿沖壓、壓鑄、車身製造、噴塗、電池裝配及整車裝配六大主要工序，對智能製造的規模化應用印象深刻。

一行人亦出席了由香港生產力促進局及中國貿促會合辦的「內地與香港創科合作交流會」。中國委員會主席李家聰表示，論壇圍繞國家「十五五」戰略機遇下內地、香港兩地如何透過協作推動香港創科發展，內容具前瞻性。

團員就香港如何激活香港重大平台勢能、聯動國際專業服務等議題深入交流，對推動兩地創科發展極具啟發。李家聰指出，香港應繼續發揮國際平台及專業服務優勢，促進更多創科資源匯聚，推動內地與香港在科研、產業化及國際合作方面共同進步。

Qianhai Opens New Avenues for Cross-Border Business Growth
前海為跨境業務增長開闢新路徑

Qianhai has cemented its position as a leading hub for modern services and strategic emerging industries in the Greater Bay Area
前海已穩固確立其作為大灣區現代服務業與戰略性新興產業領先樞紐的地位

On 9 June, our Chamber's geographical committees had the privilege of leading a delegation of members on a highly productive visit to Qianhai, made possible by the generous support of the Qianhai Authority.

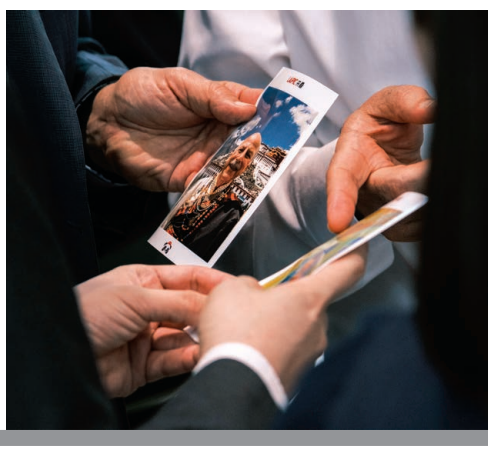


A standout feature of the itinerary was that the entire tour was conducted in English. This inclusive approach allowed representatives from our foreign enterprise members to engage directly with local leaders throughout the day without the need for interpretation devices, fostering more meaningful conversations and purposeful connections.

The programme commenced with a high-level dialogue led by Wen Ping, Deputy Director-General of the Qianhai Authority. Discussions focused on collaboration opportunities in this new era of cross-border development, driven by the joint efforts of Greater Bay Area cities and the strategic "Shenzhen-Hong Kong Tech Collaboration 2.0" initiative.

The delegation then visited several ventures at the Qianhai Shenzhen-Hong Kong Youth Innovation and Entrepreneur Hub (eHub). Members explored vast opportunities available to investors and observed first-hand the rapid advancements taking place in key sectors, including artificial intelligence, life and health sciences, and cultural and sports technology. The facility clearly demonstrated its vital role as a premier destination for





young professionals seeking to turn innovative ideas into successful ventures.

The afternoon concluded with insightful visits to WeBank and HSBC Qianhai. Participants gained valuable perspectives on WeBank's innovative digital banking model, designed to serve MSMEs and individual customers efficiently through technology-driven solutions. They also learned about HSBC's pioneering joint-venture securities company, which complements and strengthens the framework established under CEPA between Hong Kong and the Mainland.

As one of the Chinese Mainland's most integrated zones for cross-border cooperation, Qianhai exemplifies the benefits of regional connectivity and coordinated development. It serves as a crucial bridge for Hong Kong and international businesses pursuing expansion into the mainland market while providing a foundation for innovation, investment and business growth.

We extend our sincere gratitude to the Qianhai Authority for its warm hospitality, as well as to all participating members whose active engagement contributed to the success of this important visit.



Qianhai, often regarded as the Mainland city most closely aligned with Hong Kong, continues to advance cross-border integration through enhanced regional connectivity and innovation.
前海普遍被視為中國內地與香港融合度最高的城市，並持續透過深化區域互聯互通與科技創新，全力推進深港跨境融合。

在前海管理局大力支持下，總商會各地區委員會於6月9日率團出訪前海，展開了一場成果豐碩的實地考察。

是次行程的一大亮點在於全程均以英語進行。這貼心安排讓外籍會員能夠在行程中與當地官員直接交流，無需依賴翻譯器材，從而增加對話的深度和效率，並建立起更緊密聯繫。

考察行程由前海管理局副局長文娉主持的高級別對談揭開序幕。雙方討論聚焦於跨境發展新時代下的合作機遇；大灣區城市群的共同努力，結合戰略性的「深港科技合作2.0」倡議，正為這些機遇注入龐大動能。

隨後，代表團參觀前海深港青年夢工場的多個創業項目。會員得以發掘具潛力的投資商機，並親身體會人工智能、生命健康科學，以及文體科技等關鍵領域的飛速發展。該園區更充分彰顯了其作為青年專才實踐創新意念、培育成功企業的頂尖平台優勢。

下午，代表團轉往參觀微眾銀行與滙豐前海，為整天行程畫上圓滿句號。參加者深入了解微眾銀行創新的數碼銀行模式，體驗其如何透過科技驅動的解決方案，高效服務中小微企與個人客戶。同時，他們亦聽取了關於滙豐旗下開創先河的合資證券公司介紹；該公司進一步深化了內地與香港在CEPA框架下的合作。

作為中國內地跨境合作融合度最高的區域之一，前海完美體現了區域互聯互通與協調發展的優勢。它不僅是香港及國際企業拓展內地市場的重要橋樑，更為創新、投資及業務增長奠定了堅實基石。

總商會謹向前海管理局的熱情款待致以衷心謝意，並感謝所有積極參與的會員企業，使是次訪問圓滿成功。



China Committee
中國委員會



Chamber Deputy Chairman Peter Lam attended the Zhejiang-Hong Kong Economic and Trade Investment Exchange Forum, organised by the Government of Zhejiang, on 26 May. During the forum, Liang Xuedong, Deputy Secretary of the Zhoushan Municipal Committee of the CPC Zhejiang Province, introduced the development of the bulk commodity hub base and briefed participants on Zhoushan's progress in bulk commodity resource allocation and port logistics. Xu Wenguang, Member of the Standing Committee of the CPC Zhejiang Provincial Committee and Executive Vice Governor of Zhejiang Province, also attended the event and delivered remarks.

總商會常務副主席林建岳於5月26日代表總商會出席由浙江省政府主辦的浙港經貿投資交流會。會上，浙江省舟山市委副書記梁雪冬介紹大宗商品樞紐基地建設，並說明舟山在大宗商品資源配置及港口物流近況。浙江省委常委、常務副省長徐文光亦有出席活動並致辭。

Zeng Dechao, Deputy Director of United Front Work Department of Shaanxi Provincial, led a delegation to the Chamber on 2 June. They were received by Felix Lee, Chairman of the China Committee, together with several members. Both sides exchanged views on the economic development of Shaanxi Province and explored potential areas of cooperation.

Zeng introduced Shaanxi as one of China's major resource-rich provinces with significant energy advantages, noting that its coal production accounts for approximately 13% of the national total. At the same time, Xi'an, as a regional core city, possesses abundant technological and talent resources and is actively aligning with the national artificial intelligence development strategy to accelerate the growth of related industries. Xi'an also serves as a key national node city, playing a critical role in regional economic connectivity and industrial chain coordination. He further noted that local enterprises have strong demand for access to capital markets, particularly in relation to public listings and financing opportunities.

陝西省委統戰部副部長曾德超於6月2日率團拜訪本會，中國委員會主席李家聰及多位會員接待，雙方就陝西省經濟發展及合作機遇進行交流。

曾德超介紹，陝西作為全國重要的資源型大省，能源優勢突出，其中煤炭產量約佔全國總量的13%。同時，西安作為區域核心城市，擁有豐富的科技及人才資源，正積極配合國家人工智能發展戰略，加快推動相關產業佈局。西安亦為國家重要節點城市，在區域經濟聯通及產業鏈協同方面具備關鍵作用。他進一步指出，當地企業對資本市場發展具有明確需求，包括推動企業上市及融資。



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Deng Changxiong, Deputy Director of the Hong Kong and Macao Affairs Office of the Guangzhou Municipal Government, visited the Chamber on 1 June and was received by Felix Lee, Chairman of the China Committee.

Deng noted that Guangzhou's automobile and property sectors have faced challenges. In response, the city has been advancing its economic transformation by actively developing emerging industries such as artificial intelligence, new energy, and biomedicine, with encouraging results. He highlighted that Guangzhou's GDP grew by 6% in the first quarter of this year, surpassing the national average and demonstrating the city's strong growth momentum amid its economic transformation.

Members subsequently exchanged views on cooperation opportunities in emerging fields, including green finance and drones, and discussed ways to strengthen collaboration in areas such as industry development, policy alignment, and business partnerships.

Both sides agreed that Guangdong and Hong Kong possess significant potential for cooperation in the new economy and technological innovation. They also recognised opportunities to further enhance industrial synergy and resource complementarity, thereby creating greater shared development opportunities for both sides.



廣州市政府港澳辦副主任鄧昌雄於6月1日到訪本會，由中國委員會主席李家聰代表接待。

鄧昌雄表示，近年廣州的汽車及房地產行業受到一定壓力，當地經濟正逐步轉型，積極發展人工智能、新能源、生物醫藥等新興產業，並已取得良好成效。他指出，廣州今年第一季度GDP增長達6%，增幅高於全國平均水平，反映廣州經濟在轉型過程中仍保持較強增長動力。

與會者其後就綠色金融、無人機等新興領域的合作機遇進行交流，並探討未來在相關產業發展、政策對接及企業合作方面加強聯繫的可能性。雙方均認為，粵港兩地在新經濟及科技創新方面具備廣闊合作空間，未來可進一步推動產業協同與資源互補，共同開拓更多發展機遇。

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Wang Huarong, Party Leadership Group Secretary and Chairman of the Sichuan Provincial Women's Federation, led a delegation to visit the Chamber on 10 June. The delegation was received by then Chairman Agnes Chan, Tammy Wu, Chairman of the Retail, Culture, Sports and Tourism Committee, and Candy Chuang, Vice Chairman of the Women Executives Club

Both sides held in-depth discussions on further strengthening exchanges in women's affairs and promoting interaction between Sichuan and Hong Kong in areas such as social services and women's development. They also expressed their commitment to deepening ties, broadening areas of collaboration, and creating more opportunities for mutual benefit and win-win outcomes.

四川省婦女聯合會黨組書記兼主席王華蓉於6月10日率團拜訪本會，由卸任主席陳瑞娟聯同零售、文化、運動及旅遊委員會主席吳丹，以及卓妍社副主席莊家蕙接待。

雙方深入研究如何加強婦女工作交流，探討推動兩地在社會服務、婦女發展及相關合作領域的互動，並表示將持續深化合作、拓展合作空間，共同促進互利共贏。

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Steve Wong, then Chairman of the Environment and Sustainability Committee, represented the Chamber as part of the Hong Kong SAR delegation led by Bernard Chan, Deputy Secretary for Commerce and Economic Development, on a visit Suizhou, Hubei from 10 to 12 June. During the visit, they participated in the "Bingwu Year World Chinese Yan Emperor Hometown Ancestor Worship Ceremony."

In addition to the ceremonial activities, the delegation attended the "Tracing Roots, Sharing Origins, Promoting Integration" 2026 Hubei-Hong Kong-Macao Special Industries and Multi-Sector Cooperation Matchmaking Event. This event provided a valuable platform for strengthening cultural ties, showcasing Hong Kong's commitment to sustainability, and exploring opportunities for cross-regional collaboration across a range of industries.

時任環境及可持續發展委員會主席黃兆輝於6月10至12日代表總商會，參與由商務及經濟發展局副局長陳百里率領香港特區代表團，前往湖北隨州參加「丙午年世界華人炎帝故里尋根節拜謁炎帝神農大典」。

除了祭典活動，代表團亦出席了「尋根同源 融通共興」2026鄂港澳特色產業與多元領域合作對接活動，不僅加強了文化交流，也展示了香港在可持續發展方面的承擔，並為跨區域多元產業合作創造了寶貴的平台。

Yin Ming, Secretary of the Party Working Committee of Xiqu Subdistrict, Zhongshan, visited the Chamber on 10 June and was received by Edmond Yew, Vice Chairman of the China Committee.

At the meeting, both sides exchanged views on the development of a Chinese medicine hospital, healthcare and wellness services, the integration of medical resources, and the eldercare industry in Zhongshan's Xiqu Subdistrict. Yin expressed hope that the construction of a traditional Chinese medicine and health industry park would help drive the development of related industries. Yin further noted that a planned railway linking Zhongshan with Shenzhen and Guangzhou would enhance regional transport connectivity, strengthen Zhongshan's role as a strategic pivot, and further promote Shenzhen-Zhongshan integration and coordinated regional development.



中山西區街道黨工委書記尹明於6月10日拜訪本會，由中國委員會副主席姚逸明代表接待。

會上，雙方就中山西區在中醫院建設、康養服務、醫療資源整合及養老產業發展等方面作交流，尹明表示希望推動中醫藥大健康產業園為建設，進一步帶動相關產業發展。他亦提到，隨着中山計劃以鐵路連接深圳和廣州，有助提升區域交通聯通水準，強化中山作為戰略支點的功能，進一步促進深中融合與區域協同發展。



Dr Chen Shaobo, President of the Hong Kong Zhizheng Institute, and Dr Fang Zhou, Research Director of the One Country, Two Systems Research Institute, shared their insights on major power relations in a new era, China's strategic positioning, and the opportunities and challenges facing businesses amid global changes at the luncheon on 17 June.

Chen analysed the evolving dynamics of China–U.S. relations and the international landscape, while Dr Fang discussed China's external relations in the new era and its ties with neighbouring countries, including South Korea, Japan, and ASEAN member states. Their remarks provided enterprises with a more thorough understanding of the latest developments in major-country relations, as well as China's strategic positioning and emerging opportunities in the years ahead. The luncheon was moderated by Felix Lee, Chairman of the China Committee.





香港正思研究院院長陳少波博士及一國兩制研究中心研究總監方舟博士於6月17日出席午餐會，就新時代大國外交和中國定位分享真知灼見。在中國委員會主席李家聰主持下，陳少波分析中美關係新態勢與國際新格局，方舟分享新時代中國對外與南韓、日本、東盟等周邊國家的關係，幫助企業理解大國關係新發展，並把握中國在新時代的定位與機遇。



Liu Xiaoming, Deputy Secretary of the CPC Hainan Provincial Committee and Governor of Hainan Province, led a delegation to visit the Chamber on 17 June. The delegation was warmly received by Chairman Jacob Kam, Deputy Chairman Peter Lam, CEO Patrick Yeung, China Committee Chairman Felix Lee, and other Chamber members.

During the meeting, Liu introduced the latest developments of the Hainan Free Trade Port. He noted that, as policy benefits continue to materialise, enterprises remain highly optimistic about its prospects. Hainan recorded 1,240 newly established foreign-invested enterprises, representing a year-on-year increase of 37.62%, reflecting growing confidence among international investors in the province's development potential. Looking ahead, Hainan will continue to advance institutional opening-up, proactively align with high-standard international economic and trade rules, and foster a more competitive international business environment.

As the development of the Hainan Free Trade Port continues to gather pace, the Chamber has also signed a Memorandum of Understanding with the China Council for the Promotion of International Trade (CCPIT) Hainan Committee to strengthen cooperation. This agreement will lay the solid foundation for closer collaboration, support enterprises on both sides in pursuing new opportunities, and jointly promote high-quality regional economic development.

海南省委副書記及省長劉小明於6月17日率團到訪，獲總商會主席金澤培、常務副主席林建岳、總裁楊偉添、中國委員會主席李家聰及會員熱情接待。

會上，劉小明介紹海南自由貿易港建設的最新進展。他指出，隨着政策紅利逐步釋放，市場對自貿港前景持高度樂觀態度。海南新增外資企業達1,240家，同比增長37.62%，反映國際資本對海南發展潛力的信心持續提升。未來，海南將穩步推進制度開放，主動對接國際高標準經貿規則，打造更具國際競爭力的營商環境。

隨着海南自由貿易港建設持續深化，本會亦與海南省貿促會簽署深化合作備忘錄，為雙方建立更緊密的合作機制奠定基礎，促進兩地企業開拓發展機遇，攜手推動區域經濟高質量發展邁向新階段。

GBA Connect Working Group
粵港澳大灣區外聯內通工作小組

China Committee Chairman Felix Lee and Vice Chairman Edmond Yew led a delegation of 36 members on a visit to Guangzhou in the Greater Bay Area (GBA) on 27 May to explore developments in artificial intelligence. The delegation visited a pilot zone and several innovative technology enterprises. Members also met with Chen Xu, Deputy Director-General of the Guangdong-Hong Kong-Macao Greater Bay Area Office, to exchange views on strengthening collaboration between the two regions in cutting-edge industries such as AI.

During the visit to the Guangzhou Pazhou Artificial Intelligence and Digital Economy Experience and Promotion Empowerment Centre and Tungee Technology Co., Ltd, members gained immersive insights into Guangzhou's AI ecosystem through industry showcases and live demonstrations. The tour highlighted applications of AI across a range of sectors, including smart manufacturing and public services.

The delegation also visited leading AI enterprises in Panyu District, including Lychee Intelligence and Li-Gong Industrial Co., Ltd. From brain-controlled robotics to intelligent manufacturing solutions, members experienced first-hand Guangzhou's advancements in hard technology and industrial innovation.



中國委員會主席李家聰和副主席姚逸明於5月27日率領一行36人赴廣州考察人工智慧發展。行程涵蓋試驗區及科創企業參觀，並與廣東市大灣區辦常務副主任陳旭交流，探索兩地在人工智能等前沿科技產業領域的深度合作對接。

團員考察琶洲人工智慧與數字經濟體驗推廣賦能中心及廣州探跡科技有限公司，通過參觀產業生態展示與前沿技術演示，沉浸式體驗人工智慧在廣州智慧製造、民生服務等場景的落地應用。

團員亦在番禺參觀廣州AI領域的代表企業力之智慧及廣州里工實業有限公司，親身體驗腦控機器人、智慧製造應用等廣州硬科技領域的產業成果。



The Emerging Frontier: Central Asia on the Spotlight
開闢新市場：聚焦中亞新機遇

HKGCC MoUs pave the way for stronger trade and investment links with one of the world's fastest-growing regions
總商會簽署合作備忘錄，為深化與全球增長最快地區的經貿與投資聯繫鋪路

The HKGCC has strengthened Hong Kong's business links with Central Asia through the signing of Memorandums of Understanding (MoUs) with leading business organisations in Kazakhstan and Uzbekistan. These agreements mark an important step in expanding commercial opportunities and fostering closer relationships between Hong Kong and two of the region's most promising markets.

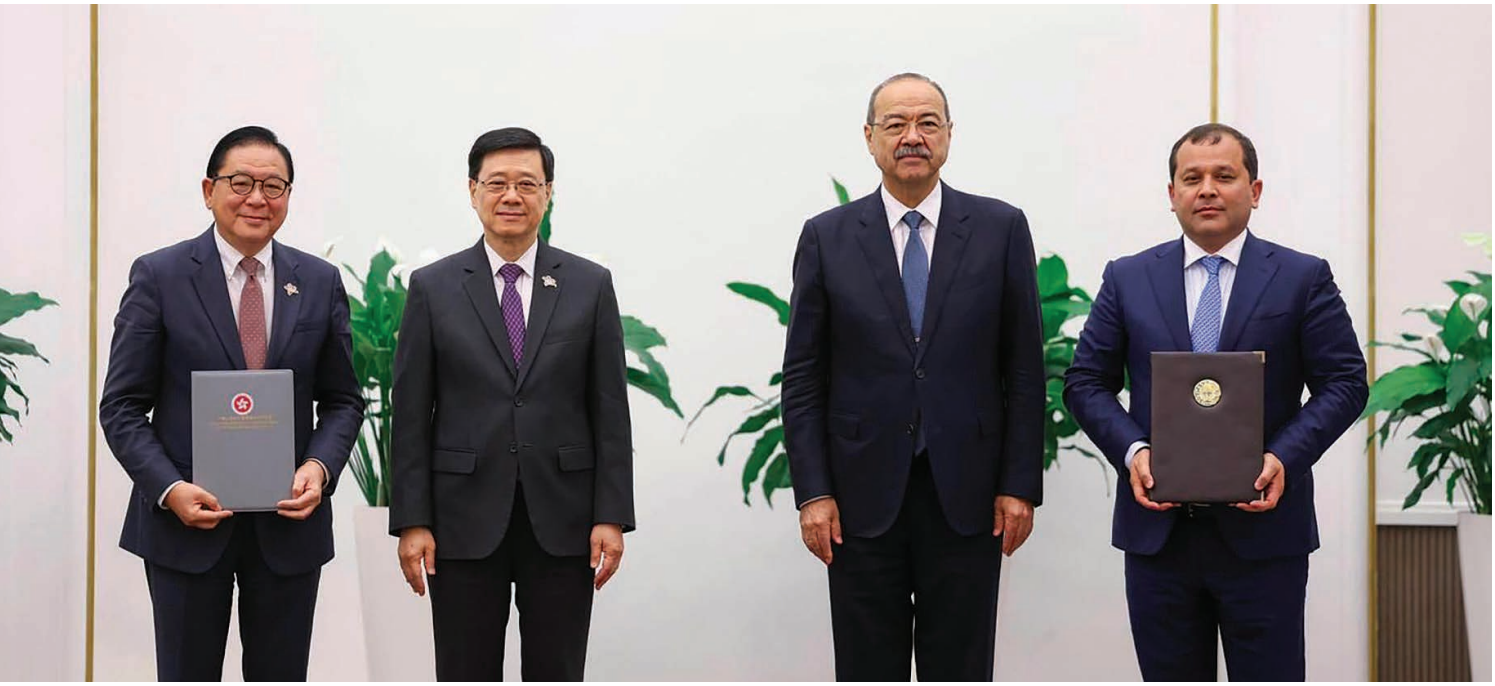
The signings formed a key part of Chief Executive John Lee's high-level business delegation to Kazakhstan and Uzbekistan. As the largest outbound mission of its kind under the current term of Government and covering the broadest range of enterprises to date, the visit marked a pivotal moment for Hong Kong's efforts to explore emerging markets to amplify trade and investment cooperation.

Central Asia is a strategically important region under the Belt and Road Initiative, which was first unveiled by President Xi Jinping in Kazakhstan in 2013 at Nazarbayev University in Astana. Rich in natural resources and undergoing rapid economic transformation, the region is generating growing demand for modern infrastructure, logistics, and digital economy solutions. As the region's largest economy and a key logistics hub, Kazakhstan is already Hong Kong's largest trading partner in Central Asia, presenting significant collaborative opportunities through its ambitious development plans and Digital Qazaqstan Initiative.



Meanwhile, Uzbekistan, the region's most populous country and a recognised leader in economic reform, offers vast consumer market potential through its Digital Uzbekistan 2030 Strategy and evolving IT Park ecosystem. Both nations also possess abundant gold reserves, aligning with Hong Kong's goals to develop as an international gold trading centre.

The delegation's outreach yielded substantial results, securing cooperation agreements and MoUs worth more than US$1.65 billion. As part of the mission, HKGCC, represented by Council Member Jeffrey Lam, signed an MoU with the National Chamber of Entrepreneurs of the Republic of Kazakhstan



As part of the HKSAR Government delegation to Central Asia, the HKGCC was instrumental in expanding the city's international commercial horizons.
行政長官率團出訪中亞，總商會作為其中一員，為拓展香港的國際經貿視野發揮關鍵作用。

(Atameken) in Astana on 2 June, followed by a second agreement with the Chamber of Commerce and Industry of Uzbekistan in Tashkent on 4 June.

These MoUs are designed to facilitate business opportunities through trade, technical, and economic cooperation. By promoting the exchange of market intelligence and investment information, they aim to build robust business-to-business relationships and open new investment frontiers for Hong Kong's innovation and technology, financial services, and manufacturing sectors. Notably, the agreement with Uzbekistan establishes the joint Uzbekistan-Hong Kong Business Council, creating a structured platform and an actionable roadmap for Hong Kong enterprises.

Hong Kong is uniquely positioned to support Central Asian nations in their ongoing modernisation. The city's expertise in legal and arbitration services, RMB settlement and green finance can help address institutional gaps in the region, embodying the Belt and Road Initiative's increasing emphasis on connectivity through institutional synergy, sustainability and digital transformation.

By leveraging these advantages, Hong Kong reinforces its role as a super connector and super value-adder. The city provides an effective gateway for Central Asian enterprises seeking access to the Guangdong-Hong Kong-Macao Greater Bay Area and ASEAN markets, while Hong Kong businesses can leverage Central Asia's Trans-Caspian International Transport Route to expand into markets across Europe and Asia along the New Silk Road.

Beyond commerce, the visit also opened the door to closer people-to-people connections between the regions. Travelers can look forward to direct passenger flights between Hong Kong and Almaty, Kazakhstan, starting in the first quarter of 2027, with similar flight options to Uzbekistan currently under discussion. To make business and travel smoother, work is underway on tax and investment protection agreements, alongside mutual visa-free arrangements with Uzbekistan. Closer to home, Hong Kong is looking to welcome more Central Asian students to its universities, building the kind of cultural and talent bonds that keep partnerships thriving for years to come.

Ultimately, the mission to Kazakhstan and Uzbekistan has laid a strong foundation for future cooperation, creating a promising pipeline of commercial agreements. By engaging with this emerging frontier, Hong Kong continues to demonstrate its role as a global gateway connecting businesses to new opportunities. The focus now turns to turning these initial agreements into tangible, long-term collaborations.



總商會與哈薩克及烏茲別克的主要商貿組織簽署合作備忘錄，進一步加強香港與中亞地區的經貿聯繫。這些協議不僅標誌着香港拓展全球貿易網絡邁出重要一步，更在「一帶一路」倡議下為企業「走出去」至新興市場創造更多經貿發展機遇。

兩份備忘錄的簽署儀式，為行政長官李家超率領高級別商貿代表團訪問中亞兩國期間的焦點。作為本屆政府任期內規模最大、涵蓋企業類別最廣的外訪代表團，是次訪問對香港開拓新興市場、深化經貿與投資合作而言，無疑是個關鍵的轉捩點。

中亞是「一帶一路」倡議下具備重要戰略地位的地區；國家主席習近平早於 2013 年，在哈薩克阿斯塔納的納扎爾巴耶夫大學首次提出這一宏大倡議。中亞自然資源豐富，且經濟正快速轉型，對現代基建、物流及數碼經濟解決方案的需求日益殷切。哈薩克作為中亞最大的經濟體及核心物流樞紐，目前已是香港在中亞最大的貿易夥伴。隨着該國積極推動國家發展戰略與「數碼哈薩克」倡議，雙方的合作空間日益廣闊。

與此同時，烏茲別克作為中亞人口最多的國家以及公認的經濟改革先驅，憑藉其「數碼烏茲別克 2030 戰略」及不斷演進的 IT Park 生態圈，蘊藏着巨大的消費市場潛力。值得留意的是，兩國均擁有豐富的黃金儲備，正契合香港致力發展成為國際黃金交易中心的目標。

代表團此次出訪成果豐碩，共促成了總值超過 16.5 億美元的合作協議及備忘錄。期間，總商會由諮議會成員林健鋒代表，先於 6 月 2 日在阿斯塔納與哈薩克斯坦共和國國家企業家商會簽署合作備忘錄；隨後於 6 月 4 日在塔什干與烏茲別克斯坦共和國工商會簽署另一份備忘錄。



這些協議旨在透過經貿、技術及經濟合作創造商機。透過促進市場情報與投資資訊交流，雙方有望建立起穩固的企業對企業（B2B）連繫，為香港的創新科技、金融服務及製造業開闢全新的投資領域。值得一提的是，與烏茲別克簽署的協議中，更宣布成立「烏茲別克—香港聯合商務理事會」，為兩地企業構建了制度化的平台與務實的發展藍圖。

香港在支持中亞各國推進現代化的進程中可發揮獨特作用。本港在專業法律及仲裁服務、人民幣結算及綠色金融產業的專長，能有效協助填補該區的機制缺口，完美體現了「一帶一路」倡議中，透過機制協同、可持續發展與數碼轉型來深化互聯互通的最新發展方針。

透過發揮這些優勢，香港能進一步鞏固其「超級聯繫人」與「超級增值人」的角色。本港不僅為中亞企業落戶香港、並拓展至粵港澳大灣區和東盟市場提供高效門戶，港企亦可善用中亞的「跨裏海國際運輸走廊」，沿着新絲綢之路將業務延伸至歐亞各地市場。

除經貿合作外，是次訪問亦為連繫兩地人民開啟了大門。隨着阿拉木圖直航航線計劃於 2027 年第一季重新開辦，當局亦正商討開通往返烏茲別克的類似航線。為使商務往來與旅遊更為便捷，雙方正加快推進稅務及投資保護協定，並與烏茲別克磋商互免簽證安排。在本地方面，香港亦期望吸引更多中亞學生入讀本港大學，構建深厚的人才與文化紐帶，為兩地夥伴關係的長遠蓬勃發展奠定根基。

長遠而言，是次出訪哈薩克與烏茲別克，已為未來合作奠定堅實基礎，並帶來了一系列極具前景的商業協議。透過開拓這一新興市場，香港再次彰顯其作為連接全球商機的重要門戶角色。接下來的戰略重點，將在於將這些初步協議轉化為具體、長遠的實質合作。



Navigating Europe's Evolving Landscape
駕馭歐洲演變新局

Industry leaders discuss Europe's evolving regulatory landscape, identify high-potential growth opportunities and highlight Hong Kong's strategic role in the region

業界領袖探討歐洲不斷演變的監管格局，發掘深具增長潛力的機遇，並剖析香港在該區的戰略角色

Against a backdrop of shifting global dynamics, Europe is undergoing significant economic and political change, making insights into its evolving landscape essential for companies seeking to expand their presence in the region. To help businesses navigate these developments, the Europe Committee hosted a seminar on 11 June, bringing together distinguished speakers who provided a comprehensive analysis of the complex challenges and emerging opportunities awaiting enterprises in the European market.

Opening the discussion, Dr Wing Lok Hung, Lecturer at the CUHK School of Governance and Policy Science, highlighted the increasingly frequent and intense external shocks confronting the global economy, including supply chain disruptions and geopolitical tensions in Ukraine, the Middle East and Asia. At the same time, he noted growing scepticism towards globalisation across Europe, fuelled by domestic economic decline, migration concerns and fears of job displacement driven by artificial intelligence.

Dr Hung also pointed to a rise in protectionist trade measures and the possibility of further EU restrictions on Chinese imports. He described the trend as "China Shock 2.0", whereby Chinese high-tech and advanced manufacturing products directly compete with European industries. Despite these shifts, he emphasised that Europe continues to offer important opportunities in financial services, sustainability, the circular economy, creative industries and healthcare, explaining that a predictable regulatory environment remains a prerequisite for sustainable growth.

Shifting the focus to market dynamics, Dr Wilson Chan, Head of Research at Orientis Hong Kong, challenged the common perception of the Single European Market as being defined solely by bureaucracy. He explained that extensive frameworks like the General Data Protection Regulation (GDPR) and the Corporate Sustainability Due Diligence Directive (CSDDD) provide the foundation for an efficient market and offer a competitive advantage by establishing high standards.

With a consumer market of more than 450 million potential customers and the "Four Freedoms" at its core, Europe continues to play a pivotal role in setting global standards. Given this status, Dr Chan advised Hong Kong businesses to leverage strategic advantages such as capital availability, intellectual property commercialisation and political risk diversification. He recommended entering the market through specialised regional ecosystems, emphasising that building trust through strong compliance is the key to long-term success.

Providing a banking and investment perspective, Paul Yeung, Managing Director and Head of Enterprise Banking, Commercial Banking at HSBC, reaffirmed Europe's enduring importance as the world's second-largest consumer market and a leading global economy, as well as its deep commitment to sustainability. He identified five key sectors currently attracting significant investment from China and Hong Kong: Electric Vehicles and Batteries, Digital and ICT, Consumer Brands, Green Energy and Logistics.

While navigating stringent labour laws and adapting to higher product standards often present the biggest operational hurdles for Asian companies, Yeung said that Central and Eastern European markets, such as Poland and Hungary, are experiencing faster growth and present attractive opportunities for small and medium enterprises. He further highlighted Hong Kong's financial strengths, particularly its role as a regional corporate treasury centre, which can provide a distinct competitive edge in supporting fundraising for these European operations.

The seminar concluded with a clear message: while Europe presents a complex and heavily regulated environment, its vast scale, commitment to new technologies and strategic market gaps offer high-value investment and long-term growth potential for well-prepared Hong Kong enterprises.



Despite Europe's regulatory complexities, its immense scale and commitment to innovation continue to present high-value growth opportunities for businesses.
儘管歐洲監管環境錯綜複雜，但其市場規模龐大，且堅定支持創新發展，依然為企業帶來高價值增長機遇。

面對全球局勢複雜多變，歐洲的政治與經濟格局正經歷深刻變革，使有意拓展當地業務的企業必須深入洞察其最新演變。為協助商界駕馭這些發展，總商會歐洲委員會於 6 月 10 日舉辦研討會，匯聚多位重量級嘉賓，全面分析企業在歐洲市場面臨的複雜挑戰與新興機遇。

香港中文大學政務與政策科學學院講師孔永樂博士為研討會揭開序幕，他指全球經濟正遭遇日益頻繁且劇烈的外部衝擊，包括供應鏈中斷，以及烏克蘭、中東和亞洲的地緣政治緊張局勢。同時，歐洲內部因本土經濟衰退、移民問題，以及對人工智能（AI）引發失業潮的擔憂，導致社會對全球化愈發抱持懷疑態度。

孔永樂又指出，歐盟內部貿易保護主義正逐漸抬頭，未來不排除會對中國進口商品實施更多限制。他將這一趨勢形容為「中國衝擊 2.0」，即中國的高科技與先進製造業產品開始直接與歐洲本土產業競爭。儘管如此，他強調歐洲在金融服務、可持續發展、循環經濟、創意產業及醫療保健等領域依然蘊藏重大機遇，而清晰可預期的監管環境才是維持可持續增長的前提。

隨後，Orientis 研究總監陳偉信博士將焦點轉向市場動態，打破了外界普遍認為歐洲單一市場僅由官僚主義造成的刻板印象。他解釋，像《一般資料保護規則》（GDPR）及《企業永續性盡職調查指令》（CSDDD）等廣泛的法律框架，恰恰為高效運作的市場奠定了穩固基石，並透過確立高標準以提高競爭力。

歐洲擁有由逾 4.5 億潛在消費者構成的龐大市場，並以「四大自由」為核心，在制定全球標準方面仍然舉足輕重。鑑此，陳偉信建議香港企業應充分善用資本充裕、知識產權商業化，以及政治風險分散等戰略優勢。企業可透過特定領域的專業圈子進軍歐洲，並強調透過嚴格合規來建立互信，才是贏得長遠成功的關鍵。

滙豐香港工商金融董事總經理暨商業金融主管楊偉強從銀行與投資的角度出發，他重申歐洲作為全球第二大消費市場及領先經濟體，其重要性歷久不衰，當地亦對可持續發展有着極為堅定的承諾。目前有五大關鍵領域正吸引中國和香港的龐大資金投入：電動車與電池、數碼與資訊通信科技、消費品牌、綠色能源以及物流業。

儘管對亞洲企業而言，應對嚴格的勞工法例及適應更高產品標準往往是最大營運障礙，楊偉強指出，波蘭、匈牙利等中東歐市場正迎來快速增長，為中小企業提供了極具吸引力的機會。他進一步強調香港擁有強大金融實力，亦作為區域企業財資中心，能為支持這類歐洲業務的融資提供獨特競爭優勢。

研討會圓滿作結，並為與會者帶來清晰啟示：儘管歐洲市場環境複雜、監管嚴格，但其龐大的市場規模、積極擁抱新科技的態度以及戰略性的市場缺口，正為準備充分的香港企業提供高價值投資與長遠增長的無限潛力。

An Epicurean Experience
細味醇酒

Lifestyle events offer members a wonderful opportunity to relax and connect on a more personal level than standard business networking allows. On 18 June, the **Europe** and **Americas Committees** jointly hosted a wine-tasting workshop to explore the nuances between American and European wines.

Master Franck Chandelier guided members through a side-by-side tasting of six wines – two sparkling, two whites, and two reds – showcasing how different regions interpret the same styles through climate, tradition, and winemaking philosophy. The experience went beyond simply imparting knowledge; it also surprised the audience by revealing how a wine's actual tasting profile can often differ significantly from what its technical description might suggest.

Echoing the sentiment of the previous Americas Committee wine tasting, participants agreed on one final takeaway: there is no such thing as an objectively "good" or "bad" wine – what truly matters is the enjoyment of the glass in front of you.



廣受好評的生活品味活動讓會員得以在傳統商務交流之餘，能以更輕鬆、更具人情味的方式放鬆身心並增進情誼。6月18日，**歐洲委員會**與**美洲委員會**合辦品酒工作坊，帶領會員一同細味各具千秋的美國與歐洲葡萄酒。

侍酒大師 Franck Chandelier 引領會員品鑑六款佳釀，其中包括各自兩款氣泡酒、白葡萄酒及紅葡萄酒，品味不同產區如何透過氣候、傳統和釀酒理念，對同一款風格的葡萄酒作出截然不同的精彩詮釋。是次體驗不僅止於傳授品酒知識，更令在場賓客驚喜的是，大家發現葡萄酒的實際口感與技術說明往往大相徑庭。

這番體驗亦呼應了美洲委員會上一次品酒會的心得，與會者紛紛贊同：世上本無客觀的「好酒」或「壞酒」之分，最重要的是享受眼前的這一杯佳釀。

German Market Continues to Show Vibrancy

Robert Herzner, Chief Representative of Germany Trade & Invest in Hong Kong, spoke at the Chamber's **Europe Committee** Meeting on 24 June about developments and opportunities in Germany's business environment.

Germany's GDP ranks third worldwide and first in Europe, accounting for 24% of the European Union's GDP. A significant share of this economic contribution comes from Germany's "hidden champions" – family-owned SMEs located outside urban centres. Combined with its strategic location, AAA credit rating, stable legal system and robust support for R&D, these strengths make Germany an attractive destination for foreign investment.

Herzner noted that in 2025, Chinese investment in Germany surpassed Switzerland's for the first time, making China its largest source of foreign investment. He observed that Germany initially attracted Chinese B2B product developers seeking opportunities beyond fierce domestic competition. Today, according to the China Chamber of Commerce to the EU, 80% of Chinese companies establishing operations in Europe do so to pursue higher profit margins. The country serves as a gateway to the European market, supported by its strong investment environment and favourable investment protection and double taxation agreements.

During the member-sharing session, Candise Tang, Senior Director at H/Advisors Klareco, presented on strategic corporate communications, emphasising how it enhances corporate reputation and builds investor trust.

德國市場持續展現蓬勃生機

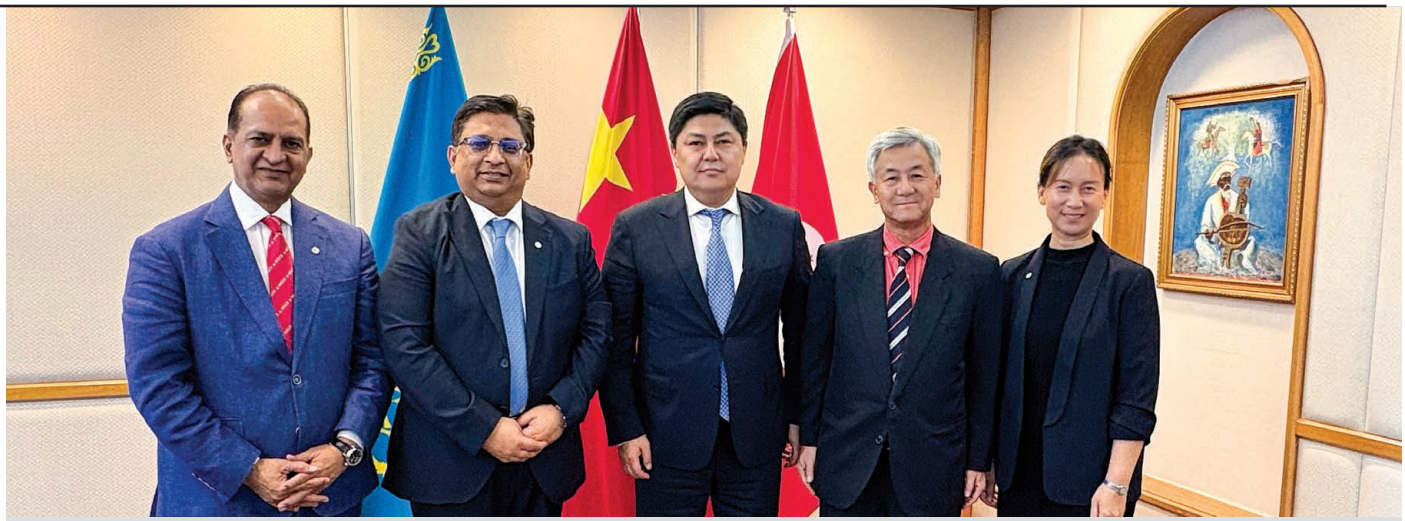
德國聯邦外貿與投資署駐港總代表何若白於6月24日出席總商會**歐洲委員會**會議，向與會者分析德國商業環境的最新發展與龐大機遇。

德國的國內生產總值位列全球第三、歐洲第一，佔歐盟總值高達24%。這股經濟動力很大程度上歸功於德國的「隱形冠軍」——即坐落於非一線城市、實力雄厚的家族中小企。結合其優越的地理位置、AAA級主權信用評級、穩健的法律體系，以及對研發的強大資金支持，這些優勢均讓德國成為吸引外資進駐的重鎮。

何若白指出，2025年中國對德投資首度超越瑞士，成為德國最大的外資來源地。他觀察到，德國最初吸引的是那些希望跳出內地激烈競爭、尋求海外機遇的中國B2B產品開發商。而時至今日，根據歐盟中國商會的數據顯示，高達80%在歐洲設立業務的中國企業，其核心目標都是為了追求更高的利潤率。憑藉穩健的投資環境、完善的投資保護與雙重課稅協定，德國無疑是企業進軍整個歐洲市場的核心門戶。



在會員分享環節中，H/Advisors高級總監鄧慧嫻就企業戰略傳訊發表專題演講，闡述精準的傳訊策略如何有效提升企業聲譽，並贏得投資者的信任。



Emerging Eurasian Hub: Exploring Collaborations with Kazakhstan
崛起中的歐亞樞紐：探討與哈薩克的合作機遇

Following Chief Executive John Lee's visit to Kazakhstan and Uzbekistan from 1-5 June, Hong Kong businesses are showing growing interest in these emerging Central Asian markets. On 22 June, Chamber representatives met with Bauyrzhan Dosmanbetov, Consul General of the Republic of Kazakhstan, at the Consulate General. The Chamber delegation included Dewan Saiful Alam, Chairman of the **Asia, Africa & Middle East Committee**; Edmond Yue, Convenor of the Belt & Road Working Group and General Committee Member; and Qamar Minhas, Vice Chairman of the Asia, Africa & Middle East Committee.

During the meeting, Yue highlighted Kazakhstan's pivotal role in the Belt and Road Initiative, noting that President Xi Jinping first proposed the visionary initiative there in 2013. Located at the crossroads of Europe and Asia, Kazakhstan has developed into a premier business and logistics hub linking China and European markets.

Consul General Dosmanbetov shared that the Chief Executive's recent visit resulted in the signing of 61 Memoranda of Understanding in Kazakhstan, reflecting tremendous long-term project value. He also highlighted Digital Qazaqstan, a nationwide initiative advancing digital transformation across AI, automation and public services. Dosmanbetov highlighted the significant potential for enhanced bilateral cooperation in infrastructure development, corporate financing, bond issuance, and green finance.

Furthermore, the Consul General revealed discussions are underway between the two governments on an Investment Protection Agreement and the establishment of a joint investment fund.

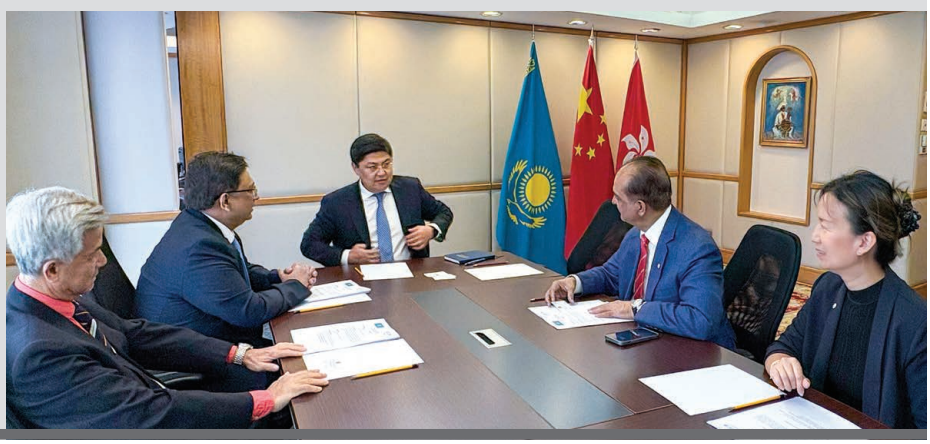
Looking ahead, the Chamber plans to facilitate exchanges between members and Kazakhstani enterprises, fostering long-term relationships.

在行政長官李家超於6月1日至5日出訪哈薩克與烏茲別克後，香港商界對新興中亞市場的興趣與日俱增。6月22日，總商會代表到哈薩克斯坦共和國駐港總領事館拜訪總領事Bauyrzhan Dosmanbetov。出席成員包括**亞洲、非洲及中東委員會**主席 Dewan Saiful Alam、「一帶一路」工作小組召集人兼理事余國賢，以及亞洲、非洲及中東委員會副主席 Qamar Minhas。

會上，余國賢指出哈薩克在「一帶一路」倡議中扮演關鍵角色，並提到國家主席習近平早於2013年，便在哈薩克首次提出這一具遠見的倡議。該國坐落於歐亞大陸的交匯處，現已發展成為連接中國與歐洲市場的頂尖商貿及物流樞紐。

Dosmanbetov總領事分享指，特首近期的訪問促成雙方在哈薩克簽署了61項合作備忘錄，相關長期項目預料將帶來龐大收益。他亦特別介紹全國性倡議「數字哈薩克」，該計劃正全面推進人工智能、自動化及公共服務等領域的數碼轉型。總領事強調，兩地在基建發展、企業融資、債券發行及綠色金融等板塊，均蘊藏着深化雙邊合作的巨大潛力。

此外，總領事透露兩地政府正就投資保護協定以及成立聯合投資基金展開磋商。展望未來，總商會計劃繼續促進會員與哈薩克企業之間的交流，以建立長遠的合作關係。



Leading Through Transformation: Mary Huen on Diversity, Tech, and the "Three C's"
領航變革：禤惠儀探討多元化、科技和「3C」特質

Standard Chartered's Mary Huen shares her perspective on leadership, innovation, and the evolving role of Hong Kong as a regional and global financial centre

渣打銀行禤惠儀就領導力和創新科技分享洞見，並剖析香港作為區域與全球金融中心不斷演變的角色

As part of HKGCC's signature "CEO 123 Tell Me More" series and its 165th anniversary celebrations, we were pleased to welcome Mary Huen, Executive Director and CEO, Hong Kong and Greater China & North Asia at Standard Chartered, one of the Chamber's founding members.

Standard Chartered Bank has held membership certificate No.000001 since 1861. This relationship, spanning more than a century and a half, symbolises remarkable loyalty and stands as a powerful testament to the deep-rooted commitment of these two historic institutions to Hong Kong's business community.

Huen, who has been with Standard Chartered since the early 1990s, brings a wealth of experience. During the talk, she shared her inspiring leadership journey, offering insights on the transformation of finance and the forces shaping its future.

She emphasised the need to always keep an eye on the macro trends and look beyond immediate challenges to identify emerging opportunities. Huen highlighted the strategic importance of Hong Kong on the international stage and its unique economic strengths. She explored the vast opportunities arising from China's evolving global role and economic transformation, including Chinese companies "going global", the acceleration of RMB internationalisation and the growing role of digital assets in bridging traditional finance with the emerging digital economy.



On Hong Kong's strengths, Huen reaffirmed that Hong Kong remains a leading fundraising hub due to exclusive capital market channels like Stock and Bond Connect. The market's structural depth, deep liquidity and wide product variety provide wealth managers with a robust ecosystem for scaling financial solutions. Furthermore, the city's high professional standards and concentration of expertise attract not only investors and companies, but also global corporate leaders generating a natural wealth effect. Underpinning this entire ecosystem is international market confidence, driven by Hong Kong's robust, proven and highly respected regulatory track record. She added that as the Greater Bay Area (GBA) becomes increasingly borderless, leveraging Hong Kong's strengths will be key to charting its next chapter.

Drawing on more than three decades of experience at Standard Chartered, Huen recounted the strides made in advancing gender diversity and inclusivity within the industry over the past decade, noting it reflects Hong Kong's DNA.

That transformation is evident across financial institutions in the city. According to KPMG research, 45% of senior leadership roles and 37% of board director positions in the sector are held by women, representing double-digit growth since 2018. The shift has been driven by regulatory reforms, greater societal acceptance, and organisational initiatives aimed at fostering gender diversity and developing female leadership within the finance industry.

Mary also shared her forward-looking insights on core leadership attributes for the next generation of leaders – the "Three C's" – essential for navigating today's rapidly changing financial landscape. First is Conviction, a deep commitment to one's vision that enables leaders to steer through complex market cycles with resilience. Second is Curiosity, the internal drive for continuous learning and adapting amid disruptive technological shifts such as AI and digital assets. Finally, Connectivity mirrors Hong Kong's role as a connector; future leaders must actively engage diverse networks, seek constant feedback, and build meaningful bridges across the global community.

Chamber members participated actively in the Q&A session, engaging in lively discussions with Mary Huen on topics ranging from the convergence of artificial intelligence in banking and Standard Chartered's digital evolution, to the potential use cases of stablecoins, among other thought-provoking themes.

The "CEO 123 Tell Me More" series is a monthly initiative designed to bring forth distinguished speakers from academic, business, and cultural circles in a relaxed, friendly setting. It provides a platform for thought leadership and meaningful dialogue on Hong Kong's ever-evolving business landscape.

在「CEO 123 Tell Me More」系列講座中，適逢總商會迎來創會 165 周年慶典，榮幸邀得創會會員渣打銀行的代表，執行董事及香港兼大中華及北亞區行政總裁惠儀分享其歷程。

渣打銀行於 1861 年成為總商會創會會員之一，並持有編號為「000001」的會員證。兩家機構結緣逾一個半世紀，不僅體現雙方的深厚情誼，亦見證了彼此對香港商界的長期承諾。

禤惠儀於 1990 年代初加入渣打銀行。她結合豐富業界經驗，在講座中分享自身領導歷程，剖析金融業轉型趨勢，並探討塑造市場未來的關鍵力量。

她強調，企業必須時刻洞察宏觀趨勢，切忌只聚焦於眼前挑戰，反要放眼長遠新機遇。禤惠儀指出香港具備獨特經濟優勢，在國際舞台上具重要戰略價值。隨着中國在全球扮演的角色有所轉變加上經濟轉型，種種變化正為香港帶來龐大機遇，包括中國企業「走出去」、人民幣國際化加速，以及數字資產在連繫傳統金融與新興數碼經濟中發揮日益重要的作用。

談及香港的競爭力，禤惠儀認為「股票通」與「債券通」等獨有渠道，鞏固了香港作為領先融資樞紐的地位。本港市場結構厚實，流動性充裕且產品多元，為財富管理經理提供穩健發展環境，有利金融解決方案擴展。此外，香港專業水平卓越，匯聚頂尖專家人才，不僅吸引投資者和企業，國際企業領袖亦對此趨之若鶩，從而產生天然的財富效應。整個商業生態皆因本港監管體系穩健且備受尊崇，有助鞏固國際市場信心。她補充，隨着粵港澳大灣區加速一體化，發揮本港既有優勢將是開啟發展新篇章的關鍵。

禤惠儀亦回顧在銀行業三十多年的歷程，並讚揚過去十年業界積極促進性別多元與包容，體現了香港包容的基因。

如今，全港金融機構在性別多元上的轉變有目共睹。畢馬威研究顯示，本港金融業目前有 45% 的高級管理職位及 37% 的董事會席位由女性擔任，自 2018 年以來錄得雙位數增長。監管機構積極改革、社會接受度提高，加上企業推行內部政策以培養女性領袖，均促成了這次轉變。



Mary Huen shared valuable insights into the new age of finance at our signature CEO123 series.
禤惠儀於旗艦「CEO 123」系列講座分享金融界迎來新時代的灼見。

針對新一代領袖，禤惠儀分享了應對瞬息萬變市況所需的「3C」核心特質。第一是信念（Conviction），領袖必須堅守願景，憑着韌性帶領企業渡過複雜市場周期；第二是好奇心（Curiosity），面對人工智能與數碼資產等科技變革，領袖須不懈學習，隨時靈活應變；最後是連繫（Connectivity），這呼應了香港作為聯繫人的角色。未來領袖必須積極連繫多元網絡，不斷尋求反饋，在國際間建立具意義的橋樑。

在隨後的問答環節，會員踴躍提問，與禤惠儀深入探討銀行業應用人工智能、渣打數碼化轉型及穩定幣的潛在應用場景等議題。

「CEO 123 Tell Me More」系列講座每月舉辦，旨在讓學術界、商界及文化界的傑出講者在輕鬆融洽的氣氛下分享灼見。該活動緊扣香港不斷演變的商業格局，為各界提供了一個啟發思維與深化交流的平台。



Rooted in Hong Kong, With an Eye on the Future
扎根香港　放眼未來

Lincoln Pan discusses how Jardines is evolving its strategy while staying true to its ethos
潘林峯探討怡和集團如何在堅守企業精神的同時，調整發展戰略

The Chamber was delighted to host Lincoln Pan, CEO of Jardine Matheson, one of HKGCC's founding members, for a fireside chat as part of our flagship "CEO 123 Tell Me More" Series on 10 June.

Jardines and the Chamber are both deeply rooted in the history of Hong Kong. It is a shared legacy that dates all the way back to the HKGCC's founding in 1861.

Drawing on Jardines' deep-rooted presence in Hong Kong, Pan discussed how the organisation is finding ways to evolve alongside the city.

As a corporation built on trust, Pan emphasised that while evolution is necessary, it should remain firmly grounded in the company's long-standing values and heritage.

"We want to get into partnerships which last, are committed, and are built on trust and fairness for both parties. This is Jardines' ethos and we want to preserve that. At the same time, we must ensure that our legacy supports our ability to evolve and grow into the future," he said, while discussing the path forward for the nearly 200-year-old corporation.

That evolution is already under way at Jardines. The company's recent investment in I-MED, a radiology network across Australia and New Zealand, has helped the firm diversify its portfolio into new industries and markets in developed Asia Pacific.

He noted that this is just the first step, "this is how we evolve the group. We are trying to become more thoughtful about reallocating capital in ways that support improving our quality of earnings." Pan added that Jardines will need to continue to be proactive in identifying new avenues to deploy







Lincoln Pan's forward-looking perspectives sparked thoughtful discussions among the Chamber audience.
潘林峯的前瞻視野啟發總商會會員深入討論。

capital, generate returns and balance risks.

Chamber members participated enthusiastically in the Q&A session with Lincoln Pan, engaging in discussions on wide ranging topics. Pan offered thorough responses to questions surrounding challenges of managing portfolios in private equity firms versus conglomerates, the listing landscape in the city, and Jardines' long-term regional ambitions.

The "CEO 123 Tell Me More" Series is a monthly initiative designed to bring forth distinguished speakers from academic, business, and cultural circles in a relaxed, friendly setting. It provides a platform for thought leadership and meaningful dialogue on Hong Kong's ever-evolving business landscape.

總商會於 6 月 10 日舉行旗艦系列「CEO 123 Tell Me More」講座，邀得創會會員怡和集團的代表、行政總裁潘林峯展開對談。

怡和集團與總商會均扎根香港多年，雙方深厚的歷史淵源更可追溯至總商會於 1861 年創立之時。

潘林峯結合怡和在香港的深厚根基，深入探討集團如何尋求與香港同步轉型。他強調，作為一家以信任為本的企業，縱使時代變遷使轉型求變勢在必行，但企業仍應堅守長久以來的價值觀與傳統。

怡和集團擁有近兩百年歷史，談及未來發展路向時，他表示：「我們致力建立長遠、堅定的合作關係，雙方互相信任，確保公平。這是怡和的精神，我們希望保留下來。與此同時，我們必須確保這份傳統能成為支持未來與時俱進、持續增長的基石。」

目前，這種變革已在怡和展開。集團近期投資業務覆蓋澳洲與紐西蘭的放射診斷企業 I-MED；此舉讓集團得以進軍全新行業並深耕亞太區成熟市場，從而實現投資組合多元化。

潘林峯表示這只是第一步：「這正是我們推動集團轉型的策略。我們更審慎地調配資本，務求提升集團的盈利質素。」他補充，怡和將繼續積極開拓新路徑，投入資本、創造回報，並有效平衡風險。

隨後，總商會會員踴躍參與問答環節，潘林峯就多項廣泛議題詳細解答。他剖析了管理私募股權公司與綜合企業業務組合的挑戰，並探討本港的上市格局，以及怡和集團的長期區域願景。

「CEO 123 Tell Me More」系列講座每月舉辦，旨在讓學術界、商界及文化界的傑出講者在輕鬆融洽的氣氛下分享灼見。該活動緊扣香港不斷演變的商業格局，為各界提供了一個啟發思維與深化交流的平台。

Chamber Supports Dedicated Legislation for Northern Metropolis Development
總商會支持為北都發展制定專屬法例

On 22 May, the Chamber submitted its response to the Government's Consultation on the Proposed Dedicated Legislation to Accelerate the Development of the Northern Metropolis, as led by the Real Estate and Infrastructure Committee.

The submission was based on members' feedback and followed a closed-door engagement session with Pecvin Yong, Deputy Secretary for Development (Planning & Lands) 1, Development Bureau, held on 7 May, which provided an update on the latest planning and implementation progress of the Northern Metropolis (NM).

The Chamber fully supports the Government's efforts to streamline statutory processes through the introduction of dedicated legislation. As a key pillar of Hong Kong's development, the NM will play a vital role in advancing its long-term, high-quality socio-economic development under the National 15th Five-Year Plan. The flagship initiative is also strategically important in deepening Hong Kong's integration with the Greater Bay Area while reinforcing the city's position as an international financial and innovation hub.

As a major driver of Hong Kong's growth, the NM will inject new economic momentum into the city. Once fully developed, it will accommodate over 2.5 million residents and provide about 650,000 jobs. Home to diverse habitats and natural resources, the plan prioritises seeking a balance between economic progress and conservation, enhancing environmental sustainability while preserving the region's natural assets.



Given the scale and transformational significance of the NM, The Chamber welcomes the Government's proposals, including those aimed at enhancing the efficiency of planning and land administration, accelerating construction timelines and facilitating smoother business operations.

At the same time, the submission highlights several additional priorities for the Government's consideration, including strengthening international promotion and investment attraction, expediting project delivery and enhancing governance, advancing innovation-ready infrastructure, leveraging AI to develop a smart metropolis, incorporating sustainability benchmarks, and cultivating and empowering the next generation of talent and stakeholders. It also underscores the importance of a comprehensive framework that ensures long-term commercial sustainability while balancing the interests of investors, operators and end-users of this transformative mega-project.

於 5 月 22 日，總商會向政府提呈由地產及基建委員會主導的《為加快北部都會區發展訂立專屬法例》建議意見書。

為充分匯集業界共識，委員會早於 5 月 7 日與發展局副秘書長（規劃及地政）1 翁佩雲舉行閉門交流會，深入了解北部都會區的最新規劃與落實進度。

總商會全力支持政府透過訂立專屬法例以精簡法定程序。作為香港發展的核心支柱，北都在國家「十五五」規劃下，對推動本港長遠及高質量社經發展發揮關鍵作用。這項旗艦計劃具備重大戰略意義，不僅有助深化香港與大灣區融合，更能鞏固本港作為國際金融與創新樞紐的地位。

作為推動香港增長的主要引擎，北都將為本港注入全新經濟動能。該區全面發展後可容納逾 250 萬名居民，並提供約 65 萬個職位。由於該區擁有豐富多元的生態棲息地與自然資源，其規劃方針着重在經濟發展與自然保育之間取得平衡，確保環境可持續發展的同時，妥善保護區內的自然資源。

鑑於北都規模龐大，深具蛻變意義，總商會歡迎政府提出的各項建議，包括提升規劃與地政效率、加快工程進度，以及為企業營運提供更大便利等。同時，意見書向政府提出了六大優先重點，包括：加強國際宣傳與招商引資、加快項目交付並完善管治、推進有利創新的基建、善用人工智能發展智慧都會、納入可持續發展基準，以及培育並裝備新一代人才和持份者。意見書亦強調，當局必須建立周全的框架，以確保這項劃時代的大型項目在商業上可持續長遠發展，從而在投資者、營運商與最終用戶之間取得多方共贏。

ARUP

Congratulations

to the Chairman and Members of the 2026/2027 HKGCC General Committee

As we celebrate 50 years in Hong Kong, Arup remains inspired by the possibilities ahead, where innovative ideas, trusted partnerships and collective action shape a better world.

Image
Central Kowloon Bypass (Yau Ma Tei Section)



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Pitch Perfect Programme 完美求職計劃



HKGCC Crowns Champion in Pitch Perfect Programme 2026 Finals

香港總商會2026「完美求職計劃」決賽為冠軍加冕

Six exceptional finalists showcase elite analytical and communication skills in simulated Business Policy Trainee showdownt

六名決賽精英角逐虛擬商業政策見習生職位，充分展現非凡分析與溝通能力

The Chamber successfully concluded the 2026 edition of its Pitch Perfect Programme, with six university students advancing to the final round held on 22 May. The finalists demonstrated strong analytical and communication skills, earning recognition as well as one-year HKGCC Student Membership and cash awards.

During the semi-final and final stages, students participated in simulated job interviews for a hypothetical Business Policy Trainee role. These sessions assessed their ability to analyse issues, articulate ideas clearly, and demonstrate an awareness of current social and economic developments.

Judging panel members praised the participants for their maturity, intellectual curiosity, and ability to engage thoughtfully with real-world issues. They also noted that the programme provided valuable exposure to workplace expectations, particularly in areas related to business and public affairs.

Each finalist was awarded a cash prize of HK$8,000 in recognition of their performance. The overall champion was named Chamber Student Ambassador, receiving an additional HK$10,000 and the opportunity to connect with a leading figure from the business sector.

Launched in March 2026 by HKGCC's Young Executives Club, the three-month programme progressed through multiple stages and attracted over 160 students from local universities and tertiary institutions. Throughout the programme, participants engaged in workshops, mentorship sessions and company interactions designed to strengthen core competencies such as critical thinking, communication and collaboration.

The programme was made possible through the generous support of sponsoring companies, including Bank of China (Hong Kong), CLP Power Hong Kong Limited, DFI Retail Group, Ernst & Young, MTR Corporation and New World Development Company Limited. It also received support from the Home and Youth Affairs Bureau, as well as from HKGCC members who served as dedicated mentors throughout the journey.





總商會2026年度「完美求職計劃」圓滿結束，六名大學生晉身5月22日的決賽。優勝學生展現卓越分析思維和溝通技巧，備受肯定，並贏得一年總商會學生會籍及現金獎。

在準決賽及決賽期間，學生就虛擬職位「商業政策見習生」進行模擬面試，考核其分析議題、清晰表達理念，以及掌握當前社會與經濟發展脈絡等各項能力。

評審團讚揚參賽學生表現成熟、具備強烈的求知慾，並能深入探討現實社會議題。評審又表示計劃讓學生及早了解職場要求，尤其在商業及公共事務範疇獲得寶貴經驗。

六名優勝者各獲頒港幣8,000元獎金。總冠軍除獲委任為總商會學生大使，並額外獲贈港幣10,000元獎金，更有機會與傑出商界領袖會面交流。

「完美求職計劃」由總商會卓青社主辦，於2026年3月正式啟動。在過去三個月內分多個階段進行，逾160名本地大專院校學生參與計劃。期間，參賽者參與多場工作坊、師友交流及企業互動環節，從中強化批判思考、溝通及協作等核心技能。

計劃承蒙多家企業慷慨贊助，包括中國銀行（香港）、中華電力有限公司、DFI零售集團、安永、港鐵公司及新世界發展有限公司。活動亦獲民政及青年事務局鼎力支持，並由多位總商會會員擔任專責導師，全程為學生提供指導。



Champion of the Pitch Perfect Programme 2026

Pang Yuen Lam, The Hong Kong Polytechnic University

Pitch Perfect Programme 2026 Finalists

Kwok Yui Heng, The Chinese University of Hong Kong

Law Ho Yeung, The Hang Seng University of Hong Kong

Pang Yuen Lam, The Hong Kong Polytechnic University

Tam Yi Xiang Forest, City University of Hong Kong

Tran Minh Thanh, The University of Hong Kong

Yip Ying Yin, The Chinese University of Hong Kong

2026度「完美求職計劃」總冠軍：

彭琬琳（香港理工大學）

2026度「完美求職計劃」優勝者：

郭睿恆（香港中文大學）

羅皓陽（香港恒生大學）

彭琬琳（香港理工大學）

譚亦翔（香港城市大學）

Tran Minh Thanh（香港大學）

葉映言（香港中文大學）



Hong Kong's Inaugural Five-Year Plan and Policy Address: Chamber Focus Group Discussion
香港首份五年規劃及施政報告: 總商會焦點小組討論

As the Chamber prepares its submission on Hong Kong's inaugural Five-Year Plan – intended to dovetail with the National 15th Five-Year Plan – and its annual Policy Address submission, the Policy & Research Division convened three focus group sessions on 12, 16 and 18 June. Moderated by **Economic Policy Committee** Chairman Ivan Chan, the sessions brought together business leaders from across Hong Kong's professional sectors to exchange views on issues of strategic importance to the city's future.

The two submissions constitute key pillars of the Chamber's advocacy work. Insights gathered from the discussions will help shape recommendations aimed at strengthening Hong Kong's competitiveness, deepening its international connectivity and advancing sustainable development by leveraging the city's unique strengths.

As part of this consultation process, the Chamber sought members' perspectives on priority areas where Government action is most needed, as well as on the broader challenges and opportunities shaping Hong Kong's long-term development.

Members' input is invaluable in guiding the Chamber's advocacy efforts and supporting both Hong Kong's longer-term strategic direction and its near-term policy priorities, ultimately contributing to the shared goal of reinforcing Hong Kong's position as a premier place to live and do business.



總商會正就香港首個對接國家「十五五」規劃的五年規劃，及年度《施政報告》積極擬備意見書。為此，政策及研究部於6月12日、16日及18日先後舉行了三場焦點小組討論。該系列會議由**經濟政策委員會**主席陳智健主持，匯聚本港各專業領域的商界領袖，就關乎香港未來發展及具戰略重要性的關鍵議題深入交流。

該兩份意見書是總商會政策倡議工作的核心支柱。會上收集的真知灼見將成為制定政策建議的重要基石，冀能善用香港的獨特優勢，全面提升整體競爭力、深化國際聯繫並推動可持續發展。

在諮詢過程中，總商會廣納會員意見，以掌握哪些領域亟需政府優先採取行動，並全面探討影響香港長遠發展的宏觀挑戰與機遇。

會員的寶貴意見對總商會確立倡議方向至關重要；這不僅為香港長遠戰略發展提供支持，亦與當前的政策焦點緊密契合，共同致力將香港打造成宜居宜商的首選都會。

Building Sustainable Elderly Care Ecosystems Across the Greater Bay Area
建設跨境安老服務生態圈：整合大灣區金融及護理服務

The Health and Wellness Working Group hosted a sharing session on 15 June examining how Hong Kong can finance and deliver care for 25-30 years of later life, and the role the Greater Bay Area (GBA) can play in easing the associated challenges. Jacky Man, Assistant Vice President, Product Proposition, Life & Health, Sun Life Hong Kong; Simon Pang, General Manager, General Reinsurance AG, Hong Kong Branch; and Leo Chan, CEO of Hygge Living, explored the concept of the "longevity dollar" from the family balance sheet, through risk management and public finances, to the real-world capacity of care operators in Hong Kong and the GBA, addressing constraints related to land supply and public funding.

Five CityU HK Tech 300 start-ups also shared how their innovations could support healthier ageing and foster new models of elderly care and silver finance.



醫療與健康工作小組於6月15日舉辦分享會，探討香港應如何為長達25至30年的晚年生活提供金融及護理服務，並探究大灣區可提供的切實支援。香港永明金融有限公司產品研發部助理副總裁文德名先生、通用再保險公司香港分公司總經理彭向樂，以及優進生活行政總裁陳碩暉共同擔任主講嘉賓。

他們梳理了「長壽資金」的部署，涵蓋家庭資產負債表、風險管理及公共財政等層面，分析香港及大灣區護理營運商的實際承載力，並探討如何突破土地與公共資金的限制。

隨後，五家來自「CityU HK Tech 300」的初創企業展示了其創新方案，分享如何支援樂齡健康生活，並推動安老護理與銀髮金融的新模式。

Hong Kong Awards for Industries: Innovation and Creativity
Transforming Innovation and Creativity into Award-Winning Success

As the lead organiser of the "Innovation and Creativity" category in the 2025-26 Hong Kong Awards for Industries (HKAI), the Chamber held a briefing seminar on 20 May to raise awareness of the awards scheme. We were delighted to host two visionary industry experts who shared insights on transforming bold ideas into thriving commercial opportunities.

Danny Cheung, Founder and Chief Engineer of Logital Co. Limited, and winner of the Innovation & Creativity Grand Award for 2023-24, shared the inspiring story behind his award-winning product – a tiny in-the-canal hearing aid designed for people with profound and total hearing loss. Dr John Chan, Founder and CEO of Maphive Technology Group (Mapxus), then took the audience on a deep dive into cutting-edge indoor mapping solutions.

The seminar also featured an overview of the HKAI by Dr Wendy Lam, Director of Policy and Research at the Chamber, who outlined the Awards' background, eligibility requirements and selection criteria.

The event was moderated by Robert Ip and Stephen Ng, then Chairman and then Vice Chairman, respectively, of the **Industrial & Technology Development Committee**.

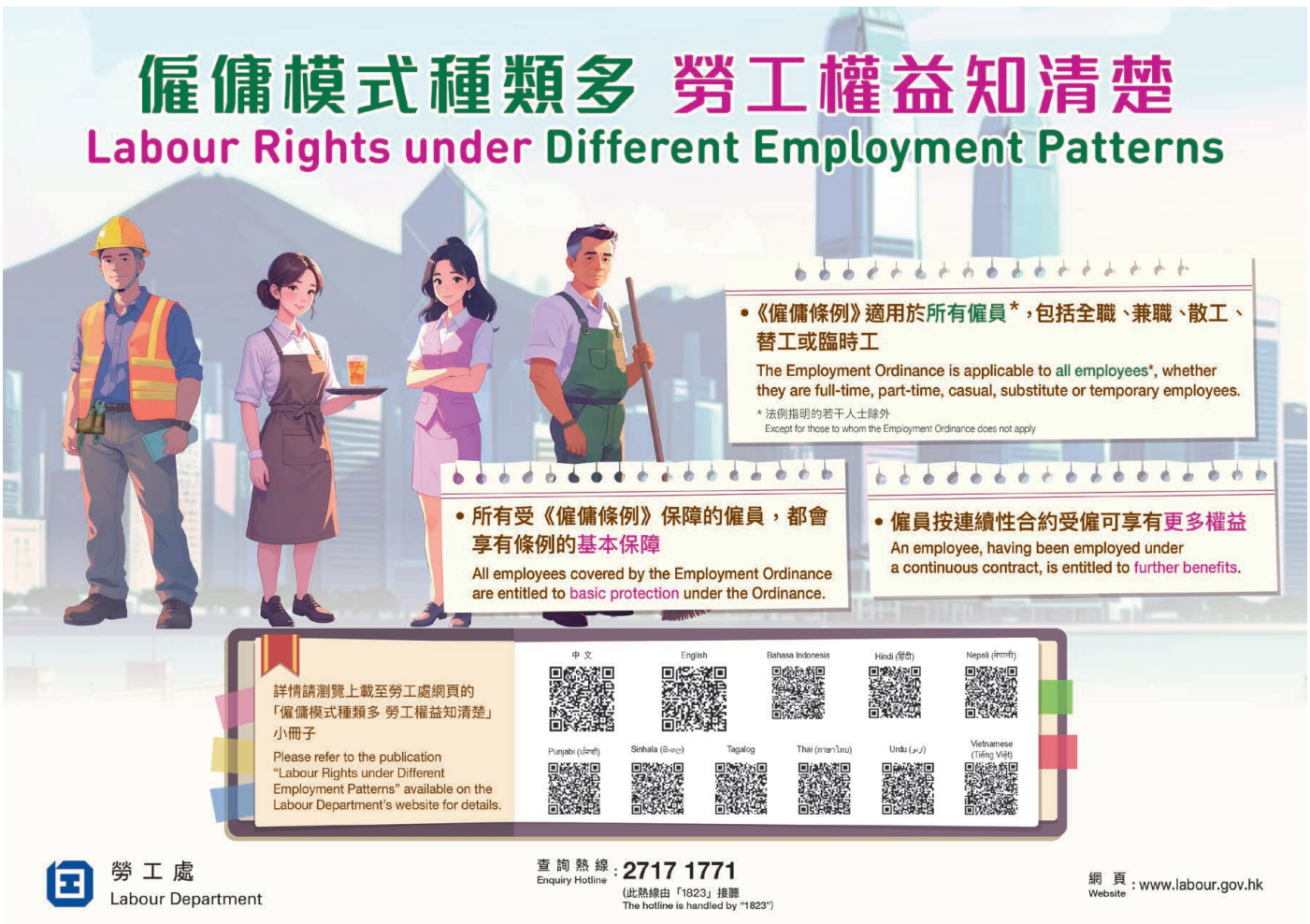


香港工商業獎：創意——傑出創意　成就卓越

作為2025-26年度香港工商業獎「創意」組別的主辦機構，總商會於5月20日舉辦簡介會，加深各界對獎項的認識，並榮幸邀得兩位高瞻遠矚的業界專家，分享如何將大膽構想轉化為蓬勃商機。

2023-24年度大獎得主、力滔有限公司創辦人兼總工程師張日耀，分享了其得獎產品——專為深度及完全失聰人士設計的微型耳道式助聽器——背後啟發人心的研發歷程。蜂圖科技創辦人兼行政總裁陳尊裕博士隨後向與會者詳細剖析了其頂尖的室內地圖解決方案。

其後，總商會政策及研究總監林婉梅博士概述獎項背景、參賽資格及評審準則。是次簡介會由**工業及技術發展委員會**時任主席葉卓雄與時任副主席吳惠群共同主持。



Chamber Advocates a More Proportionate Approach to MPF Contribution Recovery
增設第二級拖欠強制性公積金供款附加費建議書

Mandatory Provident Fund (MPF) scheme is one of the ongoing issues of concern for the **Manpower Committee.** On 19 May, the Chamber submitted its response to the proposals to enhance the recovery process of default MPF Contributions.

The Mandatory Provident Fund Schemes Authority (MPFA) has proposed the introduction of a two-tier surcharge mechanism to encourage non-compliant employers to settle outstanding contributions and surcharges promptly, thereby strengthening the protection of employees' MPF rights. While the Chamber fully supports the MPFA's commitment to promoting timely MPF contributions, we have great reservations about the proposed two-tier surcharge system. In lieu of a rigid two-tier fixed-penalty structure, we recommend introducing an interest-based surcharge mechanism, which would provide a more proportionate and equitable approach.

強制性公積金計劃是**人力委員會**關注的重點議題之一，總商會於5月19日就增設第二級拖欠強積金供款附加費的建議提交了意見書。

積金局建議引入第二級附加費機制，以促使違規僱主盡快結清拖欠的供款及附加費，從而加強保障僱員的權益。總商會全力支持當局推動準時供款的目標，惟對擬議的兩級附加費機制極有保留。我們建議採用以利息為基礎的附加費機制，取代僵化的兩級定額罰款架構，此舉將更符合比例原則，亦更顯公平。

How Effective Digital Marketing Turns Interest into Impact
高效數碼營銷：將興趣轉化為實際影響力



At the 10 June meeting of the **Retail, Culture, Sports & Tourism Committee**, Douglas Lau, Industry Lead, Governments and Institutions, Hong Kong, Macau and Taiwan Region, Global Business Solutions of Xiaohongshu, shared insights into how the platform's lifestyle-driven community and rich data capabilities help brands convert user interest into tangible business results.

He highlighted how search behaviour, user-generated content and nuanced emotional insights can be harnessed to sharpen audience targeting, strengthen seeding strategies and improve conversion rates, offering practical recommendations for Hong Kong marketers looking to increase engagement with younger, experience-driven consumers.

The Committee also conducted its elections during the same meeting. Bella Chhoa was elected Chairman, while Alan Lo and Hoi See Song were re-elected as Vice Chairmen, and Freda Ng was also elected as Vice Chairman.

零售、文化、運動及旅遊委員會於6月10日舉行會議，邀得小紅書商業化跨境業務部港澳台區政府機構事業群負責人劉明德進行分享。他闡述該平台如何運用以生活形態為主導的社群與豐富的數據洞察，協助品牌將用戶興趣轉化為實質業務成果。

他亦分享如何透過搜尋行為、用戶生成內容及細微的情感洞察，精準鎖定目標受眾以強化「播種」策略並提升轉化率，為本港營銷人員在吸引追求體驗的年輕消費者方面，提供了切實可行的建議。

會上，委員會進行選舉，蔡碧林當選主席，羅揚傑及宋海西獲選連任副主席，吳逸群則當選副主席。



Driving Logistics Transformation with Data, AI and SaaS

At the **Transport & Logistics Committe**e meeting on 9 June, KLN Logistics (Hong Kong) Limited executives Cruz Zhu, General Manager of Electronics Technology & Industrial, and Patrick Liu, Lead Product Manager of Global IT, shared insights into how Hong Kong logistics companies can leverage data, AI and SaaS to move beyond manual, paper-based operations and seize opportunities arising from Greater Bay Area development.

They described AI as the destination, data as the fuel and SaaS as the vehicle, showing how clean, connected data unlocks greater visibility and enables smarter decision-making, rather than serving as a tool for cost-cutting.

The session concluded with a lively Q&A, during which speakers addressed common concerns among SMEs, including the practical setup and onboarding costs for smaller operators, as well as how data security is managed within modern cloud and integration architectures.

Elections were also held, with Wilson Kwong re-elected as Chairman and Samuel Lau and Horace Lo re-elected as Vice Chairmen.

香港物流業的數據、人工智能及SaaS應用

6月9日，**運輸及物流委員會**舉行會議，KLN Logistics (Hong Kong) Limited 電子科技及工業總經理朱蓋祥與全球資訊科技首席產品經理廖柏基分享洞見，探討本港物流公司應如何運用數據、人工智能（AI）及軟體即服務（SaaS），擺脫依賴人手與紙本的傳統營運模式，精準把握大灣區機遇。

兩人比喻AI為目的地、數據為燃料，而SaaS則作為交通工具，闡明潔淨且互聯的數據如何有效提升透明度並促成明智決策，其價值遠超單純削減成本。

在其後的問答環節，會員踴躍發問，講者回應各中小企的常見疑慮，包括小型營運商的實際設置與應用成本，以及現代雲端與整合架構如何確保數據安全。

會上，鄺永銓獲選連任主席，劉健培及盧偉民獲選連任副主席。

YEC x Student Associate Club Golf Simulation Night

卓青社 x 卓學社室內高爾夫球體驗之夜

The **Young Executives Club**, in partnership with the **Student Associate Club**, hosted a Golf Simulation Night on 5 June. Led by YEC Vice Chairman Christina Chong, attendees had the opportunity to experience innovative golf simulation technology, enabling both beginners and seasoned players to refine their skills in an engaging and interactive setting.

The event offered a valuable platform for members and students to connect, strengthen their ideas and build meaningful networks in a relaxed setting.



卓青社與**卓學社**於6月5日合辦高爾夫球模擬體驗之夜。在卓青社副主席莊冬瑩率領下，參加者得以親身體驗創新的高爾夫球模擬技術；不論是初學者還是箇中高手，都能在輕鬆有趣的互動氛圍下切磋球技。

是次活動為會員與學生提供了寶貴的交流平台，眾人在輕鬆融洽的氣氛下交流、啟迪思維，並建立情誼與人際網絡。

Talent Development
人才發展

Power Lunch Seminar: How Family Office Invest under Today's Market
家族辦公室如何在當前市場環境下部署投資



The HKGCC x NF Trinity Family Office Capacity Building Programme was launched on 4 June with a Power Lunch seminar attended by more than 50 participants. Supported by NF Trinity, the session explored global investment perspectives, emerging asset allocation trends, and Hong Kong's role as a base for multi-generational wealth management amid intensifying regional competition.

Moderated by Chamber CEO Patrick Yeung, the seminar brought together entrepreneurs, family principals, next-generation leaders, and wealth management professionals. Charles Fang, Director of Public Investments at NF Trinity, shared a global market outlook from a family office perspective, highlighting key asset allocation trends, including the impact of geopolitical developments on wealth preservation and the growing influence of artificial intelligence on investment decision-making.

Drawing on his experience in global multi-asset allocation, Fang provided insights into managing public market portfolios across equities, bonds and foreign exchange in a volatile macroeconomic environment. The seminar then continued with a fireside chat examining Hong Kong's competitive strengths as an international wealth management hub.

Panelists Janet Hung, Chief Operating Officer of NF Trinity; Alison Chan, Chief Operating Officer of Chow Tai Fook Enterprises; and Jolly Yip, Deputy Global Head of FamilyOfficeHK at Invest Hong Kong, discussed practical considerations in establishing and operating family offices. The discussion underscored Hong Kong's advantages, including its regulatory framework, tax incentives, deep talent pool, and connectivity with Mainland China and global markets.

The programme will continue on 18 August with "Deep Dive Session: Inside Family Offices: Strategy, Structure & Investment Insights", which will examine governance, structural design and investment approaches in greater detail.

「香港總商會 x NF Trinity家族辦公室能力建構計劃」於6月4日正式啟動，首場午餐會吸引逾50人參與。是次活動旨在探討全球投資前景與新興資產配置趨勢，並在區域競爭日趨激烈的背景下，剖析香港作為跨代財富管理樞紐的獨特角色。

演講會由總商會總裁楊偉添主持，匯聚眾多企業家、家族企業掌舵人、新一代領袖及財富管理專才。會上，NF Trinity公開市場投資部總監方超從家族辦公室的角度，分享對全球市場的展望。他從宏觀角度剖析資產配置的關鍵趨勢，包括地緣政治對財富保值的影響，以及AI在投資決策中日益吃重的角色。

憑藉在環球多元資產配置方面的豐富經驗，方超詳細闡釋了如何在波譎雲詭的宏觀經濟環境下，有效管理涵蓋股票、債券及外匯的公開市場投資組合。在其後的爐邊對談環節，講者進一步探討香港作為國際財富管理樞紐的競爭優勢。

參與對談的嘉賓包括NF Trinity首席營運官洪詠蘭、周大福企業有限公司首席營運總監陳韻湘，以及投資推廣署家族辦公室環球副總裁葉祉豐。他們深入交流設立及營運家族辦公室的實際考量；席間的討論亦再次彰顯了香港的多項核心優勢，包括完善的監管框架、極具吸引力的稅務優惠、頂尖人才庫，以及與內地和全球市場的緊密聯繫。

該計劃的下一場活動「家族辦公室全攻略：策略、架構與投資洞見」將於8月18日舉行，屆時將更深入探討家族辦公室的管治、架構設計及投資策略。

From Anxious to Productive: Performance Review Mastery
從焦慮到高效：績效評估精修班



Tonia Tsui, a seasoned training consultant specialising in behavioural and motivation analysis and leadership development expert, led an insightful workshop on 3 June. The session equipped participants with actionable strategies to transform performance reviews from stressful administrative exercises into constructive, growth-oriented conversations. It addressed common workplace friction points, including managerial hesitation and employee defensiveness.

Rather than looking at reviews as one-time administrative hurdles, the workshop introduced a continuous three-stage process: establishing clear alignment from the start, providing balanced feedback, and sustaining long-term improvement. Attendees learned how to set goals that employees genuinely commit to, and how to apply a practical conversational framework to seamlessly shift between supportive coaching and direct feedback. This balanced approach enables managers to address performance gaps candidly while preserving professional trust or triggering defensiveness.

The workshop concluded with a focus on post-review execution, offering strategies to cultivate a growth mindset and maintain positive behavioural changes across teams. Ultimately, the session provided local business leaders with the confidence and communication tools to turn standard performance evaluations into effective management tools that strengthen workplace relationships and drive sustained organisational success.

專長於行為與動機分析的資深培訓顧問兼領袖發展專家Tonia Tsui於6月3日主持了具啟發性的工作坊。是次活動為參加者提供實用策略，將原本令人倍感壓力的行政例行公事，轉化為具建設性且以成長為本的績效評估對話。工作坊亦探討了職場上常見的摩擦，例如主管的顧慮及員工的防禦心理。

講者打破了將績效評估視為「一次性行政手續」的固有框架，引入了連貫的三階段流程：從初期建立清晰共識、中期提供客觀回饋，到後期推動長遠改進。參加者在會上了解如何制定讓員工由衷認同的目標，並運用實用的對話框架，在支援式輔導與直接回饋之間靈活切換。這種剛柔並濟的方法讓管理層能坦誠處理績效差距，同時維繫雙方的專業信任，化解員工的抗拒情緒。

工作坊最後聚焦於評估後的跟進與落實，提供多項策略協助團隊培養成長思維，並鞏固正面的行為轉變。總括而言，是次活動有效提升了本地商界領袖的溝通技巧與信心，助他們將制式化的績效評估轉化為高效管理工具，從而深化職場互信，推動機構持續邁向成功。



COMMITTEE MEETINGS
Check with secretariat for details

CHINA
China: Exploring GBA Standards
Jul 8 4:30 pm

FINANCIAL & TREASURY SERVICES
Uncertificated Securities Market (USM) Regime
Jul 10 10:00 am

ENVIRONMENT & SUSTAINABILITY
Best Practices for Effectively Integrating Circular Economy Principles into Supply Chain Management
Jul 14 10:00 am

TAXATION
Strategies for Tax under Hong Kong's inaugural Five-Year Plan
Jul 14 3:00 pm

REAL ESTATE & INFRASTRUCTURE
Central Yards vision to build an urban biodiversity bridge
Jul 15 10:30 am

ASIA, AFRICA & MIDDLE EAST
Knowledge sharing: Latest Philippines Economic Outlook and ASEAN Chair's Development Plan
Jul 16 4:00 pm

MARK YOUR DIARY

TOWN HALL FORUM SERIES:

Dr the Hon Choi Yuk-lin, JP
Secretary for Education
Jul 17 4:30 - 6:00 pm







TRAINING
Visit the Chamber's website for full details and to register



Governing Law and Dispute Resolution in Chinese Mainland – Hong Kong Contracts
Jul 16 2:30 - 5:30 pm

China's New Export Regulations: Cross-border Trade Compliance and "Trading-as-Agent" Risk Strategies
Jul 21 2:30 - 5:30 pm



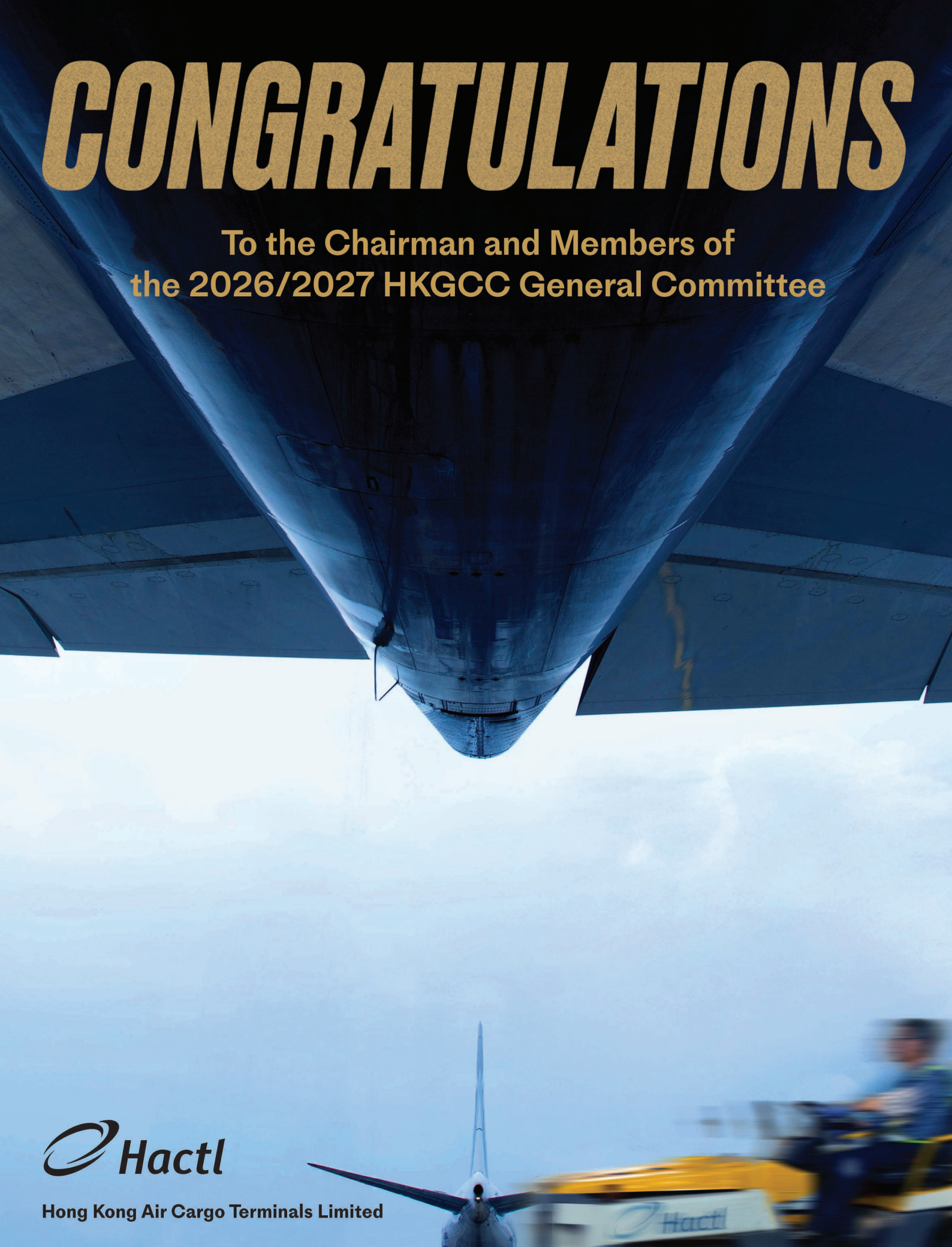
Employment Law Masterclass: Landmark Hong Kong Cases (2023-2026) Every HR Leader Must Know
Jul 17 9:30 am - 5:30 pm

Team Building: From Forming to Adjourning
Jul 23 2:30 - 5:30 pm



The Art of Storytelling in Business Presentations
Jul 24 2:30 - 5:30 pm

Youth Summer Career Programme 2026
Jul 27-30 9:00 am - 5:00 pm

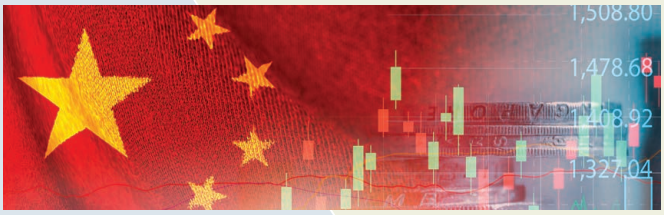

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China's New Export Regulations: Cross-border Trade Compliance and "Trading-as-Agent" Risk Strategies
中國出口監管新規下的跨境貿易合規：應對「買單出口」風險與轉型策略



Is your Hong Kong business still relying on "trading-as-agent" export models? As the Chinese Mainland aggressively tightens cross-border trade oversight, practises that worked in the past may now expose companies to severe customs, tax, and foreign exchange risks. Many Hong Kong firms are already facing frozen tax refunds, heightened regulatory scrutiny, and an increasing pressure to meet new compliance standards without compromising profitability.

Don't wait for an audit to take action. This high-impact workshop delivers a clear roadmap for your business needs, unpacking the urgent implications of the 2025 Joint Announcement No. 8. Through real-world case studies and expert policy insights, you will discover exactly how to strengthen your supply chain and safely restructure your trade models for long-term sustainability.

Outline:
1 Policy Background and Risk Assessment in Mainland China+
2 Export Models – Comparison and Selection
3 Compliance Risks and Case Analysis
4 Practical Compliance Transformation
5 Action Planning and Self-Assessment Framework

您的香港企業是否仍依賴「買單出口」模式？隨著中國內地持續加強對跨境貿易的監管力度，過去常見的操作方式，在現行法規下恐將面臨海關、稅務及外匯管理等多方面的嚴厲處罰。許多香港企業目前已遭遇出口退稅受阻、官方審查趨嚴等困境，正面臨同時維持營運利潤及配合全新合規標準的嚴峻挑戰。

切勿錯失預防風險的關鍵契機。本工作坊旨在為企業提供關鍵的應對藍圖，深入解析2025年第8號公告的核心影響。透過內地真實執法案例與專業政策剖析，協助您精準掌握重組貿易模式的策略，有效鞏固供應鏈，確保業務的長遠穩定與發展。

大綱：
1 中國內地政策背景與風險評估
2 出口模式比較與選擇
3 不合規風險與案例分析
4 合規轉型實務
5 行動方案與自查框架

21/7/2026 (2:30 – 5:30 p.m.)

Cantonese 廣東話

Member 會員 $900
Non-member 非會員 $1,100

Trainer 導師：



Mary Ma 馬培順
CMA, CTA
管理會計師及税務師

The Art of Storytelling in Business Presentations
提升商務簡報效率：「說故事的藝術」



Are your business presentations met with blank stares and polite nods? In today's fast-paced corporate world, simply presenting data is no longer enough, you need to shape how people think and act. This interactive session reveals how to harness the power of narrative, transforming dry metrics into compelling business stories that resonate with stakeholders, sharpen your written communication, and elevate your day-to-day interactions.
Stop presenting and start persuading. Whether you are pitching a new strategy, rallying your team, or engaging with demanding decision-makers, you will gain a proven storytelling framework to structure your ideas, analyse your audience, and command the room with clarity and confidence.

Outline:
1 Transforming Presentations into Engaging Stories
2 Strategic Audience Analysis for Customized Messaging
3 Building Impactful Context
4 A Proven Framework for Convincing Pitches

您的商務簡報是否常換來聽眾的默然無應或禮貌點頭？在快節奏的商業世界中，單純在投影片上堆砌數據已遠遠不夠 — 您需要改變他人的思維與行動。本工作坊將揭示如何掌握敘事藝術，將枯燥的指標轉化為引人入勝的商務故事，從而贏得利益相關者的支持、提升電郵寫作的精準度，並全面升級日常溝通。

告別單向匯報，開啟高效説服。無論您是要推介新策略、凝聚團隊，還是需要説服決策層，本工作坊將賦予您一套行之有效的故事框架，協助您重組思維、精準分析聽眾，並以絕佳的清晰度掌控全場。 。

大綱：
1 將一般簡報轉化為故事式簡報
2 針對目標聽眾擬定客製化訊息
3 建立語境以強化訊息影響力
4 運用高效故事框架建立説服力

24/7/2026 (2:30 – 5:30 p.m.)

Cantonese 廣東話

Member 會員 $900
Non-member 非會員 $1,100

Trainer 導師：



Gary Lo 盧家煒
Managing Director and Principal Instructor
董事總經理兼首席導師

HKGCC Theatre, 22/F United Centre 金鐘統一中心22樓香港總商會演講廳

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Situated directly above Admiralty MTR Station, the **newly renovated Hong Kong General Chamber of Commerce** offers a premium selection of multi-purpose venues tailored for meetings, conferences, and shareholder gatherings. Designed with integrated technology and contemporary finishes, our venues deliver a professional, efficient, and impressive event experience.

Guests are welcomed by a spacious registration area with built-in hygiene measures, while our flexible venue options cater to events of varying sizes. Enhance your event with our **Refreshment Corner**, relax or network in the exclusive **Member's Lounge**, or host executive discussions in our elegant **Boardroom**.

With an unbeatable central location and thoughtfully designed amenities, we provide the ideal setting to elevate your meetings and events with confidence and style.

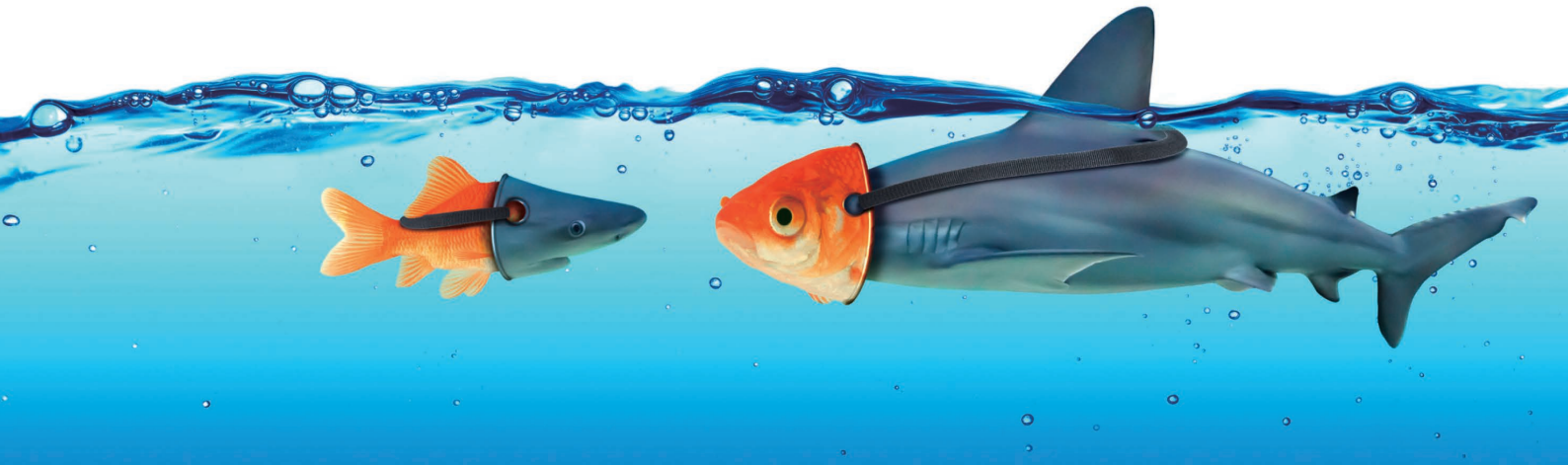




Booking Enquiry:
Ms Nikki Leung
T: 2823 1256 E: venuerental@chamber.org.hk
The Hong Kong General Chamber of Commerce
22/F United Centre, 95 Queensway, Hong Kong
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CERTIFICATE OF BUSINESS IDENTITY

Allows third parties to quickly and easily verify if they are dealing with a company legitimately registered to operate a genuine business in Hong Kong.

WE CERTIFY

- Business Registration Certificate
- Key Directors
- Business Address
- Business Nature
- Annual Turnover
- Employment Size
- Corporate Bank Account
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- Trademark
- License
- Qualification
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