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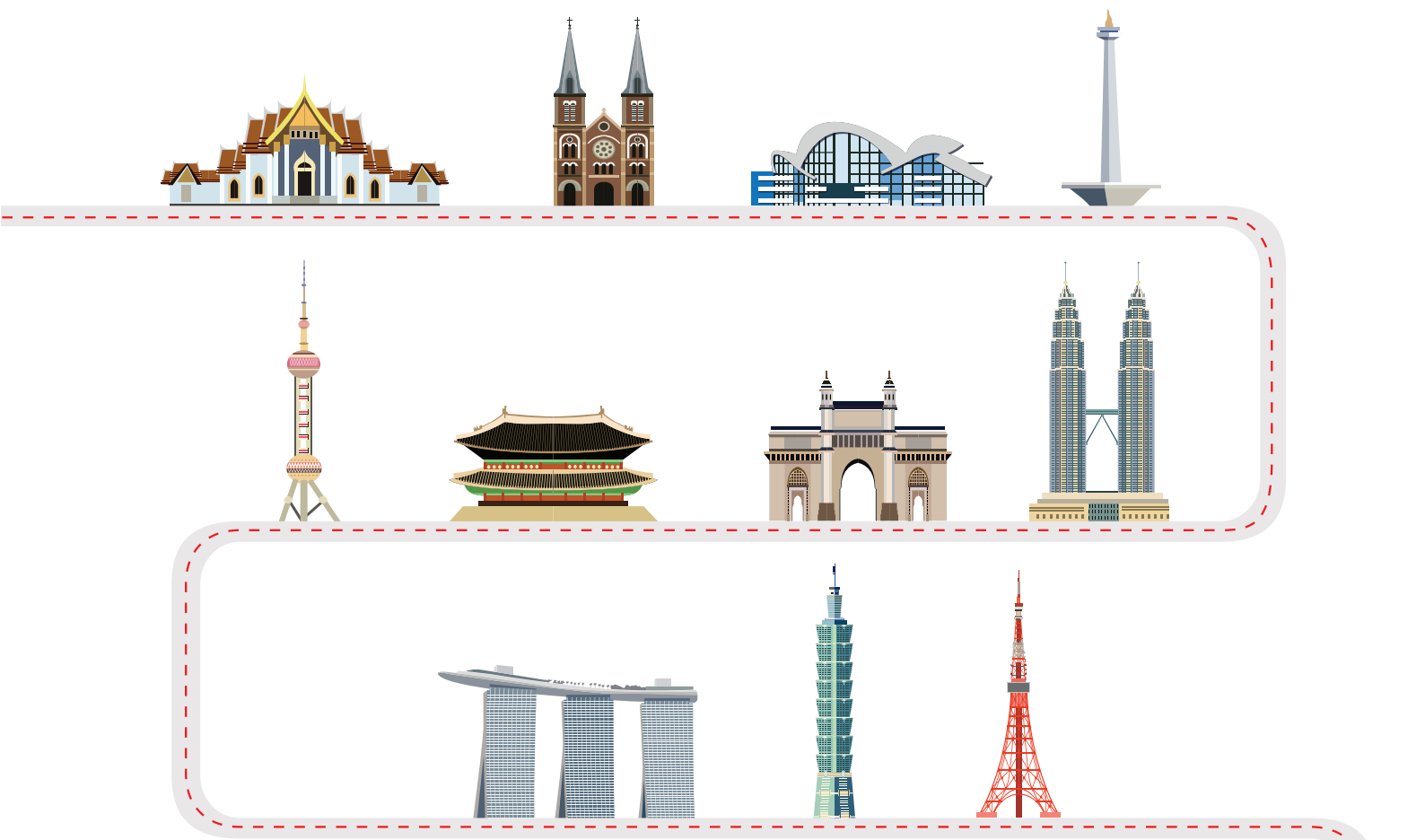
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September 2026

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THE ASIAN CITIES INTERNATIONALITY INDEX 2026
亞洲城市國際化指數2026

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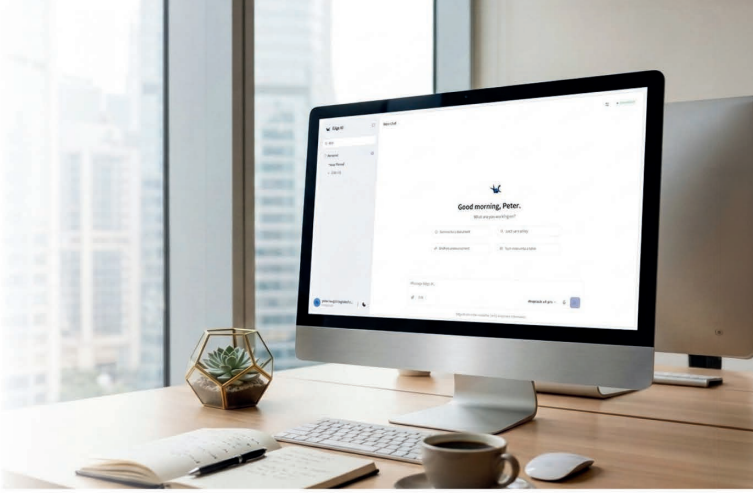
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CHAIRMAN'S NOTE 主席之言

Building a Formidable Economic Cluster: The ACII Roadmap for Asian Cities





打造強大經濟集群：《亞洲城市國際化指數》 構建亞洲城市戰略藍圖

總商會最近正式發布了第二版《亞洲城市國際化指數》。該指數由市場研究機構益普索（Ipsos）編製，並由一個獨立指導委員會監督完成，旨在為亞洲主要城市的國際化程度提供全面的基準參考。指數涵蓋七個核心範疇，包括商業與經濟、生活質素、基建與聯通、創新與創意、人力資本多樣性、文化互動及政府與商業法律制度。指數不僅評估各個城市的優勢與挑戰，為政策制定及商業決策提供重要依據，更期望透過推動區內政府、企業及社會各界的深入交流，促進城市間的互相借鑒與學習。

令人鼓舞的是，在 100 分為滿分的評核中，香港以 74.6 分再次榮膺榜首，得分更較 2025 年的 73.7 分顯著上升。香港在全部七個關鍵指標中的表現均見提升，其中在至關重要的「創新與創意」範疇，排名更由第四位躍升至第三位。除客觀數據外，受訪者亦公認香港為亞洲最具國際化的城市。

這些佳績無疑是香港經濟根基韌性十足的最佳明證。榮踞榜首，彰顯了我們在世界級基建、開放營商環境及全球連繫等方面的實力。更重要的是，這突顯了「一國兩制」賦予香港獨一無二且無可取代的優勢，進一步鞏固我們聯繫內地與世界的領先地位。

《亞洲城市國際化指數》的發表正合其時。本會與工商界已就《五年規劃》提交策略建議，而這份指數正好為我們提供了一個極具價值的數據工具，助我們準確掌握不斷變化的競爭格局。它為我們帶來了關鍵的洞察分析，有助我們制定切實可行的政策，並引領香港在這個經濟轉型的關鍵時期穩步向前。

據預測，亞洲經濟體將佔全球約 60% 的經濟增長*。為充分把握此機遇，我們必須將 《亞洲城市國際化指數》視為推動區域合作的戰略藍圖。透過深入了解並與周邊城市的獨特優勢互補，亞洲各城市將能攜手打造一個強大而緊密的經濟集群。憑藉頂尖的國際地位，香港絕對具備充足的條件與優勢，在此區域經濟發展中擔當領導角色，成為驅動全球增長的重要引擎。

總商會將繼續善用這些研究分析，致力推廣、代表及捍衛各位會員的商業利益。香港的根基穩固，發展前景樂觀。讓我們把握當前勢頭，拓展更深廣的全球網絡，自信地向世界說好非凡的香港故事。

** 來源：經濟合作暨發展組織 (OECD)*

Recently, the Chamber officially launched the second edition of our Asian Cities Internationality Index (ACII) 2026. Conducted by research firm Ipsos and guided by an independent Steering Committee, the Index is a comprehensive benchmark across Asia's leading cities that assesses regional strengths and challenges. Assessing cities across seven core dimensions — Business and Economy, Quality of Life, Infrastructure and Connectivity, Innovation and Ideas, Human Capital Diversity, Cultural Interaction, and Government and Legal System for Business — the Index is designed to inform policy and business decisions while fostering meaningful dialogue among governments, enterprises, and communities throughout the region.

I am delighted to share that out of a maximum score of 100, Hong Kong has once again ranked first with a score of 74.6 — a notable increase from 73.7 in 2025. Hong Kong strengthened its position across all seven dimensions, notably advancing from fourth to third place in the critical Innovation and Ideas category. Complementing this robust empirical data, survey respondents decisively rated Hong Kong as Asia's most international city.

These results are undeniable proof of our fundamental resilience. This top placement underscores the enduring strength of our world-class infrastructure, our open business environment, and our unparalleled global connectivity. Above all, it highlights the unique, irreplaceable advantages of the "One Country, Two Systems" framework, cementing our position as a leading connector between East and West.

The launch of the ACII 2026 is timely. As the Chamber and the broader industry have submitted our strategic recommendations for the Government's upcoming Five-Year Plan, this Index provides a vital, data-driven tool to understand the shifting competitive landscape. It arms us with the critical insights needed to shape actionable policies and guide our development during this landmark period of economic transformation.

Asia's economies are projected to account for approximately 60% of global GDP growth*. To fully capitalise on this, we must use the ACII as a strategic roadmap for regional collaboration. By understanding and complementing the distinct strengths of our neighbours, Asian cities can foster a formidable, unified economic cluster. Given our top-tier international standing, Hong Kong is perfectly positioned to play the leading role in advancing this regional economy, acting as the world's engine for growth.

The Chamber will continue to leverage these insights to promote, represent, and safeguard your business interests. Our foundations are incredibly strong, our trajectory is positive, and our international standing remains unmatched. Together, let us build on this momentum, forge deeper global connections, and confidently share this extraordinary Hong Kong story with the world.

**Source: The Organisation for Economic Co-operation and Development (OECD)*

Jacob Kam
金澤培
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《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。



Harnessing Training Insights to Forge a Resilient "New Hong Kong"

Leveraging the city's adaptability, local businesses tap into Middle East, ASEAN, and Mainland markets





汲取研修經驗 開創堅韌新香港

憑藉香港靈活變通的精神，本港商界打入中東、東盟及內地市場，開拓商機

七月的時候，我與全體立法會議員赴北京參與研修考察。這次旅程機會難得，心中滿是感恩。入住極具歷史意義的國家行政學院，環境實而不華；課程為議員們精心設計，授課講師皆是水平極高的國家級專家及學者。他們深入淺出地剖析國家戰略，讓我深刻體會到內地施政的科學化，明白推動發展必須在安全與開放間取得精準平衡。

實地參訪亦令我感觸良多：黨史展覽館展現國家強盛來之不易；北京市 12345 市民熱線中心配備多語服務及嚴格 KPI，彰顯對市民的關懷。這幾天的研修讓我反思自身不足，我定必將寶貴經驗化作堅實基礎，為議會及商界服務注入更大力量。

帶着這份宏觀的國家視野回港，看到近期有人表示想回到「舊香港」，作為在議會為商界發聲的營商者，我不禁反思：他們懷念的，究竟是怎樣的「舊香港」？對港商而言，在入邁入 21 世紀以來，正是實現多元自主與真正公平競爭的開端。

回歸以來，香港不再是單純中轉站，而是結合本地科研與內地高端製造業，轉型為高附加值的技術整合者。有人質疑香港不再「國際化」，這是死守舊框架的誤判。真正的國際化並非盲目崇拜單一市場，而是廣納百川。面對全球政經重塑，香港商界展現了強大韌性。我們主動開拓中東、東盟及廣闊內地市場；同時，與歐洲夥伴的經貿依然穩步深化。百年外企持續在港擴展，亦正正是對香港投下信心一票。

那個受制於人、被動依附的舊時代確實結束了。取而代之的，是一個擺脫偏見、市場佈局更靈活抗險的「新香港」。香港的繁榮從不由評論員的筆桿決定，而在每一個靈活變通、敢拼敢創的香港人手中。

In July, I visited Beijing with the rest of the Legislative Council for a study and observation trip. I was very grateful for this rare opportunity. We stayed at the historically significant National Academy of Governance, where the setting was grounded and highly functional. The curriculum was tailor-made for us lawmakers, and the lecturers were all top-tier, national-level experts and scholars. They provided profound, yet accessible, analyses of national strategies, allowing me to deeply appreciate the systemic nature of the Chinese Mainland's government. Driving sustainable development means striking a very precise balance between security and openness.

The field visits also left a deep impression on me and prompted me to reflect on my own shortcomings. The Museum of the Communist Party of China demonstrated that the nation's prosperity and strength were hard-won, while the Beijing 12345 Citizen Hotline Service Centre, with multilingual services and strict KPIs, highlighted a commitment to serve the public. I am determined to turn these valuable experiences into a solid foundation, bringing renewed vigour to my own work for the Council and the business community of Hong Kong.

Equipped with this holistic macroeconomic national perspective, I started noticing recent criticism that Hong Kong is losing its market advantage.

As a business operator advocating for the commercial sector in the LegCo, I cannot help but reflect: what kind of "market advantage" are they actually longing for? Hong Kong businesses since the turn of the century have welcomed diverse autonomy and genuinely fair competition. Since the handover, Hong Kong is no longer merely a transit hub. Instead, by integrating local scientific research with the Mainland's high-end manufacturing, it has transformed into a high-value-added technology integrator. Some question Hong Kong's "internationalisation", but this is a misjudgement rooted in clinging to outdated frameworks. True internationalisation is not about blindly worshipping a single market, but about embracing global diversity. In the face of global political and economic restructuring, the Hong Kong business community has demonstrated immense resilience. We are proactively exploring the Middle East, ASEAN, and the vast Mainland markets; simultaneously, our economic and trade relations with European partners continue to deepen steadily. Century-old foreign enterprises continuing to expand in the city is a clear vote of confidence in Hong Kong.

The old era of being subject to others' decisions and passively dependent has indeed ended. This "new Hong Kong" has cast aside prejudice and features a market layout that is more flexible and resilient to risks. Hong Kong's prosperity has never been dictated by the pens of commentators. Rather, it rests in the hands of every adaptable, daring, and innovative Hongkonger.

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Rebuilding "Brand Hong Kong" under the New Consumption Normal

Hong Kong's unique cultural DNA is key to unlocking our full potential in today's retail landscape





應對消費新常態：精準佈局以重塑香港品牌優勢

香港擁有獨特的文化基因，正是開拓現時零售業機遇的關鍵

受港人北上消費常態化以及部分旅客消費模式轉變影響，本港零售市道仍然面對結構性壓力。

不過，隨着旅遊復甦及政府積極推動「盛事經濟」帶動消費，為零售市道提供了重要支撐。零售總值已連續多月錄得增長，反映市況逐步回穩。2026 年 6 月的零售業總銷貨價值的臨時估計為港幣 315 億元，較去年同月上升 4.6%。與 2025 年同期比較，2026 年上半年的零售業總銷貨價值的臨時估計更上升了 9.6%。第二季實質本地生產總值（GDP）更按年錄得 4.3% 的升幅。

儘管數據顯示市況正在回暖，但要在這新常態下真正創造並留住本地消費力，香港商界必須在商業模式與戰略定位上進行徹底的重構。

面對當前經濟環境與營運成本，香港無法與周邊地區進行價格競爭。因此，業界必須果斷將戰略轉向「價值鏈上移」，從提供一般產品轉型為「稀缺性與國際標準」的策展人。

同時，商業戰略必須精準對接人口結構演變。香港目前有兩大高淨值消費群體極具潛力：一是具備高消費力的銀髮族，企業應積極發展高端養生、醫療及樂齡休閒的商業生態；二是數十萬新來港的高收入專才及其家庭，滿足他們在住房、教育及高質量生活品味上的需求，將成為驅動業務增長的新引擎。

業界亦必須善用並重塑「香港品牌」，將我們的「城市文化資本」變現。香港作為中西文化交匯點的獨特基因是我們最大的資產。無論是推動國際級 IP 與本地傳統深度聯乘，還是將歷史空間活化為高端消費場景，這種揉合國際視野與本土情懷的獨特體驗，正是周邊地區無法複製的長遠戰略優勢。

總結而言，挑戰與機遇往往並存。只要我們能夠靈活變陣，精準捕捉高端市場與新興消費群體的需求，並充分發揮香港獨有的文化與制度優勢，本港的零售與商業前景依然充滿潛力。總商會將繼續與業界同行，協助企業把握轉型契機，共同開拓香港經濟增長的新篇章。

As northbound cross-border retail becomes the new normal for Hong Kong residents and tourist needs continue to shift, Hong Kong's local retail market faces renewed structural pressure.

However, the recovery of tourism and the Government's active promotion of the mega-event economy have boosted consumption, providing crucial support to the sector. Retail sales have grown for the past few months, reflecting a gradual stabilisation of market conditions. The provisional estimate of total retail sales for June 2026 reached HK$31.5 billion, increasing 4.6% on a year-on-year basis. Compared with the same period in 2025, provisional retail sales for the first half of 2026 surged by 9.6%. Real GDP for the second quarter also recorded a year-on-year increase of 4.3%.

While the data indicates improving market conditions, in order to genuinely create and retain local spending power under this new normal, Hong Kong's business community needs to thoroughly restructure its business models and strategic positioning.

Faced with the current economic environment and high operational costs, Hong Kong cannot compete on price with neighbouring regions. Therefore, the industry must decisively shift its strategy to "moving up the value chain", transforming from a provider of general products to a curator of scarcity and international standards.

Business strategies should align with Hong Kong's evolving demographic structure, which currently features two highly promising high-net-worth consumer groups. First is the high-spending, silver-haired demographic. Enterprises should actively develop commercial ecosystems focused on premium wellness, healthcare, and leisure for these seniors. Second are the hundreds of thousands of incoming high-income professionals and their families. Meeting their demands for housing, education, and a high-quality lifestyle will, no doubt, serve as a powerful new engine for business growth.

The industry must also leverage and reshape "Brand Hong Kong" to monetise our urban cultural capital. Hong Kong's unique DNA as the intersection of Chinese and Western cultures remains our greatest asset. Whether driving deep collaboration between world-class franchises and local traditions or revitalising historical spaces into premium consumption venues, this unique experience — blending a global perspective with local sentiment — is a long-term strategic advantage that our peers simply cannot replicate.

Ultimately, challenges and opportunities coexist. Provided we can adapt flexibly, precisely capture the demands of high-end markets and emerging consumer groups, and fully leverage Hong Kong's unique cultural and institutional advantages, the outlook for the city's retail and commercial sectors remains highly promising. The Chamber will continue to walk hand-in-hand with our business community, assisting firms in seizing transformation opportunities and opening a new chapter of economic growth for Hong Kong.

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Young Executives Club
卓青社
Mr Victor Lam
林凱章先生

Drivers of Holistic Change: ACII Showcases the Best of Asia's International Cities

《亞洲城市國際化指數 2026》展現亞洲頂尖國際城市優勢

As Asia continues to drive innovation and development, its cities are focusing on how to marry technological advancement with cultural evolution, leading to the rise of "international" cities that are becoming influential leaders, shaping contemporary global trends and advancements

隨着亞洲持續推動創新與發展，區內城市正着手將科技進步與文化演變互相結合，使致「國際」城市崛起，成為具影響力的領袖，塑造當代全球趨勢與發展



"Hong Kong's top ranking proves our fundamental resilience and underscores that global businesses continue to view the city as the ultimate bridge between East and West."

「香港位居首位證明了我們深厚的韌性，並凸顯全球企業繼續視本港為東西方的終極橋樑。」

— Jacob Kam, HKGCC Chairman
—— 金澤培 總商會主席

At a time of mounting global uncertainty, fragmentation and trade realignments, cities that stay truly international and deeply connected are not just competitive; they are indispensable. An international city has four core elements: stability and scalability; global interconnectedness; richness and openness to resources and ideas; and value exchange and influence[1]. With Asia projected to account for 60% of global GDP growth[2], now is the time to dive deep into factors fuelling this evolution. The second edition of the Asian Cities Internationality Index (ACII) was launched by the Hong Kong General Chamber of Commerce (HKGCC) in collaboration with research firm Ipsos to analyse the evolution of Asia's major hubs. By providing policy makers and business leaders with hard data and analysis, the ACII aims to foster inter-city exchange through meaningful dialogue.

This year, Hong Kong continued to be Asia's top international city and the region's premier gateway for regional and global operations. Out of a maximum score of 100, Hong Kong ranked first with 74.6 (up





from 73.7 in 2025), followed by Singapore and Seoul. Elsewhere across the region, Tokyo fell to fourth, while Shanghai retained fifth, leading the region in innovation. Bangkok, Kuala Lumpur and Taipei each demonstrated their distinct strengths, as Mumbai rose to ninth place, representing its growing emergence as a globally oriented business hub. Jakarta and Ho Chi Minh City rounded out the list at 10 and 11 respectively.

"By launching the ACII 2026, HKGCC provides a vital, data-driven tool to understand the shifting competitive landscape in Asia", said HKGCC Chairman Jacob Kam. "Hong Kong's top ranking proves our fundamental resilience and underscores that global businesses continue to view the city as the ultimate bridge between East and West. The launch of the ACII 2026 is exceptionally timely as the industry submitted its recommendations for the Five-Year Plan. It will provide the critical insights needed to guide our development during this landmark period."

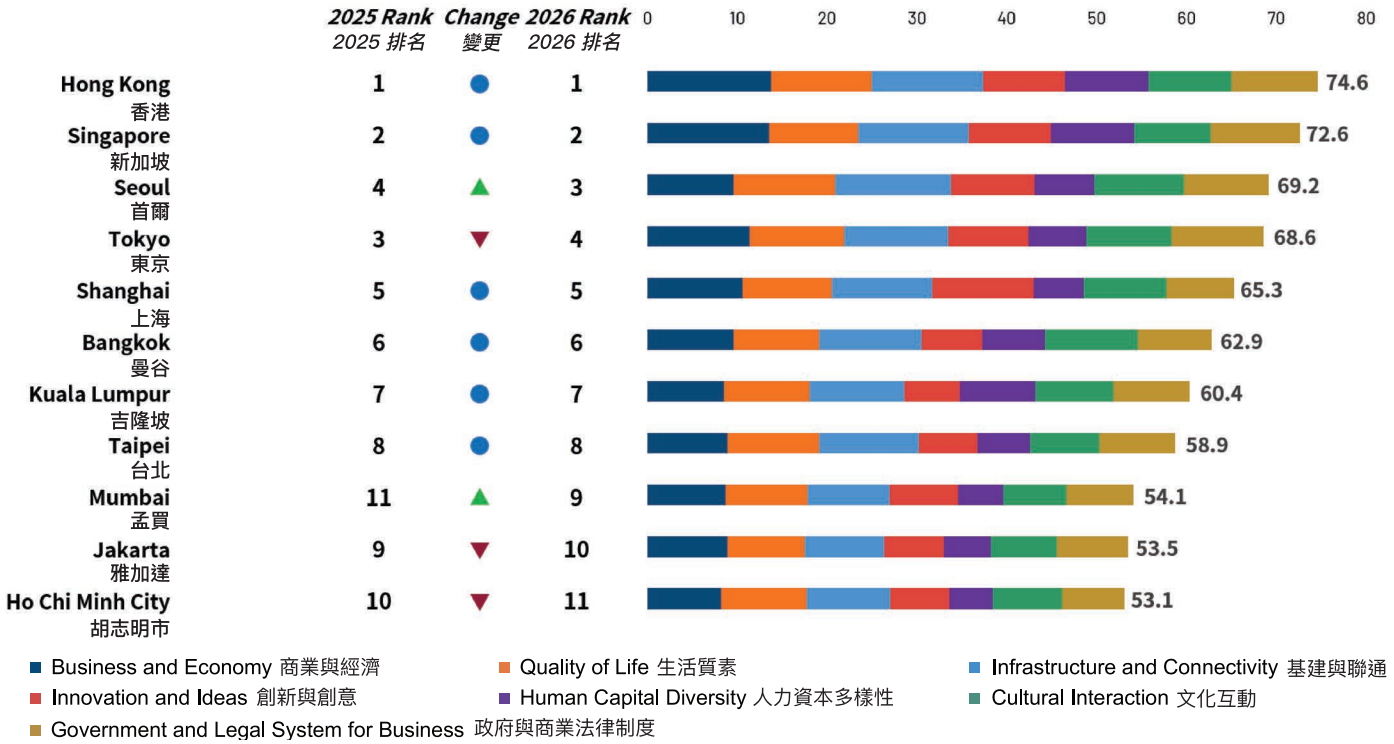
The ACII evaluates 11 cities across seven core dimensions: Business and Economy, Quality of Life, Infrastructure and Connectivity, Innovation and Ideas, Human Capital Diversity, Cultural Interaction, and Government and Legal System for Business. Through its multifaceted approach, the Index moves beyond traditional metrics, providing policymakers and business leaders with the foundations needed to shape actionable strategies and elevate Asia's standing in the global economy.

The Power of Economic Openness

While Hong Kong has strengthened its performance across multiple dimensions, its position remains anchored by its deep commitment to economic openness. The city maintained its lead in the Business and Economy dimension, reflecting the city's fundamental resilience, underpinned by world-class infrastructure, an open business environment, strong connectivity, and the unique "One Country, Two Systems" framework.

Strong IPO market performance, alongside a resurgence in capital market activity and investment flows, reinforced this leadership. According to Hong Kong Exchanges and Clearing (HKEX) data, the city recorded a 75.8% increase in the

The overall ranking changes by cities from 2025 to 2026
各城市 2025 – 2026 年整體排名變化



number of newly listed companies in 2025, while funds raised through initial public offerings surged by 188.4% year on year[3].

Combined foreign direct investment (FDI) and outward direct investment (ODI) also exceeded USD 230 billion[4], further cementing the city's prominent standing as a leading platform for both inbound investment and international expansion.

The Chamber believes Hong Kong can further enhance its position as a regional business hub by developing sector-focused strategies linking trade, logistics, green industries and advanced manufacturing, while ensuring finance, infrastructure and regulation work in tandem. Such an effort would allow the city to build on its existing foundations and broaden growth opportunities across emerging industries.



"Hong Kong's capital markets do not merely support its economy — they define its international identity."

「香港的資本市場不僅支撐其經濟發展，更賦予了其國際定位。」

— Adrian Lo, Head of Ipsos Strategy3
—— Adrian Lo 益普索 Strategy3 部門主管

It is Hong Kong's combination of financial depth and international connectivity that continues to distinguish the city within Asia's diverse landscape of international cities. As Adrian Lo, Head of Ipsos Strategy3, notes, "Hong Kong's capital markets do not merely support its economy — they define its international identity. Hong Kong's financial leadership, anchored by a historic IPO resurgence and its unique position as the primary offshore gateway to the Chinese Mainland, creates an irreplaceable, self-reinforcing advantage that regional competitors cannot easily replicate."

Innovation as the Next Frontier

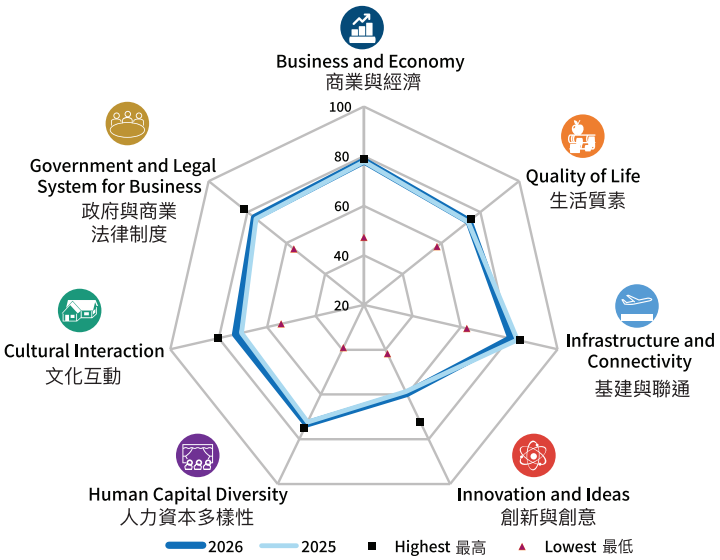
Alongside diversifying its economic foundations, Hong Kong continues to innovate, rising to third place in the Innovation & Ideas dimension

Performance of Hong Kong
香港在《亞洲城市國際化指數 2026》的表現

D7	2026	2025
Rank 排名	3rd	3rd
Score 分數	(77.0)	76.1

D6	2026	2025
Rank 排名	4th	4th
Score 分數	73.9	71.0

D5	2026	2025
Rank 排名	2nd	2nd
Score 分數	73.8	72.7



D1	2026	2025
Rank 排名	1st	1st
Score 分數	78.6	78.2

D2	2026	2025
Rank 排名	2nd	2nd
Score 分數	(74.6)	74.0

D3	2026	2025
Rank 排名	2nd	2nd
Score 分數	82.9	83.7

D4	2026	2025
Rank 排名	3rd ▲	4th
Score 分數	61.0	59.0

Notes: () refers to some indicators from this dimension that were altered in ACII 2026　　注：括弧內表示該範疇在 ACII 2026 中有部分指標經調整

this year. Its efforts signal a larger change taking place across economies as they are increasingly shaped by their capacity to generate and commercialise new ideas.

Professor Yvette To, Assistant Professor at the Hong Kong Polytechnic University and a member of the Steering Committee, says, "What the ACII 2026 shows quite clearly is that innovation has become one of the main criteria separating top-tier international cities from the rest. For Hong Kong, innovation and knowledge production reinforce our international standing through three channels — talent attraction, economic resilience and contribution to the global agenda."



"For Hong Kong, innovation and knowledge production reinforce our international standing through three channels – talent attraction, economic resilience and contribution to the global agenda."

「對香港而言，創新與創造知識透過三個渠道鞏固我們的國際地位：吸引人才、提升經濟韌性，以及對全球議程作出貢獻。」

— Prof Yvette To,
Department of Applied Social Sciences,
The Hong Kong Polytechnic University
—— Yvette To 教授
香港理工大學應用社會科學系助理教授

The findings suggest Hong Kong's research ecosystem is gaining momentum. Local universities have reported that more than 14,000 inbound skilled researchers relocated to the city, more than doubling the previous year's total and the highest among the cities surveyed. It also produced close to 3,400 research publications, around 77% of which involve international co-authorship. Together, these figures reaffirm Hong Kong's growing reputation as a research and development hub[5].

"Executive ACII survey respondents were noticeably more confident about R&D financing this year, and with good reason. The HK$10 billion I&T Industry-Oriented Fund and the HK$10 billion earmarked for the Hetao Co-operation Zone, amongst others, are substantial commitments", To adds.

With mature ecosystems and strong foundations finding it equally challenging to maintain their standing, a shift in how cities



approach innovation is becoming necessary. Attention is now on transforming ideas into practical applications with commercial impact. The depth of research, accessible late-stage funding, and a supportive regulatory environment must be complemented by efforts to build executive confidence and organisational openness to risk-taking.

The Human Side of Internationality

This year, high quality of life was recorded as one of the primary motivations to move to and live in international cities. Nearly half of respondents surveyed by the ACII this year and in 2025, continue to place great importance in their city's lifestyle and accessibility offerings. This year, Hong Kong's strong performance in the Quality of Life dimension placed it at second place, narrowly edged out by Seoul and followed closely by Tokyo.

Hong Kong continues to rank among the top cities for liveability, supported mainly by its urban green space accessibility and mobility efficiency. Around 47% of its total area is covered with urban green spaces, providing residents easy access to nature. Infrastructure is another area where Hong Kong shines, demonstrating the lowest level of traffic congestion among surveyed cities. However, its cost of living scores rank it in the bottom 2, making day to day affordability an issue to be addressed for 2027.

Patrick Levesque, Executive Director at the Canadian Chamber of Commerce in Hong Kong and a member of the Steering Committee, notes long-term planning for the needs of both residents and international communities is paramount moving forward, "Hong Kong consistently scores near the top globally for personal safety, infrastructure, transit efficiency, tax friendliness, education, and healthcare. To further enhance its appeal, international school capacity, affordable family housing, community facilities and green urban space should be planned alongside new housing, particularly in the Northern Metropolis, and with the needs of an ageing population in view. Families choose cities, and cities that serve families keep talent."

As quality of life becomes a defining factor for globally adaptable professionals, it can no longer be viewed as a byproduct of economic growth. It is a tangible metric that must be held in equal regard. Hong Kong must develop long-term plans with the needs of its residents and the international community in mind.

Connectivity in the Digital Age

This year, the Infrastructure & Connectivity dimension was led by Seoul, followed closely by Hong Kong.



"Families choose cities, and cities that serve families keep talent."

「家庭會選擇宜居城市，而為家庭提供優質服務的城市才能留住人才。」

— Patrick Levesque,
Executive Director,
The Canadian Chamber of Commerce in Hong Kong
—— Patrick Levesque
香港加拿大商會行政總監



By seamlessly integrating digital and physical frameworks at Incheon Airport, the South Korean capital has set new benchmarks for how cities can maximise their potential. The opening of Terminal 2 at Hong Kong's own airport further strengthens the city's resolve to bolstering its standings as a physical connectivity hub.

However, a regional shift towards "soft connectivity" is reshaping what this dimension represents. Although ports and transport networks remain essential, open, transparent and accessible exchange of information, market intelligence and ideas should be prioritised. Cities that successfully integrate physical infrastructure with advanced digital and knowledge connectivity will be suitably equipped to support cross-border collaboration and the sharing of insights.

According to Alfred Ho, Professor at the City University of Hong Kong's Department of Public and International Affairs and a member of the Steering Committee, Hong Kong should leverage its ties to the Greater Bay Area (GBA) to further its trade ambitions: "Rather than serving purely as a gateway to the Chinese Mainland, physical links and digital data flows should lower operational friction for foreign enterprises. This allows international capital, talent, and corporations to leverage Hong Kong as their global headquarters while accessing the labour, manufacturing, and consumer market of the broader GBA."

Building a Global Talent Pool

Talent is fast becoming one of the most valuable assets in the world, with leading cities investing heavily



"Rather than serving purely as a gateway to the Chinese Mainland, physical links and digital data flows should lower operational friction for foreign enterprises."

「與其純粹作為通往內地的門戶，實體連結與數碼數據流動應有助降低外資企業的營運壁壘。」

— Prof Alfred Ho, Department of Public and International Affairs, City University of Hong Kong

—— Alfred Ho 香港城市大學公共與國際事務系教授



in retaining and developing the people who drive economic growth, innovation and enterprise.

Hong Kong's international universities, multilingual business environment and talent admission schemes have elevated its profile among global professionals, resulting in a strong performance in the Human Capital Diversity dimension.

Professor To believes that for Hong Kong, the challenge extends beyond attraction. "The harder question now is retention. I see the recommendations addressing three connected gaps. First, the scaling gap — we have seven unicorns, Shanghai has 31, and Singapore has 16, which points to a shortage of late-stage capital and industrial depth to help startups grow here. Second, the commercialisation gap — we produce world-class research, but too little of it becomes a spin-off or a scalable company on Hong Kong soil. Third, the openness gap. Retention of talent depends on inclusive workplaces, family-supportive infrastructure, and a broader culture that is genuinely receptive to disruptive ideas and outside perspectives."

Greater emphasis should be placed on inclusive programmes to help overseas workers establish deeper roots in Hong Kong. Expanding opportunities for international exposure and cross-cultural exchange would also support retention, ensuring Hong Kong continues to be one of Asia's foremost talent hubs. The city's long-term talent pipeline will thrive when supported by agile, skill-based immigration and education policies.

Strengthening Connections Through Culture

A vibrant cultural environment is an important component of internationality, helping to nurture social connections and create a sense of belonging.

In Asia, no city exemplifies this better than Bangkok, which was the world's most visited metropolitan destination in 2025. Seoul ranked second, with the enduring influence of K-pop and Korean dramas enhancing its international influence and cultural reach. For Hong Kong, new developments like the West Kowloon Cultural District, alongside a growing calendar of events, continue to enrich its unique blend of Eastern and Western cultural offerings for residents and visitors alike. Charles Chia, CEO of Hong Kong-ASEAN Foundation and a member of the Steering Committee, believes the city's exceptional foundation provides a platform for further progress, "The 'nurturing' aspect of arts and culture, coupled with an amazing culinary scene and great outdoors come together



to contribute towards Hong Kong's standing as a top Quality of Life city."

Building a distinctive and resonant cultural identity, supported by authentic local experiences can create purposeful and lasting connections with residents and visitors. Home to some of the world's oldest cultures and richest traditions, Asian cities possess the attributes needed to draw on their heritage while weaving in contemporary creativity, reinforcing their appeal to audiences worldwide.

Trust Remains a Strategic Asset

Alongside a robust local culture, strong institutions, effective governance and durable legal frameworks are critical building blocks of long-term success for Asia's cities. Home to approximately 174 consulates and embassies, Tokyo continues to play a prominent role in facilitating dialogue across political, economic and cultural spheres.

Hong Kong's own common law system, widely regarded legal standards and bilingual business environment continue to set it apart from its peers. These attributes have helped Hong Kong retain third place in the Government & Legal System dimension, behind Tokyo and Singapore.

Christine Loh, Chief Development Strategist at the Hong Kong University of Science and Technology's Institute of Environment and a member of the Steering Committee, says institutional trust, legal certainty and policy consistency are critical economic assets that cannot be overlooked. "They reduce the invisible cost of doing business because people can make long-term decisions without having to price in excessive uncertainty. This does not mean policies can never change. Cities must adapt. What matters is that change is intelligible: decisions follow known processes, responsibilities are clear, contracts are respected, data is credible and affected parties have opportunities to understand and respond. Consistency means coherence and predictability, not rigidity", she adds.

As companies seek increased collaboration with government services, preserving trust requires continual adaptation. Combining

"The 'nurturing' aspect of arts and culture, coupled with an amazing culinary scene and great outdoors come together to contribute towards Hong Kong's standing as a top Quality of Life city."

「藝術與文化的『培育』特質，配合令人驚歎的美食文化與戶外環境，共同塑造了香港作為頂級生活質素城市的地位。」

— Charles Chia, CEO, Hong Kong-ASEAN Foundation

—— Charles Chia 香港——東盟協會行政總監



dispute-resolution mechanisms with seamless digital government services and regional connectivity can reduce operational risks and administrative burdens, leading to confidence among businesses and investors. The adoption of digital tools should also be effectively utilised to enhance procedural speed and clarity within government frameworks.

Ultimately, the ACII 2026 serves as far more than a scoreboard — it is a strategic tool for Asian cities to identify their unique strengths, address capability gaps, and actively increase their global competitiveness. By encouraging cross-border collaboration rather than mere rivalry, the Index provides a blueprint for fostering a formidable, highly integrated Asian economic cluster.

As the world's primary engine for growth, Asia's dynamic urban hubs stand to gain immense collective strength by complementing one another. As the region navigates a rapidly evolving global landscape, Hong Kong is perfectly poised to champion this collaborative future. By leveraging its robust fundamentals and deepening its integration within this broader Asian cluster, Hong Kong will not only secure its status as the premier international gateway but also lead the region toward shared prosperity during the upcoming Five-Year Plan and for decades to come.

"Cities must adapt. What matters is that change is intelligible: decisions follow known processes, responsibilities are clear, contracts are respected, data is credible and affected parties have opportunities to understand and respond."

「城市必須與時並進，重要的是變革必須具透明度：決策依循已知程序、責任清晰、合約精神得到尊重、數據可信，且受影響各方有機會了解並作出回應。」



— Prof Christine Loh,
Chief Development Strategist, Institute for the Environment, Hong Kong University of Science and Technology
—— Christine Loh教授
香港科技大學環境研究所首席發展策略師

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Steering Committee

Mr Charles Chia	CEO	Hong Kong-ASEAN Foundation
Mr Johannes Hack	Chairman	European Chamber of Commerce in Hong Kong
Prof Alfred Ho	Professor, Department of Public and International Affairs	City University of Hong Kong
Mr Patrick Levesque	Executive Director	The Canadian Chamber of Commerce in Hong Kong
Prof Christine Loh	Chief Development Strategist, Institute for the Environment	Hong Kong University of Science and Technology
Dr Tim Summers	Assistant Professor, Centre for China Studies	The Chinese University of Hong Kong
Prof Heiwai Tang	Director	Asia Global Institute
Prof Yvette To	Assistant Professor, Department of Applied Social Sciences	The Hong Kong Polytechnic University
Prof Richard Walker	Lee Shau Kee Foundation Chair Professor of Public Administration	Lingnan University
Dr Brian Wong	HKU-100 Assistant Professor, Philosophy	The University of Hong Kong
Dr Eden Woon	President	The American Chamber of Commerce in Hong Kong



在全球不確定性加劇、市場碎片化及貿易格局重組之際，能夠真正保持國際化並建立緊密聯繫的城市，不僅具備競爭力，更是不可或缺的夥伴。國際城市具備四大核心要素：穩定性與擴展力；全球互聯互通；資源與意念的豐富度與開放性；以及價值交換與影響力[1]。隨着亞洲推算貢獻全球 60% 經濟增長[2]，現在正是深入探討推動這場變革背後因素的最佳時機。香港總商會聯同獨立研究機構益普索（Ipsos）發布第二版《亞洲城市國際化指數》，分析亞洲主要樞紐的演變。《亞洲城市國際化指數 2026》旨在透過提供客觀數據與分析，為政策制定者及商界領袖提供參考，並藉着具意義的對話促進城市間交流。

今年，香港繼續穩守亞洲最頂尖國際城市地位，並成為區內開展區域與全球業務的首要門戶。在 100 分滿分中，香港以 74.6 分位列榜首（高於 2025 年的 73.7 分），新加坡及首爾緊隨其後。區內其他城市方面，東京跌至第四位；上海位列第五，繼續在創新方面領先區內。曼谷、吉隆坡及台北各自展現其獨特優勢；孟買躍升至第九位，反映其正由傳統以本地市場為主，轉型為更具全球導向的商業樞紐。雅加達及胡志明市則分別排行第十和十一。

總商會主席金澤培表示：「總商會通過推出《亞洲城市國際化指數 2026》，提供一項重要的數據分析工具，協助各界掌握亞洲競爭格局的變化。香港位居首位證明了我們深厚的韌性，並凸顯全球企業繼續視本港為東西方的終極橋樑。推出這項指數可謂正合時宜，適逢業界正就五年規劃提交建議書。這將提供關鍵的數據洞察，為這個重要階段的發展方向提供指引。」

《亞洲城市國際化指數 2026》涵蓋 11 個亞洲城市，按七大核心範疇進行評估：商業與經濟、生活質素、基建與聯通、創新與創意、人力資本多樣性、文化互動，以及政府與商業法律制度。透過多角度分析，該指數超越傳統指標，為政策制定者及商界領袖奠定基礎，以制定切實可行的策略，並提升亞洲在全球經濟中的地位。

經濟開放的強大力量

雖然香港在多個範疇的表現均有所提升，但其領先地位依然建基於對經濟開放的堅定承諾。本港在「商業與經濟」範疇繼續領先，反映出城市深厚的韌性，這有賴於其卓越的世界級基建、開放的營商環境、強勁的聯通能力，以及獨有的「一國兩制」優勢。

強勁的首次公開招股（IPO）市場表現，加上資本市場活動與資金流的復甦，進一步鞏固了這項領先優勢。根據香港交易所數據，2025 年本港新上市企業數量錄得 75.8% 增長，IPO 集資額按年飆升 188.4%[3]。外商直接投資（FDI）與對外直接投資（ODI）總額亦超過 2,300 億美元[4]，進一步奠定香港作為吸引外資及企業拓展國際市場的首選平台。

總商會認為，香港可透過制定以行業為本的政策，緊密銜接貿易、物流、綠色產業及先進製造業，從而進一步鞏固其作為區域商業樞紐的地位，同時確保金融、基建與監管機制發揮協同效應。此舉將讓本港在現有基礎上，開拓新興產業的增長機遇。

正是金融深度與國際聯繫的結合，讓香港在亞洲眾多國際城市中持續脫穎而出。益普索 Strategy3 部門主管 Adrian Lo 指出：「香港的資本市場不僅支撐

其經濟發展，更賦予了其國際定位。建基於歷史性的 IPO 復甦，加上作為內地首要離岸門戶的獨特優勢，香港在金融領域的領導地位創造了不可替代且自我強化的優勢，這是區內競爭對手難以輕易複製的。」

創新成為下一個新領域

在實現經濟基礎多元化的同時，香港持續推動創新，今年在「創新與創意」範疇由第四位升至第三位。隨着各經濟體的發展日益取決於其孕育及將新意念商業化的能力，香港在這方面的努力標誌着整體經濟正經歷重大變革。

香港理工大學應用社會科學系助理教授兼指導委員會成員 Yvette To 表示：「《亞洲城市國際化指數 2026》清楚顯示，創新已成為區分頂尖國際城市與其他城市的主要標準之一。對香港而言，創新與創造知識透過三個渠道鞏固我們的國際地位：吸引人才、提升經濟韌性，以及對全球議程作出貢獻。」

研究結果顯示，香港的科研生態系統蓄勢待發。綜合多間本地大學數據，超過 14,000 名海外技術研究人員移居本港，較去年總和增加逾倍，為受訪城市中最多。本港亦發表了近 3,400 份研究著作，當中約 77% 涉及國際共同作者。這些數據共同印證了香港作為研發樞紐的聲譽日隆[5]。

Yvette To 補充指：「今年《亞洲城市國際化指數 2026》調查的行政人員受訪者對研發融資顯著更具信心，而這有充分原因支持。港幣 100 億元的創科產業引導基金及預留給河套合作區的 100 億元等措施，均印證了當局的決心。」

鑑於具備成熟產業生態系統及穩固基礎的城市在維持競爭力時同樣面臨挑戰，各城市如何推動創新顯得尤為關鍵。目前的焦點在於將意念轉化為具商業影響力的實際應用。除了科研深度、充裕的後期資金及有利的監管環境外，亦必須着手建立行政人員的信心，並提升機構對承擔風險的開放態度。





國際化的人文面向

今年，高生活質素被列為移居及留駐國際城市的主要動力之一。與 2025 年一樣，今年近半數的《亞洲城市國際化指數 2026》受訪者繼續高度重視所在城市的生活方式及便利程度。今年，香港在「生活質素」範疇表現強勁，位列第二，僅以微弱差距落後於首爾，東京則緊隨其後。

香港繼續躋身宜居城市前列，主要受惠於便利城市綠化空間及高效交通網絡。本港約 47% 的面積被都市綠化覆蓋，居民能輕鬆接觸大自然。基礎設施是香港另一強項，交通擁堵程度在受訪城市中最低。然而，在生活成本方面，香港位列倒數第二，反映日常可負擔能力將是 2027 年必須着手解決的問題。

香港加拿大商會行政總監兼指導委員會成員 Patrick Levesque 指出，長遠規劃居民與國際社群的需求是未來的重中之重：「香港在個人安全、基礎設施、交通效率、稅務優惠、教育及醫療保健等方面一直名列全球前茅。為進一步提升吸引力，當局應將國際學校學額、可負擔的家庭住房、社區設施及都市綠化空間應與新房屋項目一併規劃，特別是在北部都會區，同時亦需顧及因人口老化而增加的需求。家庭會選擇宜居城市，而為家庭提供優質服務的城市才能留住人才。」

對具備高度適應力的環球專才而言，生活質素已成為擇地發展的決定性因素，它再也不能被視為經濟增長的副產品。這是一項須與經濟硬實力同等重視的實質指標。香港必須將本地居民及國際社群的需求納入考慮，制定長遠規劃。

數碼時代的聯通能力

今年，「基建與聯通」範疇由首爾位居榜首，香港緊隨其後。

首爾透過在仁川機場無縫整合數碼服務與實體設施，為城市如何發揮最大潛力樹立了新標竿。而香港國際機場二號客運大樓的啟用，則進一步彰顯了本港鞏固其實體聯通樞紐地位的決心。

然而，區內轉向重視「軟連繫」的趨勢，正重塑此範疇的意義。儘管港口與交通網絡依然不可或缺，但開放、透明且便利的資訊、市場情報與創新意念交流應獲優先考慮。成功將實體基建與先進的數碼及知識網絡互相結合的城市，將具備更佳條件，以支援跨境合作及洞見共享。

香港城市大學公共與國際事務系教授兼指導委員會成員 Alfred Ho 認為，香港應善用與大灣區的聯繫，進一步推動其貿易發展目標：「與其純粹作為通往內地的門戶，實體連結與數碼數據流動應有助降低外資企業的營運壁壘。這讓國際資本、人才及企業能以香港為全球總部，同時善用大灣區龐大的勞動力資源、製造業基礎及消費市場。」

建立全球人才庫

人才正迅速成為全球最寶貴的資產之一，領先城市均投放大量資源，致力招攬及培育推動經濟增長、創新與企業發展的人才。

香港的國際化大學、多語營商環境及各項人才引進計劃，提升了本港在全球專業人士心目中的地位，帶動其在「人力資本多樣性」範疇表現強勁。

Yvette To 相信，對香港而言，挑戰不僅在於吸引人才。「現在更艱難的問題是挽留人才。我認為相關建議應對

了三個互相關聯的缺口。首先是規模化缺口——香港有 7 家獨角獸企業，上海有 31 家，新加坡有 16 家，這凸顯本港缺乏後期資金及產業鏈深度，以協助初創企業在本地成長。其次是商業化缺口——我們能產出世界級的科研成果，但只有極少數能轉化為香港本土的衍生商品或具規模的企業。第三是開放度缺口。挽留人才取決於共融的工作環境、完善的家庭配套設施，以及能真正容納顛覆性思維與外來觀點的包容式文化。」

香港應更加重視多元共融計劃，協助海外人才在港扎根。增加接觸國際及跨文化交流的機會亦有助挽留人才，確保香港繼續成為亞洲首屈一指的人才樞紐。在靈活且以技能為本的入境及教育政策支持下，本港的長遠人才庫方能持續壯大。

透過文化加強聯繫

充滿活力的文化環境是國際化的重要一環，有助增強社會凝聚力並建立歸屬感。

在亞洲，曼谷無疑是最佳典範，該城市在 2025 年成為全球遊客人數最多的大都會目的地。首爾位列第二，韓國流行音樂（K-pop）與韓劇歷久不衰，提升了其國際影響力及文化觸及面。至於香港，西九文化區等新發展項目，加上不斷擴充的活動時間表，為居民與訪客持續豐富其獨特的中西文化交匯體驗。香港——東盟協會行政總監兼指導委員會成員 Charles Chia 認為，香港的優厚基礎為未來發展提供了平台：「藝術與文化的『培育』特質，配合令人驚歎的美食文化與戶外環境，共同塑造了香港作為頂級生活質素城市的地位。」

以地道體驗為基礎，建立獨特且能引發共鳴的文化身份，能與居民及訪客建立有意義且持久的聯繫。亞洲城市孕育了世界上歷史最悠久的文化與豐富的傳統，具備充分條件在傳承自身傳統的同時，融入當代創意，從而增強對全球受眾的吸引力。

信任依然是戰略資產

除了充滿活力的本地文化，強大的制度、高效的管治及完善的法律框架，均是亞洲城市達致長遠成功的關鍵基石。東京設有約 174 個領事館及大使館，繼續在促進政治、經濟及文化領域的對話中發揮重要作用。

香港憑藉自身的普通法制度、備受推崇的法律標準以及雙語營商環境，繼續在眾多城市中脫穎而出。這些優勢協助香港在「政府與商業法律制度」範疇維持第三位，僅次於東京及新加坡。

香港科技大學環境研究所首席發展策略師兼指導委員會成員 Christine Loh 教授表示，制度信任、法律確定性及政策連貫性是不可忽視的關鍵經濟資產。她補充指：「它們降低了營商的無形成本，因為人們在作出長遠決策時，無須憂慮過多的不確定因素。這並不代表政策不能改變。城市必須與時並進，重要的是變革必須具透明度：決策依循已知程序、責任清晰、合約精神得到尊重、數據可信，且受影響各方有機會了解並作出回應。連貫意味着一致與可預測，而非僵化。」

隨着企業尋求加強與政府服務的合作，維持信任需要雙方不斷互相適應。將爭議解決機制與無縫的數碼政府服務及區域聯通互相結合，可降低營運風險與行政負擔，從而提升企業及投資者的信心。政府亦應有效運用數碼工具，以提升政府架構內各項程序的效率與透明度。

歸根究柢，《亞洲城市國際化指數 2026》絕非單純的評分榜，它是亞洲城市識別自身獨特優勢、彌補短板，並積極提升全球競爭力的重要戰略工具。透過鼓勵跨境合作而非單純競爭，該指數為構建強大且高度融合的亞洲經濟集群提供了藍圖。

作為全球增長的主要引擎，亞洲充滿活力的城市樞紐將能透過優勢互補，獲得龐大的集體力量。在亞洲應對瞬息萬變的全球格局之際，香港已準備就緒引領此合作共贏的未來。透過發揮其穩固的基礎優勢，並深化與更廣闊亞洲集群的融合，香港不僅能鞏固其作為首要國際門戶的地位，更將在即將到來的五年規劃以至未來數十年間，帶領區內邁向共同繁榮。

1. 香港總商會、益普索，《亞洲城市國際化指數 2026》，2026 年 8 月。
2. 經濟合作及發展組織（經合組織）。
3. 香港交易及結算所，《2025 年市場統計數據》，2025 年 12 月。
4. 政府統計處，《香港對外直接投資統計》，2025 年 12 月 9 日。
5. 香港總商會、益普索，《亞洲城市國際化指數 2026》，2026 年 8 月。

指導委員會

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從承諾到實證：貫通東西、聯通資本與機遇

Ambition is easy to declare and hard to demonstrate. When I wrote in The Bulletin a few months ago about Hong Kong's evolution from "super connector" to "super value-adder", I laid out our conviction that our role is not merely to introduce enterprises to the world, but to strengthen their hand as they venture into it. Now we are delighted to see that conviction at work, as the results are rolling in with real companies closing real deals in real markets.

This is an opportune moment to reflect and take stock, as we embrace the first anniversary of the Task Force on Supporting Mainland Enterprises in Going Global (GoGlobal Task Force), the one-stop platform that pools the collective strengths of the Government, public and commercial sectors to help Chinese Mainland enterprises expand overseas through Hong Kong. A full year of its work offers a fair vantage point to ask what has actually been achieved. The clearest evidence lies not in policy papers but on the road, in more than 20 seminars that the Task Force has organised, and the two high-level delegations that carried its mission to the markets of Central Asia and ASEAN.

Both delegations travelled with a cohort of enterprises alongside officials, and that is by design. A delegation led by the Government opens doors that a company knocking alone simply cannot pass through. Backed by Hong Kong's unique standing, these enterprises gain the opportunity to engage directly with host governments, helping them get a firmer grasp of local markets, partners and project opportunities. These two recent journeys show precisely what that looks like.

Central Asia: Proving the model at the frontier

Central Asia was a natural place to begin. Resource-rich, young and hungry for infrastructure, finance and technology, the region sits at the heart of the Belt and Road route with its needs mapping neatly onto Hong Kong's strengths in capital and professional services. Led by the Chief Executive, the mission to Kazakhstan and Uzbekistan in June was the largest delegation in this term of Government, returning with 96 agreements and memoranda worth more than US$1.65 billion, advancing a "hub-to-hub" model that casts Hong Kong as the two-way gateway between the Mainland and this new frontier.

What is most encouraging are not just the headline figures, but the business results achieved by these enterprises. Among them were leading giants of China's gold industry, including Zijin Gold International Company Limited and Shandong Gold Group Co, Ltd. With Invest Hong Kong's (InvestHK) support, these leading enterprises are now actively exploring the development of a gold industry ecosystem in Hong Kong, seizing the vision and opportunities presented by the city's ambition to become an international gold trading centre. Another mineral resources enterprise, Jiaxin International Resources, is the world's first company to be dual-listed on the Hong Kong Stock Exchange and the Astana International Exchange in Kazakhstan and is Central Asia's first renminbi-denominated stock — a milestone case of Hong Kong's capital markets serving the Belt and Road Initiative.

During the mission, Jiaxin International Resources signed an Memorandum of Understanding (MoU) with the Ministry of Industry and Construction of the Republic of Kazakhstan to deepen co-operation across three core areas: increasing annual ore extraction; introducing innovative technologies to optimise production processes; and stepping up investment in the deep processing of mineral raw materials. Drawing on Hong Kong's professional services in international financing, cross-



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border asset management and international legal expertise, Jiaxin International Resources will continue to deepen its presence in Kazakhstan's mining market.

Also on the mission was Guangzhou Pharmaceutical Holdings (GPHL), the first Traditional Chinese Medicine company to enter the Fortune Global 500, which tells a parallel story. The group's Hong Kong treasury and R&D centres serve as "dual engines": one powering financial strength, the other innovation. In a sector where going global means navigating clinical trials, capital and market access all at once, Hong Kong's globally recognised standards do something specific — they lower costs and compress time needed to reach markets from Southeast Asia to Europe and the US.

ASEAN: Depth close to home

If Central Asia showed the model's reach, our own neighbourhood shows its depth. The Task Force's first ASEAN delegation, led by the Secretary for Commerce and Economic Development, Algernon Yau, travelled to Kuala Lumpur in August, taking the same approach into ASEAN, a region that has been Hong Kong's second-largest trading partner for sixteen consecutive years, with two-way merchandise trade reaching HK$1,668.5 billion in 2025. The appetite runs both ways: in the first half of this year alone, the number of ASEAN companies InvestHK helped to set up or expand in Hong Kong rose by nearly 30 per cent year on year.

With the official opening of the Hong Kong Economic and Trade Office in Kuala Lumpur, InvestHK also signed a MoU with the Malaysian Investment Development Authority to deepen bilateral co-operation. Previously in June, we had also welcomed the launch of the ASEAN Chamber of Commerce (Hong Kong), created expressly to drive two-way trade and investment between China and ASEAN. And, it is telling that one of its first acts was to form a Northern Metropolis Expert Committee, bringing in over 100 ASEAN delegates to see the opportunity on the ground. It is a neat illustration of the whole thesis: we help enterprises go out, and in doing so we draw the region in.

Many Mainland delegates hailed the trip as fruitful. Guangxi, as the nation's bridgehead facing ASEAN, hosted a major Mainland enterprises GoGlobal event in July, jointly organised by the United Front Work Department of the CPC Guangxi Zhuang Autonomous Region Committee together with InvestHK and other Task Force members. Among our invited delegates was Runjian Co, Ltd, a leading digital intelligent operations and maintenance service provider from Guangxi, that described the Task Force as an "accelerator" for enterprises going global, particularly valuing its help in connecting businesses with crucial legal and financial services. In addition, Hillstone Networks (HK) Limited and Niufu Holding Sdn Bhd from Malaysia signed an MoU on-site at our Kuala Lumpur event, partnering on digital transformation and jointly exploring the education market with solutions integrating cybersecurity and AI.

The delegation also visited Ant International to learn about digital solutions empowering small and medium-sized enterprises in Malaysia, and Hong Leong Manufacturing Group, one of Malaysia's largest diversified industrial companies, to discuss market strategies.

Seizing the next stage of co-operation

Beyond all these outcomes, this effort also delivers a longer-term dividend for Hong Kong's own business environment. As Mainland champions use Hong Kong as their springboard for going global and put down roots operating here, they also deepen the city's ecosystems in commodities, life sciences and capital. These ecosystems, in turn, make Hong Kong more compelling to the next wave of enterprises looking the other way towards the Mainland. The ASEAN Chamber's interest in the Northern Metropolis is the same current running in reverse. This is the "two-way empowerment" now visibly in motion: every outbound success strengthens our pull as an inbound destination, and each reinforces the other.

These enterprises are not exceptions; they are the leading edge of a movement that is turning Hong Kong's institutional advantages into real commercial results. At InvestHK, our job is to keep turning vision into reality — to ensure that every company choosing Hong Kong finds not just a connection to the world, but a genuine partner in reaching it. On this first anniversary of the GoGlobal Task Force, the momentum is real, the model is proven, and the best chapters are yet to be written.

雄心壯志，宣之於口易，證之於行難。數月前我曾在《工商月刊》撰文，談及香港如何從「超級聯繫人」蛻變為「超級增值人」，並提出一個信念：我們的角色不僅是把企業引薦予世界，更要在它們揚帆出海之際為其增添助力。如今，我們欣見這份信念正逐步化為現實——由實在的企業，在實在的市場，達成一宗又一宗實實在在的交易。

適逢內地企業出海專班（出海專班）迎來成立一周年，正是回顧與檢視的良機。作為匯聚政府、公營及商界力量的一站式平台，出海專班協助內地企業經香港拓展海外業務。一年耕耘，正好讓我們檢視所收穫的成果，而最有力的證據不在政策文件之中，而在四方奔走之間。事實上，專班已舉辦逾20場研討會，並率領兩支高層代表團遠赴中亞及東盟市場執行使命。

兩支代表團均由官員偕同一眾企業共同出訪，這安排並非偶然。由政府牽頭，能夠為企業打開單憑一己之力無法叩開的大門。通過香港的獨特地位背書，這些企業可以獲得與東道國政府直接交流的機會，有助企業更有效掌握當地市場、合作夥伴及項目機遇。最近這兩次出訪，正好印證了箇中成效。

中亞：實地驗證出海模式

以中亞作為起點是順理成章的選擇。這片地區資源豐饒、人口年輕，並且對基建、金融與科技需求殷切，既是「一帶一路」的核心地帶，其需求亦與香港在資本和專業服務方面的優勢一拍即合。今年六月，行政長官率團出訪哈薩克斯坦及烏茲別克斯坦，是本屆政府規模最大的一次外訪代表團，合共達成96份合作協議及諒解備忘錄，涉及具體金額總值逾16.5億美元。這有效深化在「樞紐對樞紐（hub-to-hub）」合作模式下，香港作為內地與這片新興市場之間的雙向門戶角色。

然而，比起亮麗的數字，隨團出訪的企業達成業務成果更令我們感到鼓舞，當中包括中國黃金產業的頂尖巨頭紫金黃金國際有限公司以及山東黃金集團有限公司等。在投資推廣署的支持下，這些龍頭企業正積極研究在香港構建黃金產業鏈，捕捉香港矢志成為國際黃金交易中心的願景和機遇。而另一家礦產資源企業佳鑫國際資源是全球首家在港交所與哈薩克斯坦阿斯塔納國際交易所雙重上市的企業，更是中亞首隻人民幣計價股票，屬於香港資本市場服務「一帶一路」的里程碑案例。

隨團出訪期間，佳鑫國際資源與哈薩克斯坦共和國工業和建設部簽署合作備忘錄，圍繞三大核心領域深化合作：提升礦石年開採量；引入創新技術優化生產流程；追加投資佈局礦產原料深加工。依託香港國際融資、跨境資產管理、國際法律等專業服務，佳鑫國際資源將持續深耕哈薩克斯坦礦業市場。

同行的還有首家躋身《財富》世界500強的中醫藥企業廣州醫藥集團，其經歷同樣值得借鑒。集團設於香港的財資中心與研發中心發揮「雙引擎」作用，令其財務和創新發展得以並駕齊驅。中醫藥要實現出海，往往意味着要應付臨床試驗、資金募集和市場准入的多重挑戰，香港與國際接軌的標準正好大幅降低企業進軍由東南亞至歐美市場的成本，並縮短了所需的時間。

東盟：深耕鄰近市場

若說中亞展現了這套模式的廣度，我們的近鄰則彰顯了它的深度。出海專班首支東盟代表團由商經局局長丘應樺率領，於八月前赴吉隆坡，將同一出海模式帶進東盟這個連續十六年位居香港第二大貿易夥伴的地區。2025年，雙邊商品貿易額高達16,685億港元。而這份熱情是雙向的：單是今年上半年，經投資推廣署協助在港設立或擴充業務的東盟企業數目已按年增長近三成。

隨着香港駐吉隆坡經貿辦正式開幕，投資推廣署亦與馬來西亞投資發展局簽署合作備忘錄，深化雙邊合作。早於六月，我們已欣然見證東盟商會（香港）成立，該會的宗旨正是推動中國與東盟之間的雙向貿

易與投資。更有意思的是，東盟商會成立後便即組建「北部都會區專家委員會」，並邀請逾百名東盟代表親臨實地考察北部都會區的發展機遇。這正是最好的例證：我們既幫企業「走出去」，也把區內的夥伴「引進來」。

多位內地代表團成員均盛讚是次行程成果豐碩。廣西作為國家面對東盟的橋頭堡，今年7月廣西壯族自治區黨委統戰部與投資推廣署等專班成員共同舉辦了一場盛大的內地企業出海專班活動，我們亦邀請了來自廣西的數字智能運維服務領軍企業潤建股份有限公司參團。公司代表形容專班是企業出海的「加速器」，尤其肯定其在對接關鍵法律及金融服務方面所提供的協助。除此之外，山石網絡（香港）有限公司與馬來西亞紐富控股公司亦在我署吉隆坡的活動現場簽署合作備忘錄，攜手推進數字化轉型，並以融合網絡安全與人工智能的方案，共同開拓教育市場。

代表團亦到訪螞蟻國際，了解其如何以數字方案賦能馬來西亞的中小企；並拜會馬來西亞其中一家最大的多元化產業公司豐隆工業有限公司，與集團共商市場策略。

把握下一階段合作機遇

除了以上種種成果，這份努力亦為香港營商環境帶來了更長遠的裨益。當內地龍頭企業以香港為出海基地、在此紮根營運，它們同時也在深化本港於大宗商品、生命科學和資本等領域的生態圈。而這些生態圈，正正令香港對下一波意欲進軍內地市場的企業更具吸引力。東盟商會對北部都會區的濃厚興趣，正是同一股潮流反向流動的例證，生動詮釋「雙向賦能」：每一次成功「走出去」，都令香港本身的吸引力更上一層樓，彼此相輔相成。

這些企業並非個別特例，而是一場浪潮的先行者。這股浪潮正把香港的制度優勢轉化為實實在在的商業成果。對投資推廣署而言，我們的職責就是持續把願景化為現實，確保每一家選擇香港的企業，不僅覓得通往世界的橋樑，更找到一位助其抵達彼岸的真正夥伴。值此出海專班成立一周年之際，我們看到的是實實在在的動能、行之有效的模式，而最精彩的篇章，還在後頭。



Building a Family Office for the Long Term
From Wealth Management to Family Stewardship
建立面向未來的家族辦公室
從財富管理到家族傳承

After decades of building successful businesses, Asia's entrepreneurs and business families are beginning to ask themselves: how do we ensure that what we have built can endure across generations.

That question goes beyond investment returns. It encompasses succession, philanthropy, risk management, and the legacy a family hopes to leave behind.

A family office can provide a framework for bringing together wealth and long-term priorities. As the single family office of Nan Fung Group, NF Trinity has seen first-hand how a family's needs evolve as its investment activities become more complex. One lesson is clear: before thinking about structure, families should first think about purpose, culture, and trust.

Starting with Family Values, Culture and Trust

Every family office begins with a different story. Some are established after the sale or listing of a business; others while the business expands. Some prioritise wealth preservation, while others support entrepreneurship, philanthropy or innovation.

There is no single model that works for everyone. A good starting point is to ask: what should the family's wealth achieve over the next twenty or thirty years? What values should guide our decisions? How should trust be maintained as responsibilities pass from one generation to the next?

For Nan Fung Group, the philosophy of "Do Good and Do Well" reflects the belief that commercial success and positive social impact can reinforce one another. A family office can help translate such values into decisions across its different initiatives.

This becomes especially important during generational transitions. Wealth can be transferred through legal structures, but culture, trust and sound judgment are harder to transfer. A family office can help the next generation develop financial knowledge and understand both the family's portfolio and what it stands for.

Broadening Perspectives as the Family Evolves

For many firms, investment decisions reflect the founder's own experience, network and areas of expertise, supported by trusted advisers.

As family wealth grows, however, investment needs often become broader and more complex, spanning different asset classes, sectors and geographies. A family office can bring together complementary expertise and perspectives, helping evaluate a wider range of opportunities and build more diversified exposure.

Sound structure also becomes increasingly helpful — not to replace the founder's judgment, but to complement it with broader expertise, clearer processes and greater continuity. As Nan Fung Group's own family investments expanded, our approach gradually evolved over three decades from being founder-led to leveraging research, data and operational teams with different areas of expertise.

Clear responsibilities, appropriate governance and well-defined decision processes help bring together different perspectives, preserve knowledge and support sound decision-making as family needs evolve. The right structure should always remain proportionate to the family.

Managing More than Investment Risk

Protecting family wealth also requires weighing up risk more broadly.

Financial risks include concentration, liquidity, leverage and counterparty exposure. Globally active families must also consider geopolitical and regulatory risks, from changing trade relationships to currency movements.

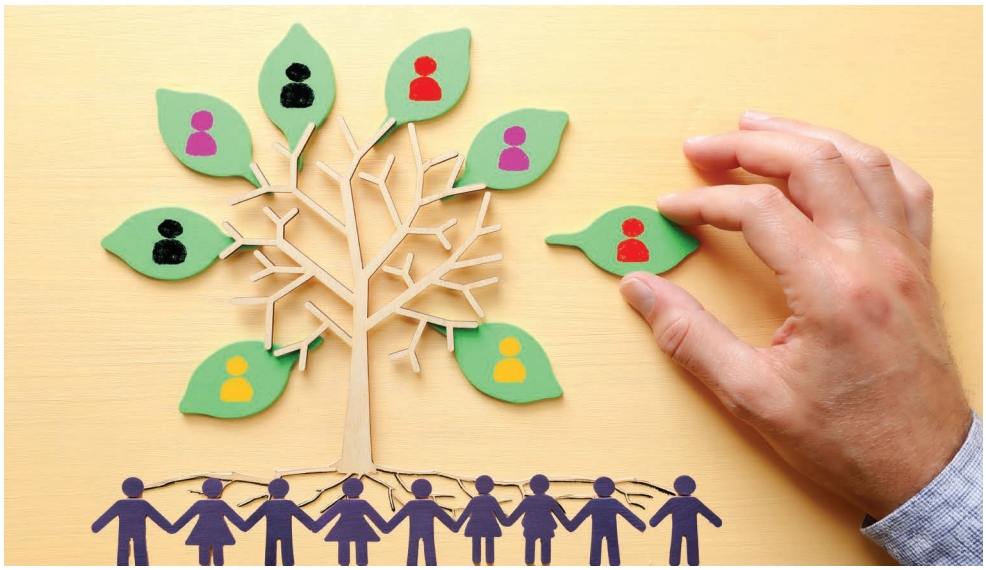
Operational risks can be equally consequential. Cybersecurity, data protection, reliance on key individuals or service providers, business continuity and internal controls can all affect resilience.



Helen Zhu (left), Managing Partner & Chief Investment Officer and Janet Hung (right), Chief Operating Officer, NF Trinity
NF Trinity 管理合夥人兼首席投資官朱悅（左）及首席營運官洪詠蘭（右）

Governance and succession require attention as well. As more family members and professional advisers become involved, clear responsibilities, decision-making processes and succession arrangements become important to maintain alignment and continuity.

A family office creates opportunities to view risk holistically — to understand where risks are concentrated, how they interact and what safeguards should be in place.



AI Is Expanding the Capacity of a Family Office

Technology is changing what a relatively lean family office can do.

NF Trinity began investing in data capabilities well before the recent generative AI wave, building a dedicated in-house big data team. The team works closely with investment professionals to analyse large and alternative datasets and generates additional insights across companies, sectors and macroeconomic trends.

We are also increasingly exploring AI-enabled tools across investment and operational teams.

In research, AI can help synthesise earnings reports, market news, company developments and alternative data, while supporting systematic monitoring across a range of companies, investment products, and geographies. Research and investment coverage can expand, without a big jump in headcount.

AI can also make investment processes more systematic. As agentic tools mature, supervised AI agents may further assist with clearly defined research and operational tasks.

The objective is not to replace people. Consequential decisions remain human responsibilities, while controls around confidentiality, data security, accuracy and oversight remain essential.

AI can help a family office do more with a leaner structure, while keeping important decisions firmly in human hands.

Building a Global Family Office Peer Network

Access to trusted peers and external expertise can be just as important as internal resources for family offices.

Over the years, NF Trinity has developed long-term relationships with other family offices across Greater China, Asia, North America and Europe. These relationships have grown into a global peer network centered on trust, learning and exchange.

Through closed-door discussions, thought leadership and learning initiatives, families can share experiences on succession, governance, next-generation development, philanthropy, technology and investment strategy. They can also exchange investment perspectives and, where appropriate, explore collaboration and co-investment opportunities.

Hong Kong provides a natural base for these exchanges, with its international connectivity, professional services and growing family office community. NF Trinity's collaboration with the HKGCC on the Family Office Capacity Building Programme is an extension of this philosophy, bringing practical family office perspectives to the broader business community.

Stewardship that Evolves with the Family

A family office, like the family it serves, is meant to evolve as generations change, technology develops and portfolios becomes more complex.

The tools may change — from trusted advisers and governance structures to data platforms and AI — but the purpose should remain clear: helping a family make sound decisions together, manage risk responsibly and carry its values forward.

That is ultimately the transition from managing wealth to stewarding it across generations.

經歷數十年的創業及企業發展後，許多企業家及商業家族開始思考，如何讓多年累積的成果能夠跨代傳承。

這個問題遠遠超越投資回報本身，亦涉及接班安排、慈善、風險管理，以及一個家族希望留下怎樣的傳承。

家族辦公室可以提供一個框架，將家族財富、價值觀及長遠目標整合起來。作為南豐集團的單一家族辦公室，NF Trinity 親身經歷了隨着家族投資活動日益複雜，家族的需求是如何逐步演變的。其中一個體會尤其清晰：在考慮架構之前，家族應先想清楚自身的使命、文化與信任基礎。

從家族價值觀、文化與信任出發

每一個家族辦公室，都有不同的起點。有些家族在企業出售或上市後成立家辦；有些則在主營業務發展時，便開始建立家族財富管理安排。有些以財富保值為首要目標，有些則支持創業、慈善或創新。

因此，並不存在一套適用於所有家族的標準模式。首先應思考的是：在未來二十年或三十年，家族希望財富發揮甚麼作用？應以甚麼價值觀引導重要決策？當責任由一代傳到下一代時，家族成員之間的信任又應如何維繫？

對南豐集團而言，“Do Good and Do Well” 的理念反映商業成就與正面的社會影響可以相互促進。家族辦公室可以協助家族將這些價值觀更有系統地落實於不同事務之中。

這一點在世代交替時尤其重要。財富可以透過法律架構轉移，但文化、信任與明智判斷力卻更難單靠文件傳承。家族辦公室可以幫助下一代逐步建立財務知識，讓他們不只了解家族「擁有甚麼」，亦理解家族「代表甚麼」。

隨家族發展拓闊視野

對許多企業而言，投資決策往往建基於創辦人本身的經驗、人脈及熟悉領域，並由值得信賴的顧問提供支援。

但隨着家族財富規模增長，投資需求往往變得更加廣泛及複雜，逐步涵蓋不同資產類別、行業及地域。家族辦公室可以匯聚互補的專業能力及不同視角，協助評估更廣泛的投資機會，並建立更多元化的資產配置。

同時，穩健制度更顯重要，這有助透過更廣泛的專業能力、更清晰的流程，以及更長遠的延續性，來輔助投資決策。

隨着南豐集團的家族投資逐步擴展，管理方式亦在三十多年來不斷演進，由早期以創辦人為主導，逐漸發展成由研究、數據及營運等具不同專業能力的團隊共同支持。

清晰的責任分工、適當的治理架構及明確的決策流程，有助匯聚不同觀點、沉澱知識，並隨着家族需要演變促成良好決策。最重要的是，家族辦公室的架構應與家族自身的實際需要相匹配。

管理的不只是投資風險

要保護家族財富，亦需要更宏觀地衡量風險。

財務風險包括資產集中、流動性、槓桿及交易對手風險等。對業務及資產遍佈不同市場的家族而言，亦需要考慮地緣政治及監管風險，包括國際貿易關係變化、匯率波動等。

營運風險同樣不可忽視。網絡安全、數據保護、對關鍵人員或外部服務商的依賴、業務持續運作及內部監控，都可能直接影響家族辦公室的韌性。

治理及傳承亦需要妥善安排。隨着更多家族成員及專業顧問參與其中，清晰的責任分工、決策流程及接班安排，對維持家族共識及長遠延續性愈發重要。

家族辦公室提供了從整體角度管理風險的機會——了解風險集中在哪裏、不同風險如何互相影響，以及應建立甚麼保障及應變機制。

AI 正在擴展家族辦公室的能力

科技正在賦予一支相對精簡的家族辦公室團隊更強大的工作能力。

早在近年生成式 AI 浪潮之前，NF Trinity 已持續投入數據能力，並建立一支專責的內部大數據團隊。團隊與投資專業人員緊密合作，分析大量傳統及另類數據，為公司、行業及宏觀經濟趨勢提供更多研究視角。

我們亦正逐步在投資及營運不同團隊的工作流程中探索 AI 應用。

在投資研究方面，AI 可以協助整合業績報告、市場新聞、公司動態及另類數據，同時支援團隊有系統地監察更多公司、投資產品及地域。這有助家族辦公室在毋需大幅增加人手的情況下，擴展研究及投資覆蓋能力。

AI 亦可以幫助投資流程變得更具系統性。過去較依賴人工跟進的流程，例如資訊收集、會議準備、知識管理及工作事項追蹤，都可以應用成熟的 AI agents（人工智能代理）。在人工監督下的 AIAgents 亦可進一步支援部分界定清晰的研究及營運任務。

但 AI 的目的並不是取代人。重大決策的最終責任仍然由人承擔，而 AI 的應用亦必須配合適當的保密、數據安全、準確性驗證及人工監督機制。

AI 可以讓家族辦公室以更精簡的架構承載更大的研究及營運能力，同時確保重要決策仍然由人作出。

建立全球家族辦公室同業網絡

能否與值得信賴的同業建立聯繫，並善用外部專家，有時與家族辦公室的內部資源同樣重要。

多年來，NF Trinity 與大中華、亞洲、北美及歐洲等不同市場的單一家族辦公室建立了長期關係，逐步形成一個以信任、學習及交流為核心的全球同業網絡。

透過閉門交流、前沿觀點分享及學習活動，不同家族可以交流在接班、治理、下一代培養、慈善、科技及投資策略方面的經驗，亦可以分享投資觀點，並在合適的情況下探索合作及共同投資機會。

香港的國際連接能力、專業服務及日益成熟的家族辦公室社群，亦為這類交流提供了良好基礎。NF Trinity 與香港總商會合作推出的 Family Office Capacity Building Programme，正是這一理念的延伸，將實際的家族辦公室經驗帶到更廣泛的企業家及商業社群。

與家族共同演進的長期傳承

家族辦公室就像它所服務的家族一樣，亦需要隨着世代更替、技術進步、投資組合日益複雜而持續演進。

所使用的工具可以不斷改變——從值得信賴的專業顧問及治理架構，到數據平台及 AI ——但家族辦公室的核心使命應該保持清晰：幫助家族共同作出良好決策、妥善管理風險，並將核心價值觀延續下去。

這正是從管理財富，走向跨世代守護與傳承的過程。



Optimists for Change
樂觀求變

Born in the digital age of 1999, Sia helps organisations turn transformation into opportunity — blending strategy, data and AI to deliver results across 20 countries

Sia 於 1999 年數碼時代誕生，結合策略、數據及人工智能，協助全球 20 個國家的機構將轉型化為機遇，創造卓越成果

Sharing its name with the Egyptian deity of enlightened decisions, Sia is driven by a foundational belief in insight, creativity, and purposeful transformation — principles that have steered the global management consultancy since its digital inception in Paris in 1999. Today, the firm employs 3,000 consultants across 50 locations in 20 countries and characterises itself as "optimists for change", assisting clients in initiating, navigating, and capitalising on transformation.

Sia's journey in Hong Kong began in 2008 with the establishment of its first Asian office in the city. Initially focused on banking and financial services, Sia quickly diversified its client base across different industries. Vincent Kasbi, Managing Partner and Head of APAC, noted that the Hong Kong team integrates deep sector-specific knowledge with cross-functional capabilities and emerging technologies, including artificial intelligence (AI).

What sets Sia apart is its integrated methodology. The firm augments its strategy and management capabilities with data science, enriched by creative thinking and underpinned by a strong sense of responsibility. Its global-local collaboration framework enables the rapid and seamless transfer of best practices from Europe, the United States, the Middle East and Asia to the Hong Kong market. This unique positioning has contributed to the company consistently earning industry recognition as a leading consulting firm in the Asia-Pacific region by Vault for two consecutive years.

Technology constitutes the core of Sia's service portfolio. As proponents of artificial intelligence and state-of-the-art technology, the firm has established strategic alliances with global leaders, including NVIDIA, ranking among its top three consulting partners worldwide, and OpenAI, where Sia serves as a founding partner in the inaugural OpenAI Partner Network. In addition, the firm launched SiaGPT, becoming the first consultancy to offer a business-friendly GPT interface that leverages large language models to unlock tangible value across client engagements.

Sia's dedication to environmental, social and governance (ESG) principles is integrated within its "Consulting for Good" framework, which is organised around three main pillars: Climate, Social Responsibility and Ethics & Compliance. The firm ranks in the top 4% of sustainable companies across all industries based on its annual evaluation by Ecovadis, a leading



Vincent Kasbi, Managing Partner and Head of APAC
管理合夥人兼亞太區主管

Sia Partners

HKGCC Membership No. 總商會會員編號：HKS1110
Year Established 創辦年份：1999
Website 網站：https://www.sia-partners.com/en





sustainability rating agency. Environmental endeavours include CAMERR, a multi-year mangrove restoration initiative in Cameroon, undertaken in collaboration with Orange and Planète Urgence.

For Sia, joining the Hong Kong General Chamber of Commerce was a strategic decision to accelerate its integration into the local business ecosystem. Kasbi observed that the Chamber's events provide a unique forum to network with key decision-makers across the diverse business community in Hong Kong, enabling the firm to build meaningful connections and stay attuned to local market dynamics. The advocacy efforts of the Chamber have also proven instrumental in supporting Sia's regional expansion aspirations.

Looking forward, Sia is deepening the collaboration between its Hong Kong and Chinese Mainland offices, particularly within the context of the Greater Bay Area. The firm is actively supporting Chinese enterprises in their international expansion while simultaneously assisting international brands' integration into the Chinese market. Following the establishment of new offices in Shanghai and Mumbai in the preceding years, Sia continues to invest in its core convictions, helping clients stay ahead of changes and capture the full potential of next-generation solutions, including AI. Backed by recent strategic investments, Sia is well-positioned to accelerate its growth trajectory and expand its global capabilities.



Sia Partners 的名稱源自象徵明智決策的埃及神明。公司的核心信念以洞察力、創造力為本，致力推動目標明確的轉型。自 1999 年於巴黎成立以來，這些原則一直引領這家全球管理諮詢公司穩步發展。如今，該公司在 20 個國家設有 50 個辦事處，聘用 3,000 名顧問。他們自詡為「樂觀求變者」，協助客戶策劃及引領轉型，並從中創造價值。

2008 年，Sia 於香港設立首個亞洲辦事處，正式開展本地業務，初期專注於銀行及金融服務，其後客戶群迅速拓展至不同行業。管理合夥人兼亞太區主管 Vincent Kasbi 指出，香港團隊結合深厚的行業知識、跨領域專業能力，以及人工智能（AI）等新興技術，為客戶提供全面支援。

Sia 的獨特之處在於其全方位策略。公司結合策略規劃、管理實力與數據科學，並秉持創意精神及企業責任，全面提升服務水平。憑藉全球與本地協作的框架，公司能迅速且無縫地

將歐洲、美國、中東及亞洲各地的最佳實踐方案引入香港市場。這種獨特定位有助公司屢獲業界肯定，連續兩年獲 Vault 評為亞太區頂尖諮詢公司。

科技是 Sia 服務範疇的核心。作為引領人工智能與頂尖科技的企業，該公司與全球科技巨頭建立戰略聯盟，躋身 NVIDIA 全球三大諮詢合作夥伴之列，同時亦是 OpenAI 首屆合作夥伴網絡的創始合夥人。此外，該公司推出 SiaGPT，成為首家提供企業友善 GPT 介面的諮詢公司，運用大型語言模型為客戶創造實質價值。

Sia 致力推動環境、社會及管治（ESG）原則，並將其納入「Consulting for Good」框架。該框架圍繞三大支柱：氣候、社會責任，以及道德與合規。領先的可持續發展評級機構 Ecovadis 的年度評估顯示，Sia 位列全球各行業可持續發展企業的前 4%。在環保方面，該公司與 Orange 及 Planète Urgence 合作，於喀麥隆開展名為 CAMERR 的長期紅樹林修復計劃。

加入香港總商會是 Sia 的戰略決策之一，藉以加速融入本地商業生態圈。Kasbi 指出，總商會舉辦的活動提供了獨特平台，讓團隊能與本港不同界別的商界領袖交流，從而拓寬人脈、緊貼本地市場脈搏。此外，總商會的倡議工作，亦為 Sia 在區內拓展業務的願景提供支持。

展望未來，Sia 正深化香港與內地辦事處的合作，特別是把握大灣區的發展機遇。公司積極協助內地企業拓展國際市場，同時支援國際品牌進軍內地。繼早年在上海及孟買開設新辦事處後，Sia 繼續投資於其核心理念，協助客戶在變革中保持優勢，並充分發揮 AI 等新一代解決方案的潛力。在近期戰略投資的支持下，Sia 已準備就緒，將加快增長步伐並拓展全球業務版圖。

New Member Highlights
聚焦新會員

We are delighted to spotlight three new members from across Hong Kong's business landscape. From commercial interiors and healthcare to talent acquisition, their unique insights enrich our vibrant community: Dr Chong Man Yuk, CEO, JP Partners Medical; Maggie Cheung, Managing Director, SA Project Ltd; and Rebecca Chan, Managing Director, KOS International Holdings Limited.

我們很高興在此介紹三位新會員，橫跨商業室內裝修、醫療到人才招聘等不同行業。他們的獨到見解將進一步豐富我們的網絡，熱烈歡迎各位加入香港總商會的大家庭：莊柏醫療行政總裁莊文煜醫生、SA Project Ltd 董事總經理 Maggie Cheung、KOS 董事總經理陳曉慧。

Our relationship with HKGCC began before we became a member, when we had the privilege of delivering the interior fit-out for the Chamber's office at United Centre. Through the project, we gained a deeper appreciation of HKGCC's role in connecting Hong Kong's business community and promoting professional excellence and sustainable business practices.

We see HKGCC as a valuable platform for professional exchange, learning, and meaningful engagement with businesses across different sectors.

早在加入成為會員前，我們已有幸與總商會結緣，並為其於統一中心的辦公室負責室內裝修工程。透過該項目，我們更深刻體會到總商會在聯繫香港商界、推動專業發展及可持續營商模式上所發揮的重要作用。

我們認為總商會提供的平台極具價值，並期待在此進行專業交流與學習，以及與各界企業深化聯繫。



Maggie Cheung,
Managing Director, SA Project Ltd
SA Project Ltd 董事總經理 Maggie Cheung

Joining the Chamber was a natural fit given its strong reputation and network. We're especially excited to connect with healthcare peers, share insights, and stay ahead of industry trends.

Leveraging HKGCC's network will also be the key to driving our expansion in the Greater Bay Area, helping us build partnerships, find new opportunities, and accelerate our growth in the region.

總商會享有卓越聲譽並具備強大的商業網絡，加入成為會員對我們而言是順理成章的決定。我們尤其期待與醫療界同業交流切磋、分享真知灼見，並緊貼行業最新趨勢。

此外，善用總商會的網絡更是拓展大灣區業務的關鍵，有助我們建立合作夥伴關係、發掘新機遇，從而加快在區內的發展步伐。



Dr Chong Man Yuk,
CEO, JP Partners Medical
莊柏醫療行政總裁**莊文煜醫生**

One of the reasons for me to join HKGCC is because, being an executive headhunter, I believe talent, leadership, and workforce planning are central to Hong Kong's long-term competitiveness. Through my work, I engage closely with employers and senior professionals across industries, giving me practical insight into leadership succession, hiring challenges, and evolving manpower needs. I hope to contribute these perspectives to HKGCC's business community while learning from fellow members' experiences.

The Chamber provides a valuable platform to build partnerships, exchange market intelligence, and help influence constructive conversations around talent development, workforce mobility, and the future of Hong Kong's manpower community.

作為高管獵頭專家，我選擇加入總商會是因為我深信人才、領導力與人力資源規劃是香港維持長遠競爭力的核心。在日常工作中，我與各行各業的僱主及資深專業人士緊密交流，讓我對領導層接班、招聘挑戰及人力需求轉變具備實務理解。我期望能與總商會的商界網絡分享這些見解，同時向其他會員取經。

總商會是一個極具價值的平台，有助我們建立合作夥伴關係、交流市場資訊，並推動各界就人才發展、勞動力流動以至香港人力市場的未來，進行具建設性的交流。



Rebecca Chan,
Managing Director, KOS
KOS 董事總經理**陳曉慧**

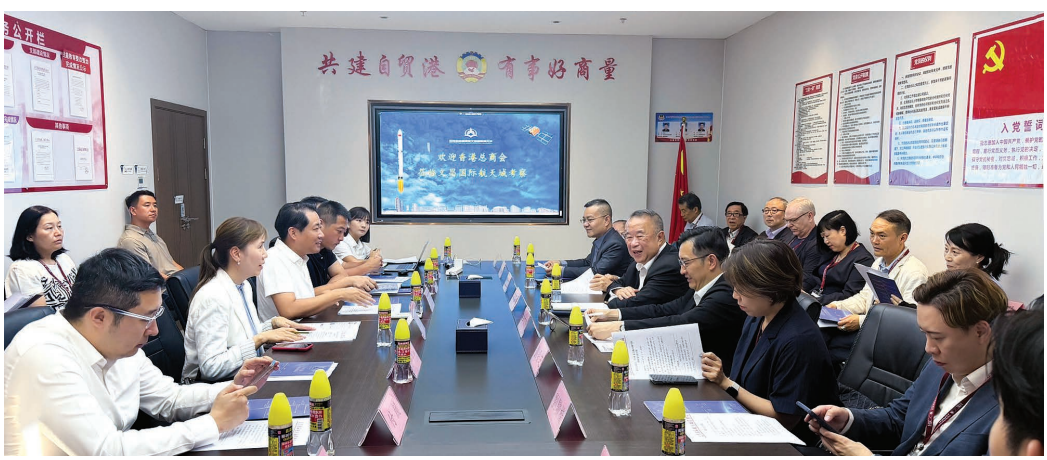
Exploring the Development of the Chinese Mainland's Aerospace Technology Industry
探索內地航天科技產業發展

To gain an in-depth understanding of the current development of the aerospace technology industry in the Hainan Free Trade Port and to explore cooperation opportunities for Hainan in commercial aerospace, technological innovation, and related professional services, HKGCC Vice Chairman P C Yu and China Committee Chairman Felix Lee led a 30-member delegation to Wenchang, Hainan, from 23 to 25 August for a fact-finding visit, exchanging views with local government departments and aerospace technology institutions.



Meeting and exchanging views with Hainan Province Governor Liu Xiaoming.
與海南省省長劉小明會面交流。

The delegation met with Hainan Province Governor Liu Xiaoming in Haikou. The two sides exchanged in-depth views on the construction of the Hainan Free Trade Port, commercial aerospace, medical tourism, film and performing arts, financial services, talent exchange, and the participation of Hong Kong enterprises in Hainan's development. Hainan and Hong Kong share a solid foundation for cooperation in financial services, cross-border trade, modern logistics, professional services, technological innovation, and international market expansion. The policy

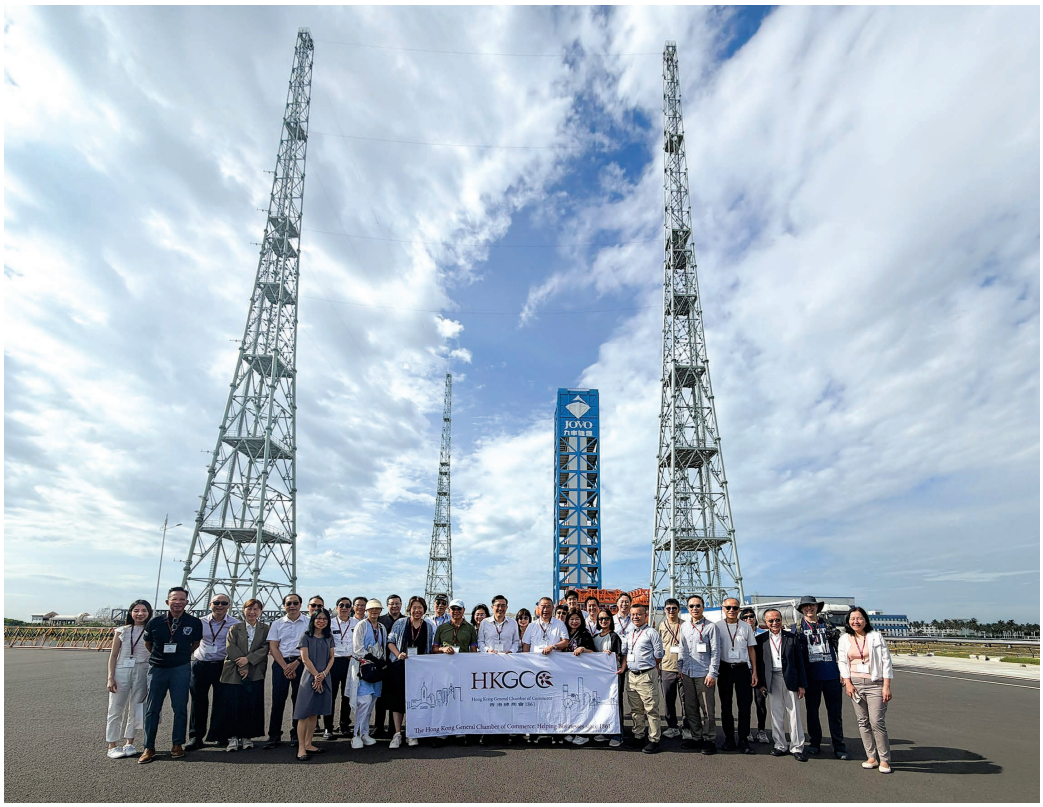


Exchanging views with representatives of the Aerospace City Administration on Wenchang's aerospace industry planning and the commercialisation of technological achievements.
與航天城管理局代表就文昌航天產業規劃、科技成果轉化等交換意見。

advantages of the Port, coupled with Hong Kong's highly internationalised business environment, can provide strong support for aerospace technology enterprises to explore international markets, introduce overseas capital, and develop cross-border businesses.

The delegation later met with Sun Fulin, Chief Economist of Wenchang International Aerospace City, to exchange views on topics such as Wenchang's aerospace industry planning and the commercialisation of technological achievements. The two sides explored how to further leverage Hong Kong's role as an international financial centre and professional services platform, combining this with Hainan's advantages in aerospace manufacturing, launch facilities, technological R&D, and industrial parks to facilitate the implementation of more concrete cooperation projects.

Hainan Wenchang is an important national aerospace launch base and a key high-tech industrial cluster prioritised by the Hainan Free Trade Port. The delegation visited the Hainan Commercial Spacecraft Launch Site to learn about its construction progress, launch mission arrangements, and industrial supporting facilities. The Launch Site is gradually evolving from a traditional single-function launch site into a comprehensive platform integrating rocket launches, satellite services, technology exhibitions, aerospace cultural tourism, and industry investment promotion.



Visiting the Hainan Commercial Spacecraft Launch Site in Wenchang.
參觀文昌海南商業航天發射場。

They also visited the Wenchang Space Exploration Centre and the iSpace (Interstellar Glory) Reusable Rocket Factory to understand the development history of China's aerospace industry, the scientific research achievements behind rocket launch principles, and the entire process of commercial rocket R&D, manufacturing, assembly, testing, and launch services. Afterwards, the delegation visited the Wenchang Aerospace Science and Education Centre to gain a deeper understanding of the latest developments in areas such as aerospace supercomputing, meteorite structures, satellite remote sensing, data processing, and spatial information applications. This activity also showcased Wenchang's unique advantages in aerospace science popularisation, technology tourism, and the exhibition of major national projects.

Looking ahead, HKGCC will continue to leverage its role as a bridge connecting Hong Kong, the Mainland, and international markets. It will actively promote Hainan's development opportunities to the business communities in Hong Kong and overseas, encourage more Hong Kong enterprises to participate in the construction of the Hainan Free Trade Port, and drive deeper cooperation between both sides across various fields to jointly explore new opportunities in the development of the aerospace technology industry.

為深入了解海南自由貿易港航天科技產業的發展現況，探索海南在商業航天、科技創新及相關專業服務領域的合作機遇，香港總商會副主席余鵬春及中國委員會主席李家聰率領 30 人代表團於 8 月 23 至 25 日前往海南文昌考察，並與當地政府部門及航天科技單位交流。

代表團在海口與海南省省長劉小明會面交流。雙方就海南自由貿易港建設、商業航太、醫療旅遊、影視演藝、金融服務、人才交流及香港企業參與海南發展等方面深入交換意見。海南與香港在金融服務、跨境貿易、現代物流、專業服務、科技創新及國際市場拓展等方面具有良好的合作基礎。海南自由貿易港的政策優勢，加上香港高度國際化的營商環境，可為航天科技企業開拓國際市場、引進海外資本及發展跨境業務提供有力支援。

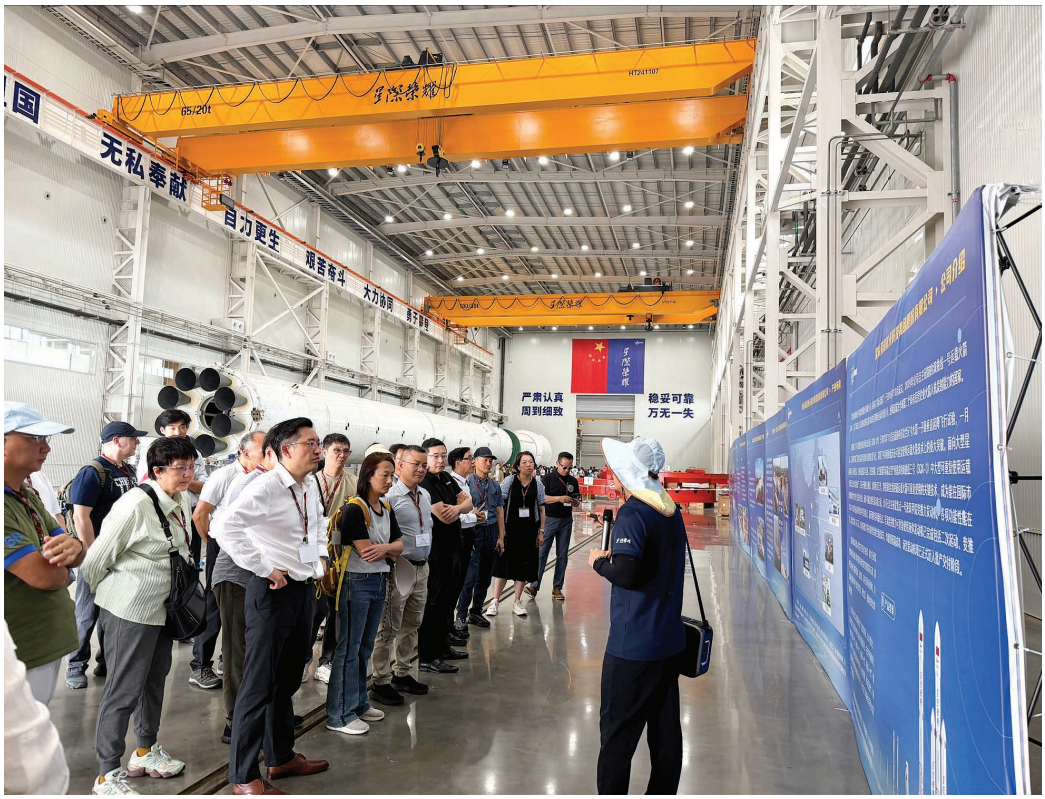
代表團其後與文昌國際航天城總經濟師孫副林會面交流，就文昌航天產業規劃、科技成果轉化等議題交換意見。雙方探討如何進一步發揮香港的國際金融中心及專業服務平台作用，與海南的航天製造、發射設施、科技研發和產業園區優勢相結合，推動更多具體合作項目落地。

海南文昌是國家重要的航天發射基地，也是海南自由貿易港重點發展的高新技術產業集聚區。

代表團參觀了海南商業航天發射場，了解商業航天發射場的建設進展、發射任務安排及產業配套。海南商業航天發射場正由傳統的單一發射功能，逐步發展為集火箭發射、衛星服務、科技展示、航天文旅及產業招商於一體的綜合平台。

代表團亦參觀文昌航天科普中心及星際榮耀火箭總裝廠房，了解中國航天事業的發展歷程、火箭發射原理的科研成果及商業火箭的研發、製造、總裝、測試及發射服務流程。其後，代表團參觀文昌航太超算中心，深入了解航天超算、隕石構造、衛星遙感、數據處理及空間信息應用等領域的最新發展。這次活動亦展示了文昌在航天科普、科技旅遊及國家重大工程展示方面的獨特優勢。

展望未來，香港總商會將繼續發揮聯繫香港、內地及國際市場的橋樑作用，積極向香港及海外工商界推廣海南的發展機遇，鼓勵更多香港企業參與海南自由貿易港建設，並推動雙方各領域深化合作，共同探索航天科技產業發展的新機遇。



Visiting the Reusable Rocket Factory of iSpace (Interstellar Glory), a leading enterprise in China's commercial rocket industry.
參觀中國商業火箭行業頭部企業——星際榮耀火箭總裝廠房。



Visiting the Wenchang Aerospace Science and Education Centre to understand the aerospace big data industry chain.
參觀文昌航太超算中心，瞭解航天大數據產業鏈。

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China Committee
中國委員會

Liu Bengen, General Manager of Zhongshan Investment Promotion and Development Co Ltd, visited the Chamber on 30 July, where he was welcomed by Neo Wang, Vice Chairman of the **China Committee**.

Founded in September 2017, the company focuses on industrial investment, property management, and investment promotion. Liu introduced Zhongshan's active transformation from traditional manufacturing to modern smart manufacturing, with a strategic focus on emerging industries such as biomedicine and healthcare, high-end equipment manufacturing, and green energy. Among these, Traditional Chinese Medicine research is one of their main focus sectors.

Zhongshan has long been a favoured destination for Hong Kong retirees investing in property. Liu expressed his hope that Hong Kong investors will pay greater attention to Zhongshan's industrial development and seize new opportunities.



7 月 30 日中山市招商發展有限公司總經理劉本根到訪本會，由本會**中國委員會**副主席王立偉接待。

該公司於 2017 年 9 月成立，主要業務涵蓋招商引資、產業投資及物業管理。劉本根表示，中山近年積極推動「傳統製造」向「智能製造」轉型，重點布局生物醫藥與健康產業、高端裝備製造及新能源等產業，其中以中醫藥研發最為凸出。

中山一直深受香港退休人士青睞，喜歡在當地置業。劉本根期望香港投資者對中山產業發展投放更多關注，把握新機遇。

The 2026 Beijing-Hong Kong Frontier Technology and Application Scenarios Matchmaking Meeting, and the 9th Beijing-Hong Kong Youth Innovation and Entrepreneurship Competition Hong Kong Selection Round was co-hosted by the Beijing Municipal Science and Technology Commission, the Administrative Commission of Zhongguancun Science Park, the Hong Kong Productivity Council, and the Hong Kong Trade Development Council on 11 August.

Guided by actual application scenarios in Hong Kong, the event paired Beijing's cutting-edge technologies in fields such as artificial intelligence and embodied intelligence with common industry pain points. By adopting a scenario-based questions and answers model, the event effectively promoted the adoption of technology by innovation entities from both cities, while supporting the international development of high-tech enterprises in Beijing.

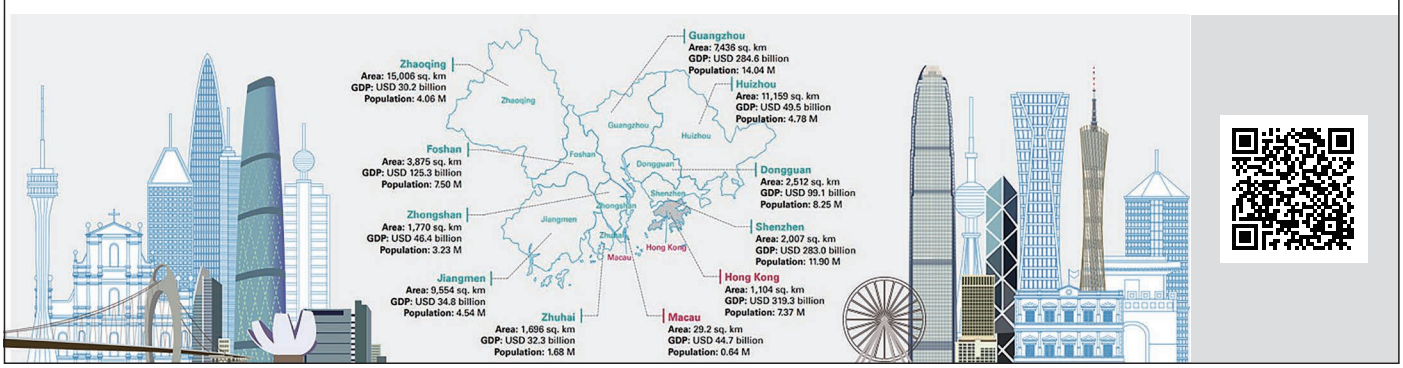
Zhang Kai, Director of the Zhongguancun Beijing-Hong Kong-Macau Youth Innovation and Entrepreneurship Centere, shared the Centre's achievements in promoting Beijing-Hong Kong cooperation during his opening remarks. He stated that the Centre would continue to build bridges for scientific and technological cooperation between the two markets, jointly driving the coordinated development of science and technology innovation.

本會多位會員於 8 月 11 日參加由北京市科學技術委員會、中關村科技園區管理委員會、香港生產力促進局和香港貿易發展局共同主辦的「2026 京港前沿技術及應用場景對接會暨第九屆『京港青創杯』創業大賽香港選拔賽」。

本次活動以香港實際應用場景為牽引，精準對接北京在人工智慧、具身智慧等領域的前沿技術，採用「場景出題、技術答題」模式，切實推動京港創新主體實現技術落地，助力北京高科技企業國際化發展。

中關村京港澳青年創新創業中心主任張凱在致辭中分享了中心推動京港合作的成果，並表示將與合作夥伴持續搭建京港科技合作橋樑，共同推動兩地科創協同發展。

HKGCC GREATER BAY AREA CORNER
香港總商會粵港澳大灣區資訊



The Delegation of the Tibet Autonomous Region visited Hong Kong in mid-August and held a Tibetan agricultural and food products promotion conference on 13 August. Members of the HKGCC attended the event to explore market collaboration and market opportunities for the plateau's specialty products.

西藏自治區代表團於 8 月中旬訪港，並於 8 月 13 日舉辦西藏農食產品宣介會，多位會員參加，共同探索高原特色產品的市場機遇及合作前景。



The 26th Dongguan-Hong Kong Enterprise Upgrading and Transformation Joint Meeting was held on 18 August with the theme "Deepening Dongguan-Hong Kong Synergy, Building a Bay Area Hub for Global Expansion".

Vikky Tam, Vice Chairman of the Chamber's **SME Committee**, represented the Chamber at the meeting. Since its establishment in 2009, the Joint Meeting has served as a platform to strengthen communication between Dongguan government departments and Hong Kong institutions and business associations. It aims to address major challenges faced by Hong Kong-invested enterprises in Dongguan and enhance cooperation between enterprises in both regions.

During the meeting, Tam put forward suggestions on behalf of the Chamber, emphasising the need for active participation in promoting Dongguan-Hong Kong enterprise collaboration and supporting Dongguan firm expanding into international markets, thereby contributing to the Bay Area's role as a global hub.

第 26 次莞港企升級轉型聯席會於 8 月 18 日舉行，以「深化莞港聯動協同，共建灣區出海樞紐」為主題。

中小型企業委員會副主席譚秀芳代表本會出席。該聯席會自 2009 年建立以來，旨在加強東莞市政府相關部門與香港機構、商協會的溝通協調，共同解決港資企業在東莞遇到的重大實際問題，並推動兩地企業合作。

會上，譚秀芳代表本會提出建議，積極參與推動莞港企業合作，協助東莞企業拓展海外市場，攜手共建灣區「出海樞紐」。

On 14 August, **China Committee** Chairman Felix Lee welcomed Gao Jun, Deputy Director of the Commerce Department of Qinghai Province, accompanied by a four-member delegation, including Deputy President of Qinghai CCPIT, Chen Bin.

Hong Kong's Food Expo was a focal point of the delegation's visit, where they promoted organic produce from across China's fourth largest province, such as goji berries, salmon, beef, and Traditional Chinese Medicine.

Spanning 720,000 square kilometres, Qinghai boasts abundant solar and water resources, making it a pioneer of clean energy. Gao also highlighted its unique strengths as a vital base for minerals and salt late resources. He expressed the delegation's hopes to deepen cooperation with Hong Kong and leverage the city's global platform to bring Qinghai's delicacies to the world.



8 月 14 日，總商會**中國委員會**主席李家聰，迎接青海省商務廳副廳長高鈞率領四人代表團到訪，其中包括青海省貿促會副會長陳杉。

高鈞在會上介紹了青海的獨特優勢——青海擁有 72 萬平方公里土地，作為清潔能源高地，青海光能、水能資源充足，同時也是中國重要的能源、礦產及鹽湖資源基地。

代表團此行來港主要參加香港美食博覽會，推廣青海有機食品，包括枸杞、三文魚、牛肉及中醫藥等。高鈞期望透過香港這個國際平台，進一步加強合作，把青海的優質美食推廣至全球。



On 18 August, the Chamber hosted Luo Huanghao, Vice Mayor of Shenzhen, on his visit to Hong Kong. He was received by HKGCC CEO Patrick Yeung and **China Committee** Chairman Felix Lee, with whom he exchanged views on how to deepen cooperation between Hong Kong and Shenzhen.

The two sides took a close look at collaboration within the service industry and promoting coordinated industrial development in both cities. Luo noted that Shenzhen and Hong Kong have solid foundations for cooperation in finance, technology, and education, among other areas.

To realise their full potential, he emphasised that both cities should take advantage of upcoming opportunities for knowledge exchange and collaboration, such as the development of the Northern Metropolis. Furthermore, he added that increased cross-border cooperation can boost innovation and development in key sectors like healthcare and transport, while nurturing emerging talent.

8 月 18 日，深圳市副市長羅晃浩到訪總商會，由總裁楊偉添、**中國委員會**主席李家聰及多位會員接待。雙方就深化深港服務業合作及推動兩地產業協同發展等議題交換意見。

羅晃浩表示，深圳與香港在金融、科技、教育及現代服務業等領域具備良好合作基礎，未來可進一步整合兩地優勢，強化跨境合作。同時，雙方應把握北部都會區發展機遇，加強創科、交通、產業及人才交流。會上，雙方亦就醫療、金融及保險等產業合作可能深入交流。



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Strengthening Hong Kong-Malaysia Business Ties
加強香港與馬來西亞商貿聯繫

The HKGCC is pleased to announce that it has signed a Memorandum of Understanding (MoU) with the National Chamber of Commerce and Industry of Malaysia (NCCIM), paving the way for closer cooperation and collaboration.



The agreement was signed in Kuala Lumpur during a Hong Kong business delegation led by Secretary for Commerce and Economic Development Algernon Yau. HKGCC General Committee Member Elton Chan signed the MoU with Mohd Dzahir Jamudin, Vice President of NCCIM.

Under the agreement, the two chambers will work together to deepen trade, technical, and economic cooperation by drawing on their respective business networks. This will include exchanging market intelligence and investment information, organising joint commercial programmes and facilitating reciprocal visits, helping businesses in Hong Kong and Malaysia identify new partners and opportunities.

As the apex body representing Malaysia's private sector, NCCIM brings together major business associations across the country and serves as an important platform for promoting trade, investment and international economic cooperation. Hong Kong and Malaysia's business ties go back for decades. A new Hong Kong Economic and Trade Office was also established in Kuala Lumpur last year, further solidifying Hong Kong's links with its eighth-largest trading partner. Patrick Yeung, CEO of HKGCC, said the partnership marked an important step in further developing the longstanding economic relationship between the two sides.

"Malaysia is a vital economic partner for Hong Kong and a cornerstone of the dynamic ASEAN market. The signing of this MoU in Kuala Lumpur marks a significant milestone in our bilateral relationship," he said.

"By formalising our deep-rooted cooperation with NCCIM alongside the 'Think Business, Think Hong Kong' initiative, we are actively unlocking new avenues for our members to explore cross-border investment, share critical market intelligence, and build lasting business relationships."

The visit highlighted Hong Kong's continuing efforts to expand its economic engagement across Southeast Asia, including in areas such as finance, innovation and technology, professional services and cross-border investment.

"As Hong Kong continues to serve as an international bridge, this partnership will ensure our business communities thrive together in the years ahead," Yeung said.

With the MoU providing a formal framework for ongoing exchanges, HKGCC and NCCIM will now focus on translating closer institutional ties into practical opportunities for their members and strengthening business links between Hong Kong and Malaysia.

香港總商會與馬來西亞全國總商會簽署合作備忘錄，為雙方建立更緊密的合作夥伴關係奠定基礎。

是次簽署儀式於吉隆坡舉行，正值商務及經濟發展局局長丘應樺率領香港高級別商貿代表團訪問當地，總商會理事陳豪賢與馬來西亞全國總商會副會長 Mohd Dzahir Jamudin 共同簽署該份備忘錄。

根據協議，兩商會將善用雙方的商業網絡，攜手加強貿易、技術及經濟合作。具體措施包括交流市場情報與投資資訊、合辦商業項目及推動代表團互訪，從而協助香港與馬來西亞企業發掘新合作夥伴與機遇。

馬來西亞全國總商會作為代表馬來西亞私營企業的最高級別商會，匯聚各地主要商會，是促進貿易、投資及國際經濟合作的重要平台。香港與馬來西亞的商貿聯繫源遠流長。去年，香港駐吉隆坡經濟貿易辦事處正式成立，進一步鞏固香港與其第八大貿易夥伴的聯繫。香港總商會總裁楊偉添表示，這次合作為雙方發展長遠經濟關係寫下新篇章。

他指出：「馬來西亞是香港極為重要的經濟夥伴，亦是充滿活力的東盟市場之基石。是次於吉隆坡簽署合作備忘錄，標誌着雙邊關係邁向重要里程碑。」

「我們藉『成就機遇．首選香港』推廣活動，正式確立與馬來西亞全國總商會的深厚合作關係，積極為會員開拓新機遇，助其探索跨境投資、掌握關鍵市場情報，並建立長遠穩固的商業聯繫。」

是次代表團出訪凸顯香港持續致力拓展與東南亞各國的經濟聯繫，涵蓋金融、創科、專業服務及跨境投資等領域。

楊偉添說：「隨着香港繼續發揮國際橋樑的作用，這項合作夥伴關係將助力兩地商界在未來攜手邁向繁榮。」

隨着該備忘錄為持續交流構建正式框架，香港總商會與馬來西亞全國總商會將致力把緊密的機構聯繫轉化為會員的實際機遇，進一步加強香港與馬來西亞之間的商貿連結。

Continuing an Invaluable Partnership with the HKJCCI
延續與香港日本人商工會議所的緊密夥伴關係



Tomohiko Miyahara, Secretary General of the Hong Kong Japanese Chamber of Commerce & Industry (HKJCCI), paid a courtesy visit to the Chamber on 27 July upon assuming his new roles as Secretary General of the HKJCCI and the Hong Kong Japanese Club. Miyahara and Hayata Adachi, Chief Operator of the HKJCCI, were received by Chamber CEO Patrick Yeung and the International Relations Division.

Miyahara outlined the HKJCCI's ongoing commitment to building networks among Japanese businesses in Hong Kong and connecting them with local enterprises through collaboration with business associations, including the Chamber. He also emphasised the importance of providing their members with the latest general insights and business information in a rapidly changing environment. Both sides also discussed the economic development of their markets, and post-pandemic shifts in corporate structures and consumer behavior in Hong Kong.

Yeung invited the HKJCCI to send representatives to the Chamber's upcoming signature events celebrating its 165th anniversary year. Furthermore, both parties agreed to explore potential collaborations on lifestyle events, in addition to the long-standing, exclusive HKGCC x HKJCCI Joint Luncheon for executive leaders.

We look forward to continuing this invaluable partnership, fostering deeper ties, and creating new opportunities for our members.

香港日本人商工會議所（HKJCCI）及日本人俱樂部事務局長宮原智彥近日履新，並聯同 HKJCCI 營運長足立隼於 7 月 27 日到訪總商會，由總商會總裁楊偉添及國際關係部團隊接待。

宮原表示，HKJCCI 將繼續致力為在港日資企業建立網絡，並透過與包括總商會在內的商業組織合作，加強日企與本地企業的聯繫。他強調，在瞬息萬變的商業環境中，為會員提供與時俱進的宏觀洞察與市場資訊至為重要。雙方亦就各自市場的經濟發展，以及疫情後香港企業結構與消費者行為的轉變進行交流。

適逢總商會成立 165 周年，楊偉添邀請 HKJCCI 代表出席總商會即將舉辦的重點慶祝活動。雙方亦同意繼續支持舉辦多年、專為企業領袖而設的商界聯席午餐會，並探討合辦生活時尚活動的可能。

我們期待延續這項寶貴的合作夥伴關係，深化彼此聯繫，並為雙方會員締造全新機遇。



Strengthening Ties with Kenya
加強與肯尼亞聯繫

Dr Korir Sing'Oei, Principal Secretary of the State Department for Foreign Affairs of the Republic of Kenya, called on the Chamber on 6 August to share insights into Kenya's latest developments. Building on long-standing bilateral relations, the Kenya-China Early Harvest Agreement has provided a zero-tariff framework for exports.

Consequently, trade has increasingly shifted towards the Chinese market, reflecting a broader move away from traditional reliance on European markets. This transition has been supported by the opening of Kenya's Consulate General in Guangzhou, which aims to foster stronger trade ties.

Strategically located along the African coastline, Kenya enjoys strong air and maritime connectivity. The Port of Mombasa serves as a logistics hub for landlocked markets and facilitates trade with the rest of the world. Kenya is a leader in Africa's digital transformation and acts as a gateway to the continent's market, with Africa's population projected to exceed 2 billion by 2050.

As an international financial centre, Hong Kong plays a strategic role in Kenya's economic development, acting as a catalyst for bilateral investment and financial cooperation. Hong Kong's status as a hub for multinational corporations, re-export trade and the world's largest offshore RMB centre further enhances its attractiveness as a destination for Kenyan capital-raising efforts.

Looking ahead, both sides agreed to deepen their relationship and cooperation through joint roadshow programmes and events with Kenyan business associations.

The delegation also included Willy Kipkorir Bett, Ambassador of the Republic of Kenya in Beijing; Jane Makori, Deputy Director General, Asia and Pacific Directorate, State Department for Foreign Affairs; Lynette Ndile, Deputy Ambassador of the Republic of Kenya in Beijing; Lucy Mereu, Office of the Principal Secretary, State Department for Foreign Affairs; and Dr Tam Wing Kun, Honorary Consul of Kenya in Hong Kong.

The delegation was received by Chamber CEO Patrick Yeung, **Asia, Africa and Middle East Committee** leaders Dewan Saiful Alam and Simon Hui, and the International Relations Division.

肯尼亞共和國外交部秘書長 Korir Sing'Oei 博士於 8 月到訪總商會，分享當地最新發展機遇。建基於悠久的雙邊關係，中國與肯尼亞簽訂的《早期收穫協定》為出口提供了零關稅框架。

因此，肯尼亞的貿易重心已逐漸轉向內地市場，反映當地正逐步擺脫以往對傳統歐洲市場的依賴。肯尼亞於廣州設立總領事館，亦進一步推動了這項轉變，旨在深化雙邊經貿聯繫。

肯尼亞坐落於非洲海岸線的戰略要衝，擁有強大的航空及海運聯通能力。蒙巴薩港作為內陸市場的物流樞紐，有效促進當地與全球各地的貿易。肯尼亞不僅是非洲數碼轉型領域的先驅，亦是通往非洲大陸市場的門戶。預計到了 2050 年，非洲人口將突破 20 億大關。

作為國際金融中心，香港在肯尼亞的經濟發展中發揮戰略作用，為雙邊投資與金融合作注入強大動力。香港作為跨國企業樞紐、轉口貿易中心及全球最大離岸人民幣中心的地位，進一步提升了本港的吸引力，成為肯尼亞企業理想的融資平台。

展望未來，雙方同意透過與肯尼亞各商業組織合辦企業路演項目和其他活動，深化彼此關係與合作。

代表團成員亦包括肯尼亞駐華大使 Willy Kipkorir Bett、外交部亞太司副司長 Jane Makori、肯尼亞駐華副大使 Lynette Ndile、秘書長辦公室代表 Lucy Mereu，以及肯尼亞駐港名譽領事譚榮根博士。一行由總商會總裁楊偉添、**亞洲、非洲及中東委員會**主席 Dewan Saiful Alam 和副主席許雅賢，以及國際關係部團隊熱情接待。

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POWERING THE FUTURE OF HONG KONG

The Evolution of Luxury Retail with LVMH's Michael Schriver

LVMH 視角：Michael Schriver 探討奢侈品零售的演變

The Chamber was delighted to invite Michael Schriver, Group President for North Asia at LVMH, for the August edition of our "CEO 123 Tell Me More Series", that took place on 19 August at the Chamber Theatre.

Michael's career has taken him to 16 different countries over the past four decades, experiences that he called gifts as he weighed up how luxury retail has been reshaped in recent years. He has seen markets evolve across Asia in recent years, driven by a new understanding of the luxury experience post-Covid. Notably in China, domestic luxury brands have expanded their presence, increasing competition for international players.

For Michael, this shift has created an opportunity for global fashion and luxury houses to rethink their approach to local consumers. Localisation is more important now than ever and buyers are taking note of how companies interact with home-grown trends. In fact, he noted that empowering local teams with decision making opportunities for holistic luxury experiences is what will truly set brands apart in Asia, especially for younger consumers. Business leaders need to not just set the pace for effective strategies but also prioritise their roles as mentors within their company and communities.



總商會十分榮幸邀請到 LVMH 集團北亞區總裁 Michael Schriver 於 8 月 19 日擔任「CEO 123 Tell Me More Series」的演講嘉賓。

過去四十年間，Michael 的事業足跡遍及 16 個不同國家。在探討近年奢侈品零售業面臨重塑時，他形容這些豐富閱歷是一種恩賜。他見證疫情過後，消費者對奢侈體驗產生了全新追求，帶動亞洲各地市場不斷演變。值得一提的是，內地本土奢侈品牌不斷擴張版圖，令國際品牌面臨更激烈的競爭。

Michael 認為，這種市場轉變正好提供寶貴機會，讓全球時尚與奢侈品牌重新審視與本地消費者的互動方式。現時，本地化策略比以往更顯重要，顧客亦密切留意企業如何與本土潮流接軌。他特別指出，品牌若要真正在亞洲市場脫穎而出，贏得年輕消費者的青睞，必須將決策權下放予本地團隊，讓他們打造全方位的奢侈體驗。商界領袖不僅要牽頭制定高效策略，更應重視自身在企業與社區中作為導師的角色。

The Chamber's "CEO 123 Tell Me More Series" brings together leaders and thinkers from across Hong Kong's academic, business and cultural communities in a relaxed and friendly setting. These meaningful dialogues, moderated by our CEO Patrick Yeung, offer guests a rare opportunity to engage with invaluable insights in person.

由總商會總裁楊偉添主持的「CEO 123 Tell Me More 系列」講座，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，為來賓提供啟發思維與深度交流的平台。



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From the Classroom to the Workplace: HKGCC Brings Career Readiness to Life
從課室到職場：總商會助力青年作好職前準備

HKGCC Academy's Youth Summer Career Programme took 18 young participants beyond the classroom through workplace immersion, practical learning and direct interaction with business leaders

香港總商會培訓學院「青年暑期職業發展課程」帶領 18 名年輕學員走出課室，透過沉浸式職場體驗、實務學習及與商界領袖直接交流，擴闊眼界

What does career readiness look like when young people are given the opportunity to practise it, not just learn about it?

From 27 to 30 July, the HKGCC Youth Summer Career Programme 2026 brought together 18 participants for four intensive days of hands-on workplace experience, professional-development training and engaging with business leaders.

For the young attendees, it was a structured opportunity to develop, receive feedback and apply the human skills that graduates increasingly need as they prepare to enter the workplace.

On the agenda were future thinking, personal branding and professional presence, self-awareness and teamwork, as well as pitching and presentation. The sessions, led by Hong Kong-based founders and business leaders Wendy Siu, Anna Or, Helen Or and Donald B Ma, encouraged participants to put theory into practise beyond the classroom. Direct interaction with experienced leaders formed another key part of the journey. Through the Power Lunch-Junior series, Patrick Yeung, CEO of HKGCC; Michelle Leung, Global Digital & Commerce leader; Andrew Lee, Partner, Greater China Markets at EY; and Helen Chan, General Manager, Community Development Department at the Urban Renewal Authority, shared candid perspectives on leadership, personal branding, career pivots, adaptability and the changing expectations of the workplace.



The informal format also gave participants the opportunity to introduce themselves, ask questions and engage directly with senior professionals — making professional communication and networking part of the learning experience itself.

The programme then put those skills to the test. Each participant delivered a filmed two-minute professional self-introduction, assessed by Zoe Chan, Director of Communications at HKGCC, and received direct feedback on their performance, transforming lessons on personal branding, professional presence and first impressions into practical experience.

Through a visit to Cathay City, participants continued to gain first-hand exposure to a global business environment and observed how people, operations and professional standards come together in practice.

At the Career Launch Group Showcase, six teams channelled their new-found skills through presentations, role plays and creative performances to demonstrate how the skills developed over the four days could be applied in real situations. The showcase was judged by HKGCC's Cecilia Leung, Director of Strategic Initiatives & Trade Certification (Academy & Digital Transformation), and Hilaree So, Director of Employee Experience, Workplace & Event Operations.

By connecting young talent with business leaders, professional environments and practical challenges at an early stage, HKGCC continues to help bridge the gap between classroom learning and career readiness.





真正的職前準備，從來都不應流於紙上談兵。

於 7 月 27 至 30 日，總商會「青年暑期職業發展課程 2026」匯聚 18 名參加者，展開為期四天的密集式學習。他們不僅親身體驗職場實務、接受專業發展培訓，更與商界領袖深入交流。

對年輕參加者而言，這是一次難得系統化學習的良機，讓他們培養、應用各項人際技能並聽取指導意見，以應付畢業生投身職場時日益殷切的需求。

活動涵蓋多項重點，包括未來思維、個人品牌與專業形象、自我認知與團隊合作，以及游說與簡報技巧。這些環節由本土企業創辦人和商界領袖蕭郭湘圓、Anna Or、Helen Or 及 Donald B Ma 主持，鼓勵參加者走出課室，將理論付諸實踐。與資深領袖直接交流，是這個課程的另一大重點。

在青年領袖午餐會系列，總商會總裁楊偉添、全球數碼及電子商務領袖 Michelle Leung、安永會計師事務所合夥人 Andrew Lee，以及市區重建局社區發展部總經理 Helen Chan，坦誠分享他們對領導力、個人品牌、職涯轉換、適應力以及職場期望轉變的見解。

這種輕鬆的形式讓參加者得以互相認識、發問並與資深專業人士直接交流，使專業溝通與建立人際網絡成為學習體驗的一部分。

計劃隨後讓參加者學以致用，測試其實踐能力。每位參加者均需錄製並發表一段兩分鐘的專業自我介紹，並由總商會傳訊總監陳芷雅為表現評分。有助學員將個人品牌、專業形象及第一印象等課堂知識轉化為實務經驗。

透過參觀國泰城，參加者繼續親身體驗國際化商業環境，並觀察日常營運中，團隊如何互相配合以達致專業標準。

在職涯啟航小組成果展中，六支隊伍透過簡報、角色扮演及創意表演展現所學，示範如何將四天內培養的技能應用於真實情境。成果展由總商會策略項目及貿易簽證總監（培訓學院及數碼轉型）梁皚亭，以及員工體驗、行政及項目營運總監蘇雲詩擔任評判。

透過及早連繫年輕人才與商界領袖、專業環境及實務挑戰，總商會持續拉近課堂學習與職場實務之間的差距。

Chamber Submissions to Hong Kong's First Five-Year Plan (2026-2030) and 2026 Policy Address
總商會就香港首份《香港五年規劃》及《2026年施政報告》提交建議

On 14 August, the Chamber submitted its recommendations for Hong Kong's inaugural Five-Year Plan and the forthcoming Policy Address. We welcome and support the Government's forward-looking approach to long-term planning and its commitment to building on Hong Kong's unique strengths and its strategic role as a global connector, while fostering new drivers of growth in an increasingly competitive international business environment.

Our Five-Year Plan recommendations focus on strategic direction, outlining key priorities and enabling conditions needed to enhance Hong Kong's economic competitiveness, innovation capacity and international connectivity over the coming years. Separately, our Policy Address recommendations set out more detailed measures to support business growth and transformation, unlock new opportunities, strengthen resilience, and advance the city's development priorities across the short, medium and long term.

These submissions offer a constructive business community perspective on how Hong Kong can reinforce its position as a leading international business hub, deepen synergy with national and regional development initiatives, and foster sustainable and inclusive economic development.

總商會於 8 月 14 日就香港首份《香港五年規劃》及即將發表的《2026 年施政報告》提呈建議書。我們歡迎並支持政府在長遠規劃上展現前瞻視野。在國際營商環境競爭日趨激烈的背景下，我們樂見政府致力發揮香港的獨特優勢及其作為全球聯繫人的戰略角色，同時積極培育新的經濟增長動力。

總商會就《五年規劃》的建議聚焦戰略方向，勾劃未來數年提升香港經濟競爭力、創新能力及國際聯繫的重點範圍與所需配套。而我們就《施政報告》提呈的建議則提出更具體的措施，以支援企業增長和轉型、發掘新機遇、增強經濟韌性，並推動本港在短、中、長期的重點發展項目。

這些建議書從商界角度提供建設性意見，探討香港應如何鞏固其作為頂尖國際商業樞紐的地位、深化與國家及區域發展倡議的協同效應，並推動可持續及包容的經濟發展。



Fostering Corporate Innovation in Hong Kong
推動香港企業創新

In support of Hong Kong's mission to further develop as an innovation hub, the Asia-Pacific Institute of Business (APIB) of The Chinese University of Hong Kong (CUHK) Business School launched the Corporate Innovation Index (CII) in April 2021, with the Hong Kong General Chamber of Commerce as its strategic partner.

Since its launch, the CII has served as a valuable barometer of innovation capabilities across Hong Kong's business community. This year's Open Forum and Pilot Study for CUHK's CII 2026 Study, titled "Advancing Hong Kong Corporate Innovation with Strategic Benchmarking and Best Practice", was held on 15 July. The event brought together academic experts, corporate leaders, industry practitioners and representatives from supporting organisations to exchange views on corporate innovation, share key observations from previous research, and provide feedback on the CII assessment framework and pilot questionnaire ahead of the full-scale survey.

As a strategic partner of the CII project, the Chamber is dedicated to fostering a culture of innovation among local businesses.

為支持香港進一步發展成為創新樞紐，香港中文大學亞太工商研究所於 2021 年 4 月推出「企業創新指數」（CII），並由香港總商會擔任戰略合作夥伴。

自推出以來，CII 一直是衡量香港商界創新能力的重要指標。本年度的研究公開論壇暨試點研究於 7 月 15 日舉行，以「引領基準、通過實踐分享及標桿分析，提升企業創新能力」為題，匯聚學術界專家、企業領袖、業界人士及支持機構代表。與會者就企業創新交流意見，分享過往研究的重點觀察，為 CII 評估框架的進一步發展提供意見，並回應先導問卷以完善 CII 框架評估內容，為全面調查作好準備。

作為 CII 項目的戰略合作夥伴，總商會致力在本地企業間推動創新文化。

Talent Development
人才發展

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

On 24 July, corporate trainer Gary Lo led an interactive workshop that explored how storytelling techniques can help professionals communicate more effectively, engage stakeholders and deliver impactful messages across a variety of business settings.

Lo shared practical strategies for transforming conventional presentations into compelling narratives that capture audience attention and inspire action. Participants learned how to analyse their audiences, structure stories strategically and build the right context to make their messages more relevant and persuasive.

Through real-world examples and hands-on exercises, attendees gained insights into applying effective storytelling frameworks to presentations, business pitches, email communications and day-to-day conversations. The workshop also highlighted the importance of crafting clear and concise messages that resonate with different stakeholders and drive engagement.

By the end of the session, participants were better equipped to use storytelling as a powerful communication tool to strengthen presentations, influence decision-making and build stronger connections with their audiences.

企業導師盧家煒於 7 月 24 日主持互動工作坊，探討專業人士應如何善用說故事的技巧，在各種商業情境中提升溝通效益、打動持份者，並精準傳遞關鍵訊息。

盧家煒分享了多項實用策略，指導參加者將枯燥的傳統簡報包裝成扣人心弦的故事，從而抓住受眾目光並激發行動。參加者學習到如何剖析受眾心理、策略性地構建故事框架，並營造合適的語境，使溝通內容更貼合需求，大幅提升說服力。



出席者透過真實案例與實務演練，深入了解如何將高效的說故事框架靈活套用到演講簡報、商業推銷、電郵溝通及日常職場對話中。工作坊亦特別強調，唯有提煉出清晰簡潔的核心訊息，才能引發持份者共鳴並促進深化交流。

參加者在課後掌握了「說故事」這項強大的溝通工具，有助日後提升簡報表現、切實影響決策過程，並與受眾建立更緊密的連結。

AI-Powered Time Management: Reclaim Your Golden Hours, Eliminate Time Thieves
AI 賦能的高效時間管理：重奪黃金時間，擊退時間小偷

On 20 August, Selina Kam, Senior Talent Development Consultant, shared practical strategies for improving productivity and making better use of time in today's fast-paced workplace.

The workshop examined common workplace "time thieves" that can undermine efficiency and explored proven time management techniques for setting priorities, managing workloads and achieving goals more effectively. Through self-assessment and practical exercises, participants gained a better understanding of their work habits and identified areas for improvement.

A key focus of the workshop was the growing role of Artificial Intelligence (AI) in personal productivity. Participants explored how AI tools can support planning, organisation and workflow management, freeing up teams to focus on more value-added tasks.

Drawing on examples from successful business leaders and real-world workplace scenarios, Kam shared practical insights on combining effective time management practices with AI-powered solutions. Participants left with useful ideas and actionable strategies to improve productivity, reduce distractions and create a more sustainable approach to work.

資深人才發展顧問金志穎於 8 月 20 日的工作坊中分享多項實用策略，探討面對節奏急促的當代職場，應如何突破生產力瓶頸並善用時間。

工作坊深入剖析了常見的職場「時間小偷」如何吞噬工作效率，並傳授行之有效的時間管理技巧，協助參加者妥善排定優先次序、應對繁重工作量並精準達標。透過自我評估與實踐練習，參加者得以重新審視自身的工作習慣，精準找出有待優化的環節。



工作坊的一大焦點，在於探討人工智能（AI）如何成為提升個人生產力的關鍵助力。參加者了解到 AI 工具如何協助日常規劃、組織及工作流程管理，從而為團隊釋放更多時間，專注於高價值的核心業務。

金志穎借鑑成功商界領袖的經驗與真實職場情境，分享了結合傳統時間管理法與 AI 驅動方案的獨到洞見。參加者從中汲取了切實可行的策略，有助日後全面提升生產力、減少工作干擾，並建立持久高效的工作模式。

COMMITTEE MEETINGS

Check with secretariat for details

YEC EXECUTIVE
3 Sep 16:00

REAL ESTATE & INFRASTRUCTURE
Hong Kong - Guangdong Cooperation Framework on Construction Standardisation and GBA Construction Standards Alignment
4 Sep 15:30

SME
10 Sep 16:00

MEMBERSHIP
11 Sep 15:00

TRANSPORT & LOGISTICS
Transport Strategy Blueprint for Hong Kong
15 Sep 09:00

INNOVATION, DATA & COMMUNICATION
The evolving AI landscape and considerations for Hong Kong's development as an AI innovation hub
23 Sep 15:30

INDUSTRIAL & TECHNOLOGY DEVELOPMENT
Boosting Industry Productivity Through Robotics
24 Sep 15:00

ENVIRONMENT & SUSTAINABILITY
Managing Climate-related Risks and Optimizing Existing Building Systems for Long-term Sustainability
15 Oct 10:00

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WHAT IS CHINA SPEED? A MULTINATIONAL POINT OF VIEW
11 Sep 12:15 - 14:00



TRANSITIONING TO LOW-CARBON PRODUCTS AND SUPPLY CHAINS FOR A CARBON NEUTRAL FUTURE
7 Oct 10:00 - 11:30

NETWORKING

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TRAINING

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Avoiding Shareholder & Director Disputes under the Companies Ordinance
15 Sep 14:30 - 17:30

Executive Presence and Business Impact: Building Influence, Networks and Results
22 Sep 14:30 - 17:30

China Social Insurance, Housing Provident Fund & Individual Income Tax: Compliance, Risk & Cost Control
23 Sep 14:30 - 17:30



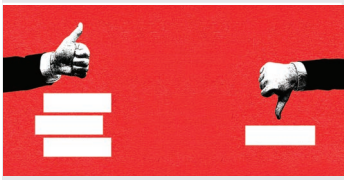
The Power of Mediation: Managing Employment Disputes
24 Sep 09:30 - 12:30

Dealing with Difficult People
25 Sep 09:30 - 12:30

Customer Experience Series: Creating Memorable Customer Experiences Session 2: Premium Service in Practice
8 Oct 14:00 - 18:00



China-ASEAN Relationship – Navigating "Chuhai" in an Era of Multipolarity
9 Oct 15:00 - 17:00



Effective Performance Feedback & Handling Tough Conversations
16 Oct 14:30 - 17:30

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The Power of Mediation: Managing Employment Disputes
調解的力量：有效處理僱傭糾紛



Employment disputes rarely arise from legal issues alone. Workplace dynamics, communication breakdowns and high emotions often play an equally important role in how conflicts develop and escalate. Whether dealing with disciplinary matters, performance concerns or harassment allegations, organisations must balance legal compliance with practical workplace solutions.

This dynamic workshop combines mediation techniques, communication strategies and practical legal insights to help participants manage workplace disputes effectively and confidently. Through case studies and real-life examples, participants will learn how to handle difficult complaints, improve mediation outcomes, and navigate the legal protections available under Hong Kong's Mediation Ordinance (Cap. 620) and Apology Ordinance (Cap. 631).

Outline:
1 Understanding Employment Disputes Through a Workplace Lens
2 Managing Difficult and Repetitive Complaints
3 Improving Mediation Outcomes
4 Mediation Ordinance and Apology Ordinance in Practice
5 Advanced Communication Skills for Workplace Resolution

僱傭糾紛往往不只是法律問題，更涉及職場關係、溝通障礙及情緒因素。無論是員工投訴、紀律處分、績效管理、終止僱傭關係，或是騷擾指控等情況，企業均需在法律合規與實際管理需要之間取得平衡，以妥善化解衝突。

本工作坊將結合調解技巧、溝通策略及實務法律知識，協助參加者更有效及更有信心地處理職場爭議。透過案例分析及真實情境分享，參加者將學習如何處理棘手投訴、提升調解成效，以及了解《調解條例》（第620章）及《道歉條例》（第631章）所提供的法律保障。

大綱：
1 從職場角度認識僱傭糾紛
2 處理棘手及重複性投訴
3 提升調解成效
4 《調解條例》及《道歉條例》的實務應用
5 解決職場衝突的進階溝通技巧

24/9/2026 (9:30 a.m. – 12:30 p.m.)

Cantonese 廣東話

Member 會員 $1,100
Non-member 非會員 $1,600

Trainer 導師：



Professor Albert So 蘇文傑教授
Chairman,
Hong Kong Mediation and Arbitration Centre
香港調解仲裁中心主席

China-ASEAN Relationship: Navigating "Chuhai" in an Era of Multi-polarity
中國與東盟關係：在多極化時代下「出海」導航



ASEAN, home to nearly 700 million people with a median age of around 30, is one of the world's fastest growing and most strategically important regions. Spanning mature, developing and frontier markets, it has become a key destination for Chinese investment and supply chain expansion.

This session explores ASEAN's diverse political, economic and cultural landscape, opportunities and risks for Chinese enterprises, and the region's growing role in technology and infrastructure innovation. It will also examine how Hong Kong businesses can leverage their unique position to strengthen China-ASEAN collaboration and capture emerging opportunities across the region.

Outline:
1 The heterogeneity of ASEAN
2 ASEAN states' search for strategic autonomy amidst great power competition
3 Advanced manufacturing and the AI revolution
4 Energy diversification and sustainability transition
5 People-to-people connectivity and ties
6 Hong Kong's unique ties and bridging role in China-ASEAN relations

東盟擁有近七億人口及約三十歲的中位年齡，是全球增長最快及最具戰略價值的地區之一。涵蓋成熟、發展中及前沿市場，東盟已成為中國企業投資及供應鏈布局的重要據點。

本講座將探討東盟的政治、經濟與商業環境，分析中國企業面對的機遇與挑戰，以及區內科技與基建發展趨勢。同時，講者將分享香港如何發揮獨特優勢，深化中國與東盟合作，協助企業及投資者把握區內龐大商機。

大綱：
1 東盟的多樣性
2. 大國競爭下東盟國家的戰略自主
3. 先進製造業與人工智能革命
4. 能源多元化及可持續發展轉型
5. 民間交流與聯繫
6. 香港在中國與東盟關係中的獨特橋樑角色

9/10/2026 (3:00 – 5:00 p.m.)

English 英語

Member 會員 $1,100
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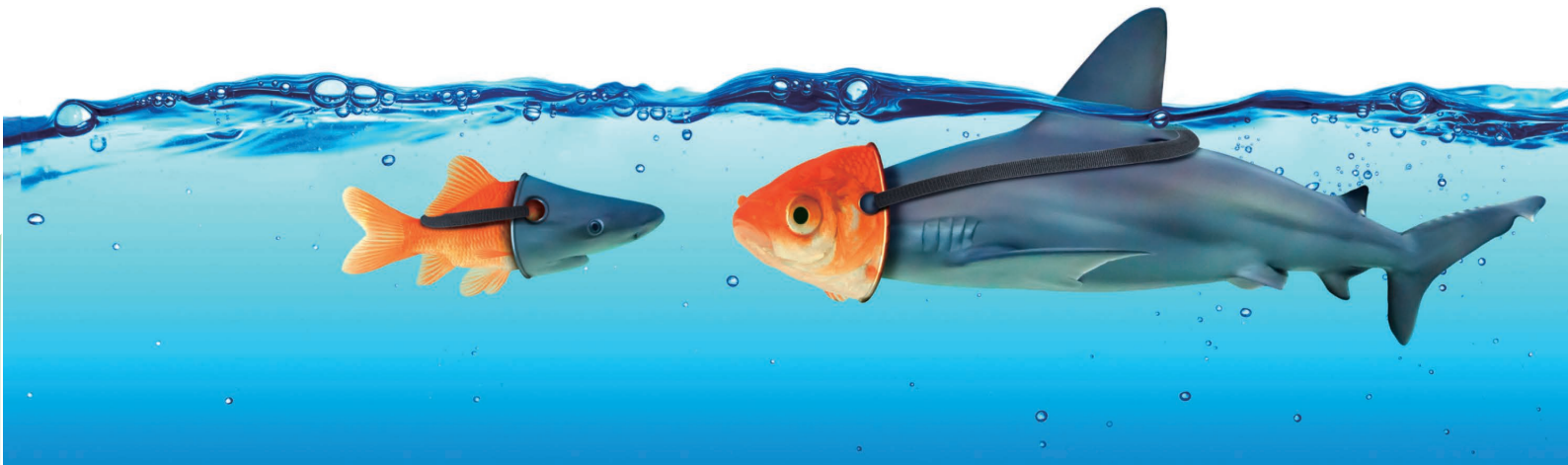
Trainer 導師：



Professor Brian Wong, 黃裕舜教授
HKU-100 Assistant Professor and Director of the Global AI Governance Hub,
University of Hong Kong
HKU-100學者及香港大學哲學系助理教授

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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