

Hong Kong 企業家才 Entrepreneurs

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IP經濟新時代

A New Era of the IP Economy

專訪文體旅局局長羅淑佩

Interview with Rosanna Law

孤帆守藝 香港最後的木船匠人

The Last Wooden Shipbuilding Artisan in Hong Kong



朱毅豪

以綠色科技 為地球降溫

Dr Martin Chu

Cooling Our Planet with Green Technology



香港中華廠商聯合會
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弘揚抗戰精神

Honouring the Spirit of Resistance

2025年是中國人民抗日戰爭暨世界反法西斯戰爭勝利80周年，這是一段全民族共同銘記的重要歷史。雖然對現今的人而言，抗戰是未曾親歷的過去，但透過各界精心籌劃的紀念活動與展覽，那一幕幕保家衛國的英勇事蹟得以重現，激發我們的愛國情懷，凝聚起自信自強的精神力量。

作為1934年成立的工商團體，廠商會與抗戰歷史有着深厚淵源。創會不久，抗日戰爭全面爆發。在首任會長葉蘭泉先生的帶領下，工業界先賢挺身而出，不僅積極推動華資工業發展以壯大經濟，亦致力透過轉型生產軍需品與藥品和籌募物資等，支援前線及救助同胞，以實際行動支持國家抗戰。同時，本會牽頭制定《戰時貿易保障條款》，為港商爭取合理權益，保障貿易命脈。即使在香港淪陷、製造業幾近停擺的艱難時刻，廠商會仍堅守崗位、保存實力，為重建蓄勢。

1945年9月，戰爭終結，和平降臨。經歷戰火摧殘的香港百廢待興，復興之路任重道遠。廠商會義無反顧投身重建，時任會長岑載華先生親赴中國銀行，促成戰後首筆400萬港元工業貸款，其中200萬元由本會分配，協助逾120家工廠復產，為本地工業注入寶貴動力。本會亦向港英政府提交了《戰後工業復興六項緊急建言》，包括安置具技術的戰爭難民、配給生產物資、推動政策扶持等，並促使政府成立「工業復興委員會」，由岑會長擔任唯一華商代表，參與重建規劃，為香港工業振興奠定基礎。

戰時被迫中斷的工展會，亦在1948年成功復辦。第六屆工展會於尖沙咀舉行，展場牌樓融入中華文化元素，象徵文化傳承與民族自信，展現戰後工商界的堅韌與愛國精神，並提振中國企業的士氣與市場信心。

硝煙雖已散去，精神卻歷久彌新。我們必須銘記歷史、緬懷先烈，將那份不屈不撓的抗戰意志，以及香港工商界「實業報國」的傳統，轉化為推動社會進步、國家繁榮的強大力量。因此，去年慶祝本會成立90周年之際，在中央港澳工作辦公室主任、國務院港澳事務

辦公室夏寶龍主任的鼓勵下，我們特別出版紀念相冊，系統保存這段歷史，讓後人得以銘記與傳承。

今年，我有幸赴北京出席抗戰勝利紀念大會，現場閱兵儀式極具震撼力，充分展現國家軍事建設的跨越式發展，也讓我深切感受到國家維護和平、守護人民的堅實底氣與自信。

踏入奮力實現「中國夢」的新時代，廠商會將秉持先賢們的愛國精神和使命，積極引領業界以創新科技為引擎，推動高質量發展，助力香港更好融入國家發展大局，為實現民族復興貢獻力量。

作為辦學團體，廠商會亦致力於青少年愛國教育，確保「一國兩制」根基長青、薪火相傳。屬下廠商會中學及廠商會蔡章閣中學持續深化國家安全與國民身份認同教育。青年委員會亦正舉辦「全港中學生紀念抗戰勝利80周年深度遊短視頻創作大賽」，鼓勵學生走訪歷史遺址、以影像方式說好香港抗戰故事，深化對國家與本地歷史的理解，培養民族自尊、自信與自豪感。🇬🇧🇭🇰

This year marks the 80th anniversary of the victory in the Chinese People's War of Resistance Against Japanese Aggression and the World Anti-Fascist War—an enduring chapter in our nation's collective memory. While most people today did not witness the war firsthand, commemorative events and exhibitions across society continue to bring to life the heroic stories of those who defended our homeland. These efforts not only reinforce a deep sense of patriotism but also inspire renewed confidence and resilience across generations.

Founded in 1934, the CMA shares a profound and historic bond with the War of Resistance. Soon after the association's establishment, the war broke out. Under the leadership of the CMA's founding president, Mr Yip Lan Chuen, and other visionary pioneers, Hong Kong's industrialists rose to the challenge. They actively advanced the growth of Chinese-owned industries to bolster the national economy, while simultaneously supporting the war effort by manufacturing military

supplies and medicine, and mobilising essential resources for frontline troops and displaced civilians. The CMA also took the lead in drafting the Wartime Trade Protection Clause, designed to safeguard the rights of Hong Kong businesses and ensure trade continuity amid wartime disruption. Even during the darkest days of Japanese occupation—when local manufacturing was nearly paralysed—the CMA remained steadfast, preserving industrial capacity and laying a solid foundation for post-war recovery.

In September 1945, peace was restored following years of devastation. However, Hong Kong faced enormous post-war challenges. The CMA responded swiftly. Then-president Mr Shum Choy Wah approached the Bank of China and successfully secured the first post-war industrial loan of HK\$4 million. Of this amount, the CMA allocated HK\$2 million to help more than 120 factories resume operations, which injected vital momentum into the city's industrial revival.

To further support recovery efforts, the CMA submitted a set of recommendations to the government, advocating for the resettlement of skilled refugees, the allocation of production materials, and broader industrial policy support. These efforts contributed to the establishment of the Industrial Rehabilitation Committee in 1946. Mr Shum's appointment as the committee's sole Chinese business representative underscored the CMA's key role in Hong Kong's economic reconstruction.

The Hong Kong Brands and Products Expo, which had been suspended during the war, was revived in 1948. The sixth edition of the Expo was held in Tsim Sha Tsui, featuring traditional Chinese architectural elements that symbolised cultural continuity and national pride.

Though the smoke of war has long lifted, the spirit of those who bravely defended our nation lives on. We must continue to remember our history and honour the fallen heroes. Their unwavering resolve—and the enduring commitment of Hong Kong's business community to the principle of "serving the country through industry"—remain powerful driving forces

behind social progress and national prosperity. In this spirit, and with the encouragement of Mr Xia Baolong, Director of the Hong Kong and Macao Work Office of the Communist Party of China Central Committee and the Hong Kong and Macao Affairs Office of the State Council, we published a commemorative book during our 90th anniversary last year to document this remarkable legacy and ensure it is passed on to future generations.

This year, I had the honour of attending the national commemoration in Beijing. The military parade was profoundly moving. It showcased the tremendous progress in our nation's defence capabilities and reaffirmed China's strength in safeguarding peace and protecting its people.

As we enter a new era in pursuit of the "Chinese Dream", the CMA will continue to embody the patriotic spirit and mission of our founders. We will lead the industry with innovation and technology, promote high-quality development, and help Hong Kong integrate into the overall national development strategy, so as to contribute to the great rejuvenation of our country.

As a school sponsoring body, the CMA is also committed to fostering patriotism among our youth and ensuring that the foundations of "One Country, Two Systems" remain strong and enduring. Our affiliated schools, CMA Secondary School and CMA Choi Cheung Kok Secondary School, continue to deepen education on national security and identity. In addition, our Youth Committee is organising a territory-wide short video competition on the theme of the War of Resistance. The initiative invites secondary students to visit historical sites and tell Hong Kong's wartime stories through video, enriching their understanding of national and local history, and cultivating a deeper sense of pride, dignity, and belonging. 🇬🇧🇭🇰



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會長 President



吳永嘉議員 SBS BBS JP
The Hon Ng Wing Ka, Jimmy SBS BBS JP
廠商會立法會代表
Legislative Council Representative of the CMA

成功的 IP 企業持久生命力

Successful IP: The Enduring Vitality of Enterprises

「三火」現象級 IP (Intellectual Property)，不得不談 Labubu，這個潮流 IP 風靡全球，促使背後的出品企業泡泡瑪特 (POP MART) 市值倍數暴升。

Labubu 雖然在近兩年爆紅，但其實已有一把「年紀」。翻看資料，Labubu 誕生於 2015 年，是出生於香港的藝術家龍家昇 (Kasing Lung) 旗下作品精靈天團 (The Monsters) 的核心成員。2019 年，泡泡瑪特與龍家昇簽訂獨家授權協議，把 The Monsters 打造成潮流 IP，推出盲盒、手辦、掛飾等產品，終於「火出圈」。

善用市場優勢 孵化世界級 IP

早前《人民日報》訪問了泡泡瑪特創始人王寧，揭開打造世界級 IP 的秘訣。

有人覺得泡泡瑪特成長得太快，王寧卻不以為然，皆因公司已成立了 15 年，不算是特別年輕的企業。至於這兩年發展神速，他歸功於公司建立了包容開放的 IP 平台，吸納大量優秀的創意人才，結合團隊採用的策略性營運，展現出文化產業的軟實力。

成功的大前提，是懂得抓緊優勢。王寧慶幸公司生於中國，市場規模龐大，製造業能力強，佔了天時地利，讓企業茁壯成長。

泡泡瑪特的下一站是「全面出海」。據王寧的經驗，出海是一個系統化的過程，要適應當地文化、語言和法規。他分享了公司的成功秘訣，「在海外的分店，我們採取直營方式，自建團隊，在當地聘請員工管理店舖。這是由於團隊和文化都需時磨合，且要不斷優化，才能把企業發展和文化融入兩件事都做好。」

借鑑別人軌跡 走出自己的路

很多人會將迪士尼和泡泡瑪特作比較，原來五年前，王寧也曾贊同其公司是最像迪士尼的中國企業。然而去年起，他已調整目標，矢志發展「世界的泡泡瑪特」，一方面進一步國際化，另一方面利用開放平台孵化更多 IP。希望借鑑別人的軌跡，走出屬於自己的全新路向。

看起來不會長大的 IP 角色，默默陪伴一代又一代人成長，IP 的無形價值，正正是企業持續的生命力。👉👉

When discussing intellectual properties (IP) phenomenon, Labubu stands out as a quintessential example. This trendy IP has captured global attention, contributing significantly to the surge in market value of its parent company, Pop Mart.

Although Labubu's popularity has surged over the past two years, the IP itself is a surprisingly established entity. Labubu is one of the main characters in The Monsters franchise, created by Hong

Kong-born artist Kasing Lung in 2015. In 2019, Pop Mart signed an exclusive licensing agreement with Lung to develop The Monsters into a trendy IP. The subsequent launch of products-including blind boxes, figurines, and accessories-proved pivotal in propelling Labubu into the mainstream.

Leveraging market advantages to nurture world-class IPs

In a recent interview with *People's Daily*, Wang Ning, founder of Pop Mart, revealed the strategy behind building a world-class IP.

Some argue that Pop Mart has expanded too rapidly; however, Wang disagrees. He emphasises that with a 15-year history, the company can no longer be viewed as a young enterprise. Regarding its accelerated growth over the past two years, he attributes this success to the company's development of an inclusive and open IP platform, which has attracted a large number of outstanding creative talents, and –combined with the team's strategic operational approach– this model effectively demonstrates the soft power of the cultural industry.

The key to success lies in the ability to leverage advantages. Wang highlights Pop Mart's strategic advantage of its Chinese origins, where the vast market size and strong manufacturing capabilities create a favourable environment for the company to thrive.

Pop Mart's next goal is global expansion. According to Wang, going global is a methodical process that requires adaptation to local culture, languages, and regulations. He shared the company's secret to success: "For international operations, we adopt a directly-operated model - building our own teams and hiring local staffs to manage stores. This approach ensures thorough team integration and cultural adaptation, both of which require time and continuous refinement to achieve excellence in business performance and cultural engagement."

Forging your own paths by learning from others' experience

Pop Mart is often compared to Disney - a comparison that Wang Ning himself endorsed five years ago, describing the company as the Chinese enterprise most comparable to this entertainment giant. Yet since last year, he has shifted this vision and is now focused on developing "Pop Mart of the world." The company aims to further its international expansion while leveraging an open platform to nurture more IPs. By learning from the developing paths of others, the company hopes to forge a unique path forward.

Ageless IPs grow quietly alongside generation after generation. This intangible value is, in fact, the enduring vitality of a company.👉👉

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IP 經濟新時代

A New Era of the IP Economy

近年 IP 經濟潛力備受關注，從現象級潮玩「Labubu」到全球爆紅的「Chiikawa」，每當有新商品推出，都會掀起搶購熱潮。2023 年，全球 IP 產業規模已達到破紀錄的 3,565 億美元，增長勢頭迅猛。在這背景下，特區政府將文化及創意產業定位為最具活力的經濟環節之一，銳意發展 IP 經濟。今期《企業雄才》將與讀者一同探討香港 IP 產業的發展現況及前景。

The potential of the intellectual property (IP) economy has attracted widespread attention in recent years. From the global sensation of Labubu to the Chiikawa craze, every new product launch sparks a purchasing frenzy. In 2023, the global IP licensing market reached a record high of US\$356.5 billion, demonstrating robust growth momentum. The Hong Kong government has identified the cultural and creative industries as among the most dynamic economic drivers and is committed to promoting the growth of the IP economy. In this issue, *Hong Kong Entrepreneurs* examines the development and future prospects of Hong Kong's IP industry.

IP 是知識產權 (Intellectual Property) 的簡稱，泛指由人類智慧創造的無形財產。它可以是一個故事或一種概念，並透過授權，例如出版、商品化、改編和發行等，引發具商業價值的跨界別創作，由動漫、電影到音樂；從玩具、主題公園到娛樂活動，以至各式各樣的衍生商品，IP 所構建的產業生態鏈廣闊，發展潛力巨大，展現出極強的「吸金」能力。

IP 管理：連接創意與商業的「超級聯繫人」

羚邦集團是首間在香港上市的 IP 管理公司，集團以媒體內容發行起家，將海外動畫、劇集和綜藝等引進至香港及東南亞市場，其後拓展品牌授權業務，購入娛樂和角色 IP，再授權予不同的品牌推出衍生商品。目前，集團擁有逾 700 個媒體內容發行及 400 多個授權品牌，當中包括《小王子》、《加菲貓》及《百變小櫻》等經典 IP。

集團主席兼行政總裁趙小燕從事 IP 管理 37 年，在她看來，IP 管理並非單純提供代理服務的中間人，而是連接文化創意與實體經濟的「超級聯繫人」。她解釋，每一個 IP 都有獨特的基因和生態鏈，IP 管理服務除了幫助海外 IP 本地化，更關鍵的是根據不同 IP 的核心價值，開發其改編和商品化潛力，鞏固和擴大粉絲群，令 IP 的生態鏈能持續發展。

今年 7 月，趙小燕將經典日本零食「愉快動物餅」衍生的大電影引入香港，並開設「快閃店」和推出多款授權商品，打造沉浸式互動購物體驗。這種跨媒介合作模式，正正反映了 IP 管理服務的價值所在：「動物餅的忠實客群如今已長大成人，透過電影，跨媒介呈現 IP 的核心價值，再配合『快閃店』和不同的宣傳，

不僅喚起成人的童年回憶，也吸引新一代家庭客群的參與，令 IP 的影響力歷久常新。」

IP 產業生態系統有待完善

近年，特區政府銳意推動知識產權產業及整合知識產權密集型產業的數據。作為政府文化委員會成員，趙小燕認為政府除了通過資助，支持本地創作者開發 IP 項目外，還需不斷完善 IP 產業的生態系統，尤其是引進專業的 IP 估值專家及機構，將 IP 這種無形資產的經濟價值有效量化。這不僅有助創作者吸引投資、推進 IP 商品化，也可幫助企業以 IP 作為抵押品獲取融資和提升公司估值，促進 IP 貿易。

此外，香港也需要盡快填補 IP 管理行業的人才缺口，「現時香港院校開辦的文創產業課程，側重於培養學生創意，年青人未必掌握何謂 IP 產業化及發展前景，難以吸引他們投入 IP 管理行業。」趙小燕建議院校在課程加入 IP 管理內容，政府亦可與私人機構合作，向年青人傳授 IP 管理的實戰經驗。



《愉快動物餅大電影》的期間限定店設有不同的遊戲和任務，並發售多款電影周邊商品，以跨媒體方式呈現 IP 的世界觀，鞏固和擴大粉絲群

The Dream Animals: The Movie pop-up store featured interactive games and missions, along with a wide selection of movie merchandise. This cross-media strategy effectively conveyed the IP's worldview, strengthening and growing its fanbase



通過專業的 IP 管理服務，可以構建一個四方共贏的生態圈：受眾享受優質內容，商家推出熱賣的衍生商品，IP 持有人賺取授權費用，而 IP 管理方亦能從中收益。

Through professional IP management services, a mutually beneficial ecosystem can be established for all four key stakeholders: audiences enjoy high-quality content, businesses launch commercially successful licensed products, IP owners earn sustainable licensing fees, and IP management agencies generate value by facilitating these collaborations.

趙小燕
Ms Lovinia Chiu

情感驅動消費 借 IP 為零售業注入動力

IP 經濟的魅力不僅在於其廣闊的改編與商品化空間，更在於它的情感連結和文化传播能力。香港恒生大學知識交流學院副總監鄭家麒博士指出，Z 世代等年輕群體消費時不但關注產品質素和價格，更重視產品所帶來的情緒價值，當他們與某一 IP 產生共鳴時，往往更願意購買相關的衍生商品。

他以 Chiikawa 為例，這個 IP 之所以迅速走紅，除了角色造型可愛外，更因其漫畫情節貼近現實世界中人們面對的困境，能給予受眾心靈慰藉。「這種情感投射增強了 IP 與粉絲之間的黏性，每當有新的衍生商品推出，就如同多了一個鼓勵消費、釋放情緒的契機，持續拉動市場需求。」

這種基於情感的消費行為，無疑為當前低迷的零售市場注入活力，愈來愈多零售品牌選擇與不同的角色或品牌 IP 合作推出商品，刺激消費。根據國際授權業協會數據，2023 年全球授權商品及服務零售額按年增長 4.6%，當中「娛樂／人物」授權商品在全球銷售額中佔比最大，達 41%，其次是企業品牌授權，佔 25%。

「老字號」借 IP 合作 拓展年輕市場

恆香老餅家是專門製作中式餅食的零售商，早在 20 年多前開始與本地和海外 IP 合作，推出各類聯名商品。行政總裁王偉樑指，選擇合作 IP 時最大的考量是它是否有足夠的話題度，以及是否與自身品牌形象相符。例如公司前年乘着《蠟筆小新》大電影在香港上映的熱度，推出了以該 IP 角色為主題的唐餅禮盒和蛋卷禮盒。此外，恆香也與「Nutella」及「新紀元卵」等食品品牌 IP 合作，採用他們的產品創作新商品。



鄭家麒強調，情感連結是 IP 商品的最高價值，創作者須不斷加強文化底蘊，才能更容易被接受和喜愛

Dr Kenneth Kwong stated that emotional connection is the most valuable aspect of IP merchandise. Creators should incorporate cultural depth into their works to enhance their appeal with audiences

王偉樑認為，推出 IP 聯名商品是擴闊客群的重要渠道，「恆香作為百年品牌，原有客群與角色 IP 的粉絲群存在一定差異。透過這類合作，可以創造社交話題，吸引 IP 粉絲購買我們的商品，更重要的是促進兩個群體的破圈和融合，使我們的品牌形象年輕化。」而與食品 IP 合作也可以借助對方的市場口碑及優質產品，開拓新客群，這類聯名商品的銷量，較恆香其他自主開發的新商品高出 50%。

與 IP 合作除了能短期刺激產品銷量，更帶來巨大的無形價值，包括擴大客群、提升品牌話題度和形象，是一項值得長期推進的發展策略。

IP collaboration not only drives short-term revenue but also delivers substantial intangible benefits, such as customer base expansion, enhanced brand visibility, and a strengthened brand image. It is a strategy worth pursuing.

王偉樑

Mr Desmond Wong



傳承非遺文化 打造地理品牌 IP

除了與其他 IP 合作，恆香近年也積極發掘自身歷史文化資源，通過推廣婚嫁禮餅製作技藝等非物質文化遺產，塑造自家品牌 IP。今年 8 月，恆香在元朗總店開設「唐餅文化館」，展示唐餅的歷史、演變、技藝，以及中國婚嫁習俗，希望藉此向年輕消費者與海外旅客傳遞產品背後的文化內涵。

王偉樑認為，內地將非遺項目轉化為 IP 的成功經驗很值得香港借鑒，「幾乎每一個主要內地城市都打造了代表自身特色的文化 IP，為當地旅遊、零售和餐飲行業帶來顯著的經濟效益。我認為香港政府可與社會各界溝通協商，挑選能體現本地獨有文化的類目，塑造具有辨識度的地理品牌 IP。」

在他看來，「香港製造」尤其具備打造成香港獨有 IP 的潛力，因為「香港製造」不僅承載着香港工業騰飛的歷史，更體現了香港匠人精益求精的精神，早已得到海內外消費者的認同。王偉樑舉例指，雖然恆香在新加坡設有分店，但許多當地旅客來港時，仍會專程到恆香購買老婆餅，因為他們相信「香港製造」才能原汁原味呈現唐餅文化。他認同廠商會的建議，特區政府可以對「香港製造」特色產品建立「地理品牌標誌」制度，加強「香港製造」影響力的同時，保障知識產權。




與不同 IP 聯乘推出商品，已成為恆香的恆常推廣策略。今年公司與康文署各大博物館合作推出一系列唐餅禮盒。Partnering with various IPs to create co-branded products has become an ongoing marketing approach for Hang Heung. This year, the company collaborated with major museums under the Leisure and Cultural Services Department to launch a series of Chinese pastry gift boxes.

將 IP 經濟熱潮轉化為長遠產業

今年《財政預算案》提出在未來五年，支持香港文化和知識產權創造者和生產者推進超過 30 個文化 IP 項目，並就企業購入 IP 使用權所涉及的開支，檢討相關稅務扣除安排。

儘管 IP 經濟成為新熱潮，但鄭家麒認為，如何讓 IP 產業化和可持續發展才是關鍵。他指出，許多海外成功 IP 的共通點，在於以故事引起共鳴，以文化影響力擴大粉絲基礎，並在通過授權合作獲益後持續投入內容創作，這種發展模式值得香港學習。

他認為，雖然香港市場規模細，或會令創作者在開發電影、動畫等後續內容時尋求投資帶來一定挑戰，但同時香港的優勢在於中西文化交匯，而且本地文化深得內地、尤其粵港澳大灣區市民的支持，從而擴大本地 IP 的粉絲基礎。「要發展本地 IP，我們可以中華文化為基調，並結合香港貫通中西文化的特點。我們不須局限於娛樂或角色類 IP 的開發，而是能更廣泛地探索香港文化中，傳播力強、商業價值高的元素，例如是月餅、奶茶、茶餐廳等非遺產品、港產電影，甚至是香港的自然景觀，以面向更大的市場。」



除了內容發行及品牌授權，近年羚邦集團也涉足內容製作、發行安排及動漫商品開發等領域

In addition to content distribution and brand licensing, Medialink Group has expanded into content production, distribution deals, and anime merchandise development

IP refers to intangible assets created by human intellect. A story or a concept, when licensed for an area such as publishing, merchandising, adaptation, or distribution, can fuel a wide range of cross-sector creations with significant commercial value. From anime, film, and music to toys, theme parks, entertainment events, and branded merchandise, these endeavours form a vast IP ecosystem. This ecosystem possesses immense development potential and a remarkable capacity for generating substantial revenue.

IP management: The “super connector” linking creativity to commerce

Medialink Group is the first publicly listed company specialising in IP management in Hong Kong. The group began as a distributor of media content, introducing overseas animations, drama series, and variety shows to audiences across Hong Kong and Southeast Asia. It later expanded into brand licensing, acquiring rights to entertainment and character IPs, which it then licenses to various brands for the development of derivative products. Today, the group manages over 700 media content distribution titles and more than 400 licensed brands, including iconic character IPs such as “The Little Prince”, “Garfield”, and “Cardcaptor Sakura”.

Ms Lovinia Chiu, Chairman and CEO of Medialink Group, has been working in the field of IP management for 37 years. She views IP management as a “super connector” that harmonises cultural creativity with the real economy. As she explained, each IP has its own unique DNA and ecosystem. Therefore, the value of IP management lies not only in localising overseas IPs but also in deeply understanding an IP’s core worth to unlock its full adaptation and commercial potential. This strategic approach strengthens and expands the IP’s fanbase, which enables the sustainable growth of the IP ecosystem.

In July, Medialink Group distributed the film inspired by the classic Japanese snack “Dream Animals” to Hong Kong. The release was accompanied by a pop-up store and a line of licensed merchandise, all designed to create an immersive and interactive shopping experience. This cross-media collaboration model exemplifies the value of IP management services. As Chiu stated, “The brand’s loyal customers have now become adults. By bringing the IP’s core value to life on screen and supplementing it with the pop-up store and various promotional activities, we rekindled childhood nostalgia among adults and captured the interest of new generations. Doing so helped us ensure that the IP’s influence remains both relevant and enduring.”



趙小燕指，隨着內地培育了眾多優質動漫和影視 IP，香港 IP 管理業可發揮作用，幫助「國創出海」

Ms Lovinia Chiu noted that with the Mainland’s growing portfolio of high-quality animation and film IPs, Hong Kong’s IP management industry can help Chinese creations go global

The IP industry ecosystem needs improvement

In recent years, the Hong Kong government has actively promoted the development of IP industry and has been aggregating data from IP-intensive industries. As a member of the Culture Commission, Chiu emphasised that, in addition to funding local creators, the government could support the IP industry ecosystem by introducing professional IP valuation experts and institutions capable of accurately assessing the economic value of IP assets. Such efforts would help creators attract investment and advance commercialisation. They would also enable companies to use IP as collateral for financing, boost corporate valuations, and encourage IP trading.

For Hong Kong’s IP economy to thrive, the city must also address the talent shortage in the IP management sector. As Chiu observed, “Most cultural and creative industry programmes offered by local institutions tend to focus heavily on fostering creativity. Young people often lack a clear understanding of what IP industrialisation entails and of the promising career prospects in this field. This lack of awareness makes it difficult to attract talent to the IP management industry.” To tackle this issue, Chiu suggested that local institutions integrate IP management content into their curricula. She also recommended that the government collaborate with private organisations to provide young people with practical experience in IP management.



香港具備發展 IP 產業的土壤，不僅能培育本地 IP，更是連接全球的絕佳平台，助力國產 IP 走向國際舞台，同時為海外 IP 進入內地市場提供橋樑。

Hong Kong offers fertile ground for the development of the IP industry. It not only nurtures homegrown IPs but also serves as a strategic platform for global connectivity, facilitating the international expansion of Chinese IPs, while providing overseas IPs a gateway to access the Mainland market.

鄭家麒

Dr Kenneth Kwong

Leveraging IP to energise the retail industry

The power of the IP economy extends beyond its significant potential for adaptation and commercialisation; it also lies in its ability to foster emotional connections and drive cultural dissemination. According to Dr Kenneth Kwong, Associate Director of the Institute of Knowledge Exchange at the Hang Seng University of Hong Kong, younger generations, particularly Gen Z, evaluate purchases on not just product quality and price but also the emotional value a product provides. When a particular IP resonates with these consumers, this connection translates directly into a greater willingness to purchase associated merchandise.

Taking Chiikawa as an example, Kwong highlighted how the IP swiftly gained popularity. Its appeal stems from both cute designs and an underlying narrative that delves into real-world struggles, resonating emotionally with audiences by offering comfort and catharsis. "This emotional connection

fortifies the bond between the IP and its fans," Kwong explained. "Every new derivative product launch acts as a driver for consumption and a channel for emotional release, consistently fuelling market demand."

This form of emotion-driven consumption has injected vitality into the current sluggish retail market. A growing number of retail brands are opting to collaborate with various characters or brand IPs to launch co-branded products. Data from Licensing International show that global retail sales of licensed merchandise and services increased by 4.6% year-on-year in 2023. Within this market, entertainment and character licensing represented the largest segment, accounting for 41% of total sales, followed by corporate brand licensing at 25%. These figures underscore the powerful role of the IP economy in driving consumer engagement.

Traditional brand taps into the youth market via strategic IP collaborations

Hang Heung, a retailer specialising in traditional Chinese pastries, embarked on collaborations with local and international IPs over two decades ago, leading to a diverse range of co-branded products. According to Mr Desmond Wong, CEO of Hang Heung, the key criteria for selecting an IP partner include its popularity, topicality, and alignment with the company's brand identity. For example, leveraging the popularity of Japanese animated film *Crayon Shin-chan* in Hong Kong in 2023, Hang Heung introduced themed gift sets featuring traditional pastries and egg rolls adorned with the beloved characters. The retailer has also forged partnerships with food brand IPs, such as Nutella and Shin Kigen Tamago, and has integrated their products into its new product developments.

Wong believes that IP collaboration is a strategic channel for expanding the company's customer base. "As a century-old brand, our customer base differs considerably from typical character IP fan communities. These collaborations allow us to generate social buzz, attract IP fans to purchase our products, and—more importantly—break down barriers between these groups while rejuvenating our brand image." He added that through partnerships with established food brand IPs, the company has leveraged its market reputation and product quality to access new customer segments. Sales of such co-branded products have outperformed self-developed new products by 50%.

Preserving intangible heritage: Crafting a regional IP identity

In addition to collaborating with other IPs, Hang Heung has actively explored its rich historical and cultural resources in recent years. By promoting traditional wedding pastry-making techniques—a revered form of intangible cultural heritage in Hong Kong—the company has cultivated its own brand IP. In August, Hang Heung opened the Chinese Pastry Culture Museum at its flagship store in Yuen Long. The museum showcases the history, evolution, and craftsmanship of traditional Chinese pastries, along with related wedding customs. Its aim is to convey the cultural narratives behind these products to younger consumers and international visitors.



恆香近日開設「唐餅文化館」並籌備開設烘焙工作坊，加強消費者和旅客對非遺技藝的關注，為品牌注入文化價值

Hang Heung opened the Chinese Pastry Culture Museum in August and is preparing to launch baking workshops. It aims to increase consumer and tourist awareness of intangible heritage craftsmanship while adding cultural value to the brand



王偉樑相信，香港各類非物質文化遺產很有潛力打造為代表香港的地域品牌 IP

Mr Desmond Wong believes that Hong Kong's intangible cultural heritages have significant potential to be developed into regional brand IPs that represent the city

Wong believes that Hong Kong can learn from the Mainland's success in transforming intangible cultural heritage into commercial IP assets. In the Mainland, nearly every major city has developed cultural IPs that reflect its unique identities, generating substantial economic benefits for the local tourism, retail, and food and beverage sectors. To establish a recognisable Hong Kong brand IP, Wong suggested that the Hong Kong government consult different segments of society to identify which cultural elements best represent the city's distinctive heritage.

In Wong's view, "Made in Hong Kong" has particular potential to become a unique local IP. The label not only embodies Hong Kong's industrial heritage but also reflects the spirit of excellence and craftsmanship upheld by local manufacturers—qualities long recognised and trusted by consumers worldwide. To illustrate, Wong noted that although Hang Heung operates branches in Singapore, many Singaporean tourists still enjoy visiting the brand's Hong Kong stores to buy its signature wife cakes as they believe that only the "Made in Hong Kong" products represent authentic Chinese pastry culture. He supports the CMA's recommendations for the Hong Kong government to establish a certification system, such as a geographical indication, for products bearing the "Made in Hong Kong" label. Such a guarantee would enhance the label's prestige and provide stronger protection for related IP rights.

Turning the IP economy boom into a sustainable industry

In the 2025-26 Budget, the government announced its support for cultural IP creators and producers to propel more than 30 cultural IP projects in the coming five years. The government will also review the tax deduction rules related to business expenses for acquiring IP usage rights.

As the IP economy continues to emerge, Dr Kenneth Kwong argues that the key challenge lies in its effective commercialisation and long-term sustainability. Successful overseas IPs, he noted, exhibit a common trait: They use storytelling to foster emotional resonance, leverage cultural influence to expand their fanbase, and consistently reinvest licensing revenues in content development. This operational model can offer a valuable blueprint for Hong Kong's cultural IP development.

While Hong Kong's relatively small market size may pose challenges for creators seeking investment for developing derivative content, such as films or animations, Kwong observed that the city benefits from its distinctive position as a confluence of Eastern and Western cultures.

Moreover, its local culture resonates strongly with audiences across the Mainland, especially within the Greater Bay Area, thereby expanding the fanbase for homegrown IPs. "To develop local IPs, we should root them in Chinese culture while incorporating Hong Kong's unique role as a bridge between East and West. Rather than limiting ourselves to the development of entertainment or character IPs, we can explore a wider spectrum of culturally resonant elements with high commercial value, such as mooncakes, milk tea, *cha chaan teng* culture, and other intangible heritage products, Hong Kong movies, and even the city's natural landscapes. This range will allow us to access broader markets."

Chiikawa 非常貼近現實的世界觀，讓許多人很有共鳴，各類授權衍生產品都引起搶購潮
Chiikawa's highly relatable worldview resonates strongly with audiences, sparking buying frenzies for its various licensed merchandise and derivative products





朱毅豪

Dr Martin Chu

以綠色科技 為地球降溫

Cooling Our Planet with Green Technology

全球氣溫持續上升，極端酷熱天氣頻發，對人類生命與財產構成重大威脅。在高溫成為常態的背景下，本地初創企業「創冷科技」(i2Cool)嘗試為人類如何「與熱同存」提供答案，研發出無需用電或製冷劑的綠色製冷技術，有效降低室內溫度，提升舒適度。在聯合創辦人兼行政總裁朱毅豪領導下，i2Cool 在短短 3 年間憑藉創新技術與國際化視野，為可持續發展注入新動能，助力實現「碳中和」目標。

Rising global temperatures and extreme heatwaves pose a mounting threat to people, ecosystems, and economies. As high temperatures become the norm, Hong Kong start-up i2Cool Limited offers an innovative solution to help humans adapt to a heating world. The company has developed a green, electricity-free cooling technology that provides high-performance indoor cooling without using refrigerants. Led by Dr Martin Chu, Co-founder and CEO, i2Cool has, in just three years, harnessed its innovative technology and global vision to advance sustainable development and contribute to the goal of carbon neutrality.

九十後 i2Cool 聯合創辦人暨行政總裁朱毅豪，本科畢業於廣州華南理工大學，其後赴香港修讀碩士及博士課程，他在香港城市大學攻讀博士課程時，跟隨能源及環境學院副教授曹之胤，專注研究無電製冷技術，從此踏上了綠色科研之路。

童年經歷啟發 以科技應對氣候危機

朱毅豪鑽研綠色製冷技術的初衷，與他童年經歷有關：「小時候我住在舊樓頂層，每當炎夏，由於混凝土吸收熱能後難以散熱，導致室內悶燥難耐，經常整夜輾轉難眠。」這使他萌生了一個念頭——以科技改善人類的生活環境，也推動他在大學時選修環境能源相關學科，並投身於製冷技術的研發與應用。

他解釋，全球暖化日益嚴峻，不僅影響生態環境，高溫還會導致室外的電子設備效能下降，造成經濟損失，「更令人憂心的是，一些氣候炎熱且資源匱乏的地區，人們為省電而不使用空調，這會影響他們的身體機能，引發氣候難民危機。」因此，他希望能運用自己的專業知識及研究成果，轉化為實際應用，以應對全人類面臨的迫切威脅。

技術突破 研發綠色節能製冷技術

有別於傳統空調技術的改良，他的目標是開發一種零耗能、低成本、高效能的方法為建築物降溫。2016年，在曹之胤副教授的指導下，朱毅豪與其他研究人員著手研發一款名為「i2Coating」無電製冷塗層，這是一款零耗能、無需製冷劑的被動式輻射製冷塗層，靈感來自撒哈拉沙漠銀蟻的特殊毛髮結構，能夠高效反射陽光並通過輻射散熱。研發團隊將這一原理融入聚合物和納米顆粒的混合材料，成功研發出可以廣泛應用在各類物體表面的無電製冷塗層。

他解釋，「i2Coating」的用法猶如刷油漆，塗於建築外牆、天台、廠房頂層、運輸設備等表面。「它能高效反射紫外線、可見光及近紅外線，並通過中紅外線將熱量輻射至外太空，便可達致降溫。」這款塗層最多可降低表面溫度攝氏42度，室內溫度降低攝氏6至8度，節省冷氣耗電量40%。

這項技術更突破了傳統隔熱塗層的技术瓶頸，其太陽光反射率和中紅外輻射率均高達95%，領先業界水平，除了取得多項國際專利及歐盟產品安全認證，更於2021年榮獲日內瓦國際發明展最高殊榮——評審團嘉許金獎，備受國際認可。



i2Cool 的無電製冷塗層應用在本地社區及建築物上，例如紅磡體育館、中環街市、銅鑼灣時代廣場等

i2Cool's electricity-free cooling coatings have been applied in local communities and on prominent buildings, including Hung Hom Coliseum, Central Market, and Times Square in Causeway Bay



2024年，i2Cool獲香港品牌發展局頒發香港新星品牌的獎項，表揚他們在建立綠色科技品牌的努力

In 2024, i2Cool received the Hong Kong Emerging Brand Award from the Hong Kong Brand Development Council, which recognised the company's efforts in establishing a green technology brand

產學研結合 從實驗室走向市場

2022年，在香港城市大學 HK Tech 300 創新創業計劃的支持下，朱毅豪與曹之胤副教授等科學家共同成立創冷科技（i2Cool），實現將紙上的研究成果，轉化為實際商品。i2Cool 先後獲得種子基金、天使投資及A輪融資等創投基金的支持。雖然解決了資金問題，但與許多本地科創企業一樣，i2Cool 團隊也面臨如何將技術量產的難題；「香港缺乏中試轉化場地，加上過去數十年，本港去工業化導致工業用地有限，使我們難以尋找合適的廠商進行試產。」

幸運的是，在城大的支援下，團隊成功進駐香港科學園，並與一家大灣區港資油漆廠商建立合作，推動首批「i2Coating」產品大規模生產。及後團隊進一步擴大規模，在廣州建立生產基地。i2Cool 更成為特區政府「產學研1+計劃」首批獲資助的初創企業之一，實現全面量產。

從科研人員轉換跑道，成為創業家，身份與責任截然不同，朱毅豪形容這是一場跳出舒適圈的冒險；「創業既需要企業家的膽識，也離不開科學家的嚴謹，兩者相輔相成；雖然我們擁有很多科研知識，但對於技術商品化、法律、財務、供應鏈、市場推廣等，我們卻是初哥。過程中，我與團隊不斷碰壁，不斷進步，整個過程充滿挑戰，也帶來前所未有的收穫和滿足感。」

與大灣區協同合作 走向全球

作為來自廣州、來港發展的科研人才，朱毅豪認為，香港與大灣區內地城市各有所長，彼此透過加強合作、優勢互補，可以產生很大的協同效應；「香港擁有5所全球100強大學，高校集中度與紐約、倫敦、美國西岸相當。不過香港比她們擁有一項獨特的區域條件，就是我們的周邊城市擁有成熟的生產基地，工業門類也十分齊全，能為香港的科創企業提供強大支援——這在全球亦屬罕見。」


為了充分發揮香港與大灣區「錯位發展」的互補潛力，i2Cool制定了清晰的戰略布局：他們在廣州南沙設立生產線及技術應用實驗室，在深圳前海設立國內銷售及推廣辦公室，而在香港則保留科研實驗室及海外業務辦公室，分別負責基礎研發、海外銷售、市場推廣及項目融資。

隨着特區政府大力推進北部都會區建設，其中河套港深創科園香港園區將會建設為具國際競爭力的產業中試轉化基地。他相信，該區為香港帶來大量創科及產業用地和設施支援的同時，亦有望填補香港中試轉化階段發展的缺口。「就像我們這些用地需求少、高增值、產品體積小的產業，是最適合在香港實現從研發到轉化再到生產的全流程發展。」

未來，i2Cool有意將核心原材料生產環節遷至北部都會區，以便研發團隊在香港進行產品改良。更重要的是，他們希望充分依託香港的國際化人才、基礎科研實力、知識產權保護及專業服務優勢，以及商會組織的國際商業網絡，開拓海外市場。

打造品牌形象 拓展一帶一路市場

談到未來發展大計，朱毅豪已經將目光鎖定「一帶一路」國家，特別是中東和東南亞這些氣候炎熱、對無電製冷技術有較強需求的國家和地區。2023年，團隊到杜拜參加一項地產科技比賽，成功取得全球最大商場之一、迪拜購物中心（The Dubai Mall）的項目，其後更與阿布扎比酋長皇宮酒店合作，拓展成果理想。

回顧進軍中東市場的經歷，朱毅豪坦言，起初對當地環境及商業網絡並不熟悉，團隊僅抱着「試一試」的心態參賽，沒想過如此順利便贏得大型企業的信賴。他直言，「這充分證明港產科研的實力和競爭力遠超想像。未來，我們會繼續提升創新實力，推動全球化布局，為應對氣候危機貢獻香港力量。」



朱毅豪（左二）跟隨香港城市大學能源及環境學院副教授曹之胤（中）研發無電製冷塗層，其後共同創立 i2Cool
Under the supervision of Professor Edwin Tso (centre), Associate Professor at the School of Energy and Environment at CityUHK, Martin (second from the left) developed a novel, electricity-free cooling coating and went on to co-found i2Cool with Professor Tso



受童年經歷啟發，朱毅豪決心要研發出零耗能、低成本、高效能的製冷技術，以科技造福人類
Inspired by his childhood experiences, Dr Martin Chu is determined to develop an energy-free, low-cost, and highly efficient cooling technology to improve the quality of life through technology

Martin, who was born in the 1990s, earned his bachelor's degree from the South China University of Technology in Guangzhou and then pursued his master's and doctoral studies in Hong Kong. During his PhD programme, under the supervision of Professor Edwin Tso Chi Yan, Associate Professor at the School of Energy and Environment at City University of Hong Kong (CityUHK), Martin began developing energy-free cooling technology. This work marked the beginning of his green R&D journey.

Childhood experience inspired a technological solution to climate crisis

Martin's motivation for studying green cooling technology is tied to his childhood home on the top floor of an old building: "Every summer, the concrete absorbed the day's heat and slowly released it after sunset, making the house hot and stuffy. I often lay awake at night, unable to fall asleep." This early experience with intense heat inspired him to harness technology to improve people's living conditions. This passion guided his academic path, leading him to major in environmental and energy-related disciplines at university, where he dedicated himself to researching and developing cooling solutions.

Increased global warming poses numerous problems beyond its threat to the environment. For example, high temperatures can degrade the performance of outdoor electronic equipment, resulting in economic losses. As Martin pointed out, "Particularly concerning are the hot and resource-scarce regions where residents often avoid air conditioning to conserve electricity. This affects their physical health and could potentially trigger a climate refugee crisis." Driven by this urgency, he is dedicated to translating his expertise and research into practical solutions to address these critical global challenges.

Innovation breakthrough in green, energy-saving cooling technology

Rather than incrementally improving traditional air-conditioning technology, Martin's goal was to develop an energy-free, low-cost, and highly efficient building cooling solution. In 2016, under the guidance of Professor Edwin Tso, Martin and other researchers started developing a product called i2Coating—a paint that utilises passive radiative cooling technology.

The material was inspired by the unique hair structure of the Saharan silver ant, which reflects sunlight and dissipates heat through thermal radiation. By incorporating this principle into a composite of polymers and nanoparticles, the team successfully developed a coating that can be applied to the surfaces of various objects, including exterior walls, rooftops, industrial facilities, and transportation equipment. The coating works by reflecting ultraviolet, visible, and near-infrared light while radiating heat into outer space through mid-infrared emission, thereby producing a cooling effect. It can reduce surface temperatures by up to 42°C, indoor temperatures by 6–8°C, and air-conditioning electricity consumption by up to 40%.

With an exceptional 95% solar reflectivity and high mid-infrared emissivity, i2Coating overcomes the long-standing limitations of conventional heat-insulating coatings, significantly outperforming industry standards. In addition to receiving multiple international patents and European Union product safety certifications, the coating won the prestigious “Gold Medal with Congratulations of the Jury” at the International Exhibition of Inventions of Geneva 2021, earning significant global recognition.



i2Cool 積極研發新一代塗層產品，並擴展產品線至紡織品、車漆、製冷瓷磚等不同領域

i2Cool is actively advancing next-generation coating products and diversifying its product range into textiles, automotive paints, cooling tiles, and more

Bridging research, academia, and industry: From laboratory to market

In 2022, supported by the CityUHK Tech 300 programme, an innovation and entrepreneurship initiative, Martin partnered with Professor Edwin Tso and other scientists to co-found i2Cool Limited and transform their research into practical applications. The company successfully secured seed funding, angel investment, and Series A financing in succession.

Despite this early funding, i2Cool, like many local technology start-ups, encountered significant challenges in scaling production. Martin explained, “Hong Kong lacks pilot production and transformation facilities. Moreover, decades of de-industrialisation have left the city with scarce industrial land, making it difficult to find suitable manufacturers for trial production.”

Fortunately, with continued support from CityUHK, the team successfully secured space in the Hong Kong Science Park and collaborated with a Hong Kong-funded paint manufacturer in the Greater Bay Area to launch the first large-scale production of i2Coating. The company later expanded its operations by establishing a production base in Guangzhou. i2Cool became one of the first start-ups funded under the Innovation and Technology Commission's Research, Academic, and Industry Sectors One-plus (RAISE+) scheme to achieve full-scale mass production.



為了協助基層市民，2023 年，i2Cool 為深水埗區基層住戶提供製冷塗層服務，改善他們的生活質素

In 2023, i2Cool provided its cooling coating services to residents in Sham Shui Po, improving the community's living conditions

Discussing the transition from researcher to entrepreneur, with its profound shift in identity and responsibilities, Martin described an adventure of stepping out of his comfort zone. "Entrepreneurship demands the boldness of a business leader combined with the rigour of a scientist—two qualities that are powerfully complementary. Although we possessed extensive scientific expertise, we were novices in areas such as commercialisation, law, finance, supply chains, and marketing. Throughout this journey, my team and I encountered numerous setbacks, but we persevered, continually learning and growing. Despite these challenges, the experience has brought us unprecedented rewards and a deep sense of fulfilment."



i2Cool 在廣州南沙設立約 2,400 平方米的生產線及技術應用實驗室，深圳前海則是國內銷售及推廣辦公室

i2Cool has established a 2,400-square-metre production base and technology application laboratory in Nansha, Guangzhou, with its domestic sales and marketing team operating from Qianhai, Shenzhen

Collaborating with the Greater Bay Area for global expansion

As a researcher from Guangzhou who has developed his career in Hong Kong, Martin believes that Hong Kong and the other Greater Bay Area cities each possess unique strengths that can be synergised through collaboration. "Hong Kong is home to five universities ranked among the world's top 100, with a density of higher education institutions comparable to that of New York, London, or the West Coast of the United States. Yet Hong Kong has a unique regional advantage that those hubs lack: its proximity to neighbouring cities with mature production bases and a comprehensive spectrum of industries. This provides robust support for Hong Kong's innovation and technology enterprises, which is a rare and invaluable asset on a global scale."

To leverage the complementary potential of Hong Kong and the Greater Bay Area, i2Cool has established a clear strategic business layout. The company has set up a production line and technology application laboratory in Nansha, Guangzhou; a domestic sales and marketing office in Qianhai, Shenzhen; and a research laboratory and an office in Hong Kong that oversees basic R&D, overseas sales, market promotion, and project financing. Each location plays a distinct role in the company's integrated operational strategy.

With the Hong Kong government advancing the development of the Northern Metropolis, the Hong Kong Park of the Hetao Shenzhen-Hong Kong Science and Technology Innovation Co-operation Zone is poised to become an internationally competitive R&D transformation and pilot production base. Martin believes that in addition to providing extensive land and facilities for innovation and technology industries, this initiative will help bridge the current gap in pilot production and transformation capacity in the city. "For industries like ours, which are characterised by limited land requirements, high value-added potential, and small product sizes, Hong Kong is the ideal location to carry out the entire R&D process, from research and development to pilot transformation and ultimately, full-scale production."

Looking ahead, i2Cool plans to relocate its core raw material production processes to the Northern Metropolis, enabling the R&D team to carry out product enhancement and innovation in Hong Kong. More importantly, the company aims to expand into overseas markets by leveraging Hong Kong's advantages in international talent, research, intellectual property protection, and professional services, combined with the global business networks of local chambers of commerce.



目前，i2Cool 有六分之一的業務收益來自中東市場，迪拜購物中心也有使用其塗層

Currently, One-sixth of i2Cool's revenue comes from the Middle East market, with The Dubai Mall being one of its key clients



2021 年，i2Cool 榮獲日內瓦國際發明展最高殊榮評審團嘉許金獎

In 2021, at the International Exhibition of Inventions of Geneva, i2Cool won the "Gold Medal with Congratulations of the Jury"—the highest honour

Building a global brand and expanding into Belt and Road markets

For future development, Martin is targeting countries along the Belt and Road Initiative—particularly those in the Middle East and Southeast Asia with hot climates and a strong demand for electricity-free cooling technologies. In 2023, Martin and his team took part in a property technology competition in Dubai and secured a project with The Dubai Mall, one of the world's largest shopping centres. They also collaborated with the Emirates Palace Hotel in Abu Dhabi, indicating promising progress in international market expansion.

Reflecting on their entry into the Middle East market, Martin admitted that the team was initially unfamiliar with the local business environment and networks. They joined the Dubai competition with a "let's give it a try" attitude, never expecting to earn the trust of major corporations so smoothly. To Martin, "this success demonstrates that Hong Kong's homegrown scientific research holds world-class potential and competitiveness. Moving forward, we will continue to deepen our innovation capabilities, accelerate global expansion, and contribute to Hong Kong's strength in addressing the global climate crisis." 

專訪羅淑佩： 談香港文體旅融合發展新局面

Interview with Rosanna Law: A New Vision for Hong Kong's Culture, Sports and Tourism

香港的文化、體育與旅遊，既是社會活力的展現，更是推動經濟、連結社會及塑造國際形象的重要引擎。由廠商會會長盧金榮主持的《港·新事》，最新一集邀請了文化體育及旅遊局局長羅淑佩，暢談本港文體旅的發展成果和最新動向。

Hong Kong's culture, sports, and tourism are not only a reflection of social vibrancy but also powerful drivers of economic growth, community cohesion, and international image-building. In the latest episode of the *Fresh Takes on Hong Kong* programme, Dr Wingco Lo, President of the CMA, interviewed Miss Rosanna Law, Secretary for Culture, Sports and Tourism, who shared insights on Hong Kong's achievements and the latest developments in these three vital sectors.

羅淑佩局長指出，本屆政府成立文體旅局後，將文化、體育及旅遊三大範疇合而為一，實現「文中有旅、旅中有文」，而體育亦成為盛事的重要部分。她強調，這種跨領域融合正為香港開啟新局，助力打造「中外文化藝術交流中心」。

文體旅融合 開創協同效應

局方已先後推出《文藝創意產業發展藍圖》及《香港旅遊業發展藍圖 2.0》等重要政策文件，並全速推動落實。在文化方面，除了透過「中華文化節」、「香港非遺月」、博物館展覽等活動推廣傳統文化，更以創新手法吸引年輕觀眾參與；體育方面，政府積極推行「普及化、精英化、盛事化、專業化及產業化」的「五化政策」，既令香港運動員於國際賽事屢創佳績，也進一步培養本地運動風氣；而隨着各類體育及文化藝術盛事相繼在港舉辦，旅遊業亦因而受益，訪港旅客人數按年持續上升。

守正創新 善用資源

談及四月訪京行程，羅局長指，中央港澳辦、國務院港澳辦夏寶龍主任提出的「守正創新」為未來發展提供了明確方向。局方將延續並擴大已見成效的活動，並善用中央惠港政策及本地資源，開展更多創意項目。

法國之行啟迪新思維

至於在七月法國波爾多的行程中，羅局長表示，是次行程為香港旅遊業發展帶來新思路，例如透過特色活動、「打卡」元素及限時限量的商品，更有效地吸引年輕旅客。

香港工業品牌旅遊

面對旅遊模式的轉變，特區政府正積極開拓多元化旅遊產品，以鞏固香港「世界級首選旅遊目的地」的定位。羅局長指，「香港工業品牌旅遊」作為首階段九大旅遊熱點項目之一，已獲多個老字號品牌參與支持。當局計劃以「團進團出」方式安排參觀，讓旅客在不影響生產的情況下深入了解流程，並可即場選購特色產品。

港澳粵攜手 共辦全運會

展望即將舉辦的第十五屆全國運動會，羅局長表示，籌備工作已進入最後直路。香港將主辦八個競賽項目，比賽場地涵蓋維多利亞公園、啟德體育園及維港沿岸，讓觀眾在欣賞比賽之餘，同步感受香港的城市魅力。

她特別提到粵港澳於測試賽中試行「無感通關」，這項創新安排不僅提升本港辦賽能力，也為未來大灣區跨境體育盛事奠定重要基礎。



Miss Law highlighted that since the establishment of the Culture, Sports and Tourism Bureau, the three sectors have been brought under one umbrella. This integration realises the vision of culture and tourism being interwoven, with sports now an integral part of Hong Kong's mega events. She stressed that this cross-sector integration is opening new horizons for Hong Kong, advancing its role as an East-meets-West centre for international cultural exchange.

Integrating culture, sports and tourism to create synergies

The Bureau has already launched important policy documents, including the Blueprint for Arts and Culture and Creative Industries Development and the Development Blueprint for Hong Kong's Tourism Industry 2.0, and is actively driving implementation. On the cultural front, traditional heritage is promoted through initiatives such as the Chinese Culture Festival, Hong Kong Intangible Cultural Heritage Month, and museum exhibitions, while innovative approaches are also being used to engage younger audiences.

In sports, the government is committed to advancing the sector by promoting sports in the community, supporting elite sports, positioning Hong Kong as a centre for major international sports events, enhancing professionalism, and developing sports as an industry. These efforts have not only enabled Hong Kong athletes to excel in international competitions but also strengthened the city's sporting culture. With various sports and cultural mega events being staged in Hong Kong, the tourism industry has also benefited, with visitor arrivals continuing to rise year on year.

Staying principled, innovative and resourceful

Speaking about her visit to Beijing in April, Miss Law said that the guidance on "staying principled and innovative" from Mr Xia Baolong, Director of Hong Kong and Macao Work Office of CPC Central Committee and Hong Kong and Macao Affairs Office of State Council, provides a clear direction for Hong Kong's culture, sports and tourism development. The



文化體育及旅遊局羅淑佩局長與香港旅遊發展局林建岳主席一同出訪法國波爾多（相片來源：政府新聞網）
Miss Rosanna Law, Secretary for Culture, Sports and Tourism, and Dr Peter Lam, Chairman of the Hong Kong Tourism Board, visited Bordeaux, France (Photo: news.gov.hk)



文化體育及旅遊局羅淑佩局長訪京時與中央港澳辦、國務院港澳辦夏寶龍主任會面（相片來源：香港政府新聞網）

Miss Rosanna Law, Secretary for Culture, Sports and Tourism, met Mr Xia Baolong, Director of the Hong Kong and Macao Work Office of the CPC Central Committee and Hong Kong and Macao Affairs Office of the State Council, in Beijing (Photo: news.gov.hk)

Bureau will continue to expand successful initiatives, while making good use of the Central Government's supportive policies for Hong Kong, as well as the rich local resources, to launch more creative projects.

Inspiring ideas from France


Regarding the visit to Bordeaux, France in July, Miss Law said that the trip inspired new ideas for Hong Kong's tourism development such as attracting young visitors more effectively through special events, photoworthy elements, and limited-edition products.

Hong Kong Industrial Brand Tourism

In response to evolving travel patterns, the HKSAR Government is actively diversifying tourism offerings to strengthen Hong Kong's position as a worldclass premier travel destination. Miss Law said Hong Kong Industrial Brand Tourism has been designated as one of the nine tourist hotspots in the first development phase, and has already received support from a number of longestablished brands. Under this initiative, the Government plans to arrange group visits, enabling tourists to gain firsthand insights into production processes without disrupting operations, while also having the opportunity to purchase signature products on site.

Hong Kong, Macao and Guangdong join hands to host the National Games

Looking ahead to the upcoming 15th National Games, Miss Law said that preparations have entered the final stretch. Hong Kong will host eight competition events, with venues spanning Victoria Park, Kai Tak Sports Park and the Victoria Harbour waterfront, allowing spectators to experience Hong Kong's urban charm while enjoying the competitions.

She also highlighted the trial of contactless clearance during test events across Guangdong, Hong Kong, and Macao. This innovative arrangement not only enhances Hong Kong's capability to host major competitions but also lays an important foundation for future cross-boundary sports events in the Greater Bay Area. 



廠商會訪問團拜訪國家商務部台港澳司司長樊世杰（前排右四）
The delegation visited Mr Fan Shijie (fourth from the right, front row),
Director-General of the Department of Taiwan, Hong Kong and Macao Affairs of the Ministry of Commerce

廠商會訪京之旅：深化合作 共創未來

CMA Delegation to Beijing

全球地緣政經局勢動盪，加快融入國家發展，實現升級轉型是香港企業應對挑戰的不二法門。廠商會於7月15日至18日組織了40人的北京訪問團，先後拜會多個部委、部門及工商機構領導，介紹香港工商界的最新發展、爭取政策支持，並深化兩地企業在科技創新、供應鏈協同及拓展國際市場等領域的合作，成果豐碩。

Amidst an increasingly complex global geopolitical and economic landscape, integrating into national development and pursuing transformation have become vital for Hong Kong businesses. From 15 to 18 July, the Chinese Manufacturers' Association of Hong Kong (CMA) led a 40-member delegation to Beijing, where they met with officials from key ministries, government departments, and business organisations. The delegation shared updates on Hong Kong's economic progress, sought policy support, and explored deeper cooperation with Mainland counterparts in technological innovation, supply chain synergy, and global expansion—yielding a number of positive outcomes.

此次訪京之旅重點行程是參加「2025年內地—香港商會聯席會會議」。聯席會由中國國際貿易促進委員會，以及廠商會在內的香港主要商會組成，是加強香港與內地工商機構交流合作的重要平台。

兩地工商界領袖聚首 共謀發展

擔任本屆聯席會港方主席的盧金榮會長在會上指，面對全球供應鏈加速重塑，國家正全面推動產業升級，並加快構建兼具韌性與安全性的供應鏈體系。

在此過程中，香港可憑藉其匯聚全球資源與人才的優勢，以及科技創新實力，助力國家加快實現「科技自立自強」。他又指，香港有條件成為內地企業「走出去2.0」戰略的「指揮塔」，助力提升供應鏈跨境協同能力，同時幫助香港實現建構「跨國供應鏈管理中心」的戰略定位。

中國貿促會會長任鴻斌則強調，「希望以聯席會議為契機，推動內地與香港企業加強科技產業合作，更好實現供需適配、相互成就、共同發展。」香港企業的品牌、管道、技術等優勢與內地的產業配套優勢結合起來，能夠形成更多高品質的產品和服務，增強企業的全球競爭力。

拜會高層領導 爭取合作支持

在緊湊的四天行程中，訪問團拜會了多個中央部委、北京市委及部門領導，包括國家商務部港澳司司長樊世傑、國家工業和信息化部國際合作司副司長張曉雷、北京市委統戰部副部長張健、北京市政協副主席崔述強、全國工商聯黨組成員羅來君，以及北京國家金融標準化研究院總經理周夕崇。



盧金榮會長（左）與全國工商聯黨組成員羅來君（右）交流
Dr Wingco Lo (left) exchanged views with Mr Luo Laijun (right), member of the Leading Party Members Group of the ACFC



盧金榮會長出席中國國際商會國際合作交流會，與中國國際貿易促進委員會副會長聶文慧（前排中）會面
Dr Wingco Lo attended the CCOIC Seminar on International Cooperation and met with Ms Nie Wenhui (centre, front row), Vice President of the CCPIT



訪問團在北京市統戰部副部長張健（左三）的陪同下參觀北京城市副中心規劃展廳

The delegation toured the Beijing Sub-centre Planning Exhibition Hall, accompanied by Mr Zhang Jian (third from the left), Deputy Director of the Beijing Municipal United Front Work Department

在會面中，訪問團分享了香港推動新型工業化及北部都會區建設的進展、了解內地最新發展，並就港商拓展內銷市場及促進兩地企業「抱團出海」等議題交流意見。

此外，訪問團到訪特區政府駐北京辦事處，爭取加強支持在內地營商的香港企業，並參觀了「第三屆中國國際供應鏈促進博覽會」，以了解內地企業「出海」及促進全球產業鏈供應合作的成果。

行程成果豐碩 香港未來可期

盧金榮會長總結此行時指，短短四天行程獲得中央和北京市領導接見，充分反映國家對香港工商界的高度重視與支持。「多位領導對香港的獨特優勢及廠商會的積極角色予以肯定，令我們更堅定信心，推動兩地企業攜手邁向高質量發展。」

展望未來，廠商會將繼續發揮橋樑作用，促進香港與內地企業在科技創新、供應鏈協同及國際市場拓展的深度合作，為香港融入國家發展大局貢獻力量。

（完）



盧金榮會長（前排右五）與中國國際貿易促進委員會會長任鴻斌（前排中），以及香港主要商會領導在「2025年內地-香港商會聯席會」會議合照
Pictured at the 2025 Chinese Mainland-Hong Kong Chambers Joint Conference are CMA President Dr Wingco Lo (fifth from the right, front row), Mr Ren Hongbin, President of CCPIT (centre, front row), and leaders from major Hong Kong business chambers



廠商會訪問團拜訪國家工業和信息化部國際合作司副司長張曉雷（前排左十）
The delegation met with Ms Zhang Xiaolei (10th from the left, front row), Deputy Director of the Department of International Cooperation of MIIT

A key highlight of the visit was the delegation's participation in the "2025 Chinese Mainland-Hong Kong Chambers Joint Conference". Co-established by the China Council for the Promotion of International Trade (CCPIT) and major Hong Kong chambers of commerce including the CMA, the conference serves as an important platform for enhancing collaboration and exchange between business organisations in the Mainland and Hong Kong.

Mainland and Hong Kong business leaders gathered to explore shared growth

Dr Wingco Lo, President of the CMA and the Hong Kong Chair of this year's Joint Conference, emphasised that amidst the accelerated restructuring of global supply chains, the nation is driving comprehensive industrial upgrades and expediting the establishment of a resilient and secure supply chain network.

In this process, Hong Kong can leverage its strengths in pooling global resources and talent, as well as its technological innovation capabilities, to support the nation's pursuit of technological self-reliance and advancement. Dr Lo also highlighted that Hong Kong is well-positioned to serve as the "command tower" for Mainland enterprises' global expansion. This would enhance cross-border supply chain synergy and support Hong Kong in achieving its strategic goal of developing an international supply chain management centre.

Ren Hongbin, President of CCPIT, expressed his hope for Mainland and Hong Kong businesses to utilise the Joint Conference as a platform to strengthen collaboration in the technology industry, better align supply and demand, and achieve mutual success and common development. He also highlighted that by integrating Hong Kong's strengths in brand influence, distribution networks, and technological expertise with the Mainland's robust industrial ecosystem, both sides can jointly deliver more high-quality products and services, and enhance their global competitiveness.



廠商會訪問團拜訪北京國家金融標準化研究院，獲總經理周夕崇接待
The delegation visited Mr Zhou Xichong, General Manager of the Beijing National Institute of Financial Standardisation

Engaged with high-level officials to seek backing for cooperation

During the four-day trip, the delegation met with leaders from various central ministries, the Beijing Municipal Committee, and other government departments, including Mr Fan Shijie, Director-General of the Department of Taiwan, Hong Kong and Macao Affairs of the Ministry of Commerce; Ms Zhang Xiaolei, Deputy Director of the Department of International Cooperation of the Ministry of Industry and Information Technology (MIIT); Mr Cui Shuqiang, Vice Chairman of the Beijing Municipal Committee of the Chinese People's Political (CPC) Consultative Conference; Mr Zhang Jian, Deputy Director of the United Front Work Department of the CPC Beijing Municipal Committee; Mr Luo Laijun, member of the Leading Party Members Group of the All-China Federation of Industry and Commerce (ACFIC); and Mr Zhou Xichong, General Manager of the Beijing National Institute of Financial Standardisation.

During the meetings, the delegation shared updates on Hong Kong's progress in promoting new industrialisation and the development of the Northern Metropolis, while also gaining insights into the latest Mainland developments in economy and trade, technology, international cooperation, and standards development. Exchanges also took place on topics such as supporting Hong Kong businesses expand into the Mainland market and promoting joint overseas expansion for enterprises from both sides.


Furthermore, the delegation visited the Office of the Government of the HKSAR in Beijing to seek stronger support for Hong Kong businesses operating in the Mainland. They also attended the 3rd China International Supply Chain Expo to learn about the achievements of Mainland companies in "going global" and promoting cooperation within global industrial and supply chain networks.

Fruitful results point to a promising future for Hong Kong

Reflecting on the four-day visit, Dr Lo described the delegation as highly successful, noting that the warm reception by central and Beijing leaders fully demonstrates the nation's strong support for Hong Kong's business community. He emphasised that the visit has further strengthened our confidence and commitment in advancing Hong Kong's integration into the national development.



廠商會訪問團拜訪北京市政協副主席崔述強
The delegation met with Mr Cui Shuqiang, Vice Chairman of the Beijing Municipal Committee of the Chinese People's Political (CPC) Consultative Conference

Looking forward, the CMA will continue to serve as a vital bridge, facilitating deeper collaboration between Hong Kong and Mainland businesses in technological innovation, supply chain synergy, and international market expansion, thereby contributing to the high-quality national growth. 



廠商會訪問團參觀「第三屆中國國際供應鏈促進博覽會」
CMA members attended the Third China International Supply Chain Expo

廠商會舉行領事酒會 深化香港國際聯通角色

CMA Hosted Cocktail Reception to Strengthen International Connectivity

為進一步提升香港作為國際交流合作的樞紐角色，廠商會於8月21日假香港會舉行年度「廠商會與各國駐港領事交流酒會」，探索香港工商界與全球市場合作的新方向。

To reinforce Hong Kong's position as a premier hub for international exchange and cooperation, the CMA hosted its annual cocktail reception for consular corps at Hong Kong Club on 21 August. The event aimed to explore new collaboration opportunities for local businesses in the global markets.

丘應樺局長在致辭中，介紹了特區政府如何協助工商界適應快速變化的全球貿易環境。他強調，政府正積極調整策略，以支持內地企業開拓和管理全球供應鏈。「我們正加大力度引導全球投資進入內地、積極擁抱數碼貿易，並鼓勵電子商務發展。」

盧金榮會長則指出，面對國際政經格局的深刻變動，建立更具韌性和多元化的供應鏈已成為全球焦點。香港可憑藉「一國兩制」及「背靠祖國、聯通世界」的獨特優勢，積極拓展國際商貿網絡，為全球市場創造新價值。他表示，越來越多人才、企業及投資者對香港投下信心一票，廠商會將持續優化服務，將信心轉化為實質的合作成果。

是次酒會亦邀得外交部駐港公署領事部副主任田振峰參贊、香港特別行政區政府「一帶一路」專員何力治、引進重點企業辦公室主任任景信、引進重點企業辦公室副主任蔣學禮、投資推廣署助理署長李淑菁，以及逾70位駐港總領事或其代表、名譽領事，與本地及外國商會代表參與，包括香港工業總會主席林世豪、香港貿易發展局助理總裁古靜敏，以及香港總商會總裁楊偉添。一眾嘉賓與廠商會成員熱情互動，為日後合作打下良好基礎。





盧金榮會長（左）及商務及經濟發展局局長丘應樺（右）在酒會上致辭
CMA President Dr Wingco Lo (left) and Mr Algernon Yau (right), Secretary for Commerce and Economic Development, addressed the reception

The prestigious occasion was officiated by Mr Algernon Yau, Secretary for Commerce and Economic Development, and brought together over 170 distinguished guests.

In his address, Mr Algernon Yau highlighted the government's commitment to helping Hong Kong businesses adapt to evolving global trade dynamics, as well as its strategies to assist the Mainland companies in managing global supply chains. "We are stepping up efforts to channel investment from around the world into Mainland China. We are embracing digital trade and encouraging the development of e-commerce."

CMA President Dr Wingco Lo stressed the growing need for resilient and diversified supply chains amid geopolitical shifts and global economic uncertainty. Hong Kong can leverage its unique advantages under "One Country, Two Systems" and its international connectivity to create new value globally. "With increasing confidence from international talent, businesses, and investors, the CMA is evolving its services to turn this momentum into tangible and impactful partnerships," he said.

The reception was a grand gathering of esteemed guests, including Mr Tian Zhenfeng, Deputy Director of the Consular Department at the Office of the Commissioner of the Ministry of Foreign Affairs of the People's Republic of China in the HKSAR; Mr Nicholas Ho, Commissioner for the Belt and Road; Mr Peter Yan, Director-General of the Office for Attracting Strategic Enterprises of the HKSAR Government; Dr Jimmy Chiang, Deputy Director-General of the Office for Attracting Strategic Enterprises; Ms Loretta Lee, Associate Director-General of Invest Hong Kong, and over 70 Consuls General, their representatives, Honorary Consuls, and members from both local and international chambers of commerce, including Mr Anthony Lam, Chairman of the Federation of Hong Kong Industries; Ms Jenny Koo, Assistant Executive Director of the Hong Kong Trade Development Council; and Mr Patrick Yeung, CEO of the Hong Kong General Chamber of Commerce. Guests engaged in dynamic exchanges with CMA members, deepening mutual understanding and building a foundation for future collaboration. (商通)





廠商會行政總裁吳潔貞專訪

Interview with Ida Ng, CEO of the CMA

吳潔貞女士今年 8 月 1 日起出任廠商會行政總裁，她在政府服務近 30 年，如今「轉換跑道」投身工商界，成為廠商會秘書處的新舵手。在接受《企業雄才》專訪時，吳潔貞女士暢談未來工作計劃，分享如何通過提升廠商會服務，幫助工商界在當前複雜多變的營商環境，發掘新商機。

Ms Ida Ng took up the role of CEO of the CMA on 1 August. Following a distinguished three-decade career in the Hong Kong government, Ng has transitioned to the private sector to lead the CMA Secretariat. In an interview with *Hong Kong Entrepreneurs*, she outlined her aspirations for the association and shared her plans to enhance the CMA's services, helping the business community to navigate the ever-changing business landscape.

企：企業雄才
吳：吳潔貞女士

E: *Hong Kong Entrepreneurs*
N: Ms Ida Ng

企：恭喜您上任成為廠商會行政總裁，您能否分享接任原因？以您觀察，工商界正面對怎樣的挑戰？

吳：很感謝會長們的信任，邀請我出任行政總裁。廠商會作為香港歷史最悠久、最具代表性的商會之一，能夠領導其發展，既是榮譽，更是責任。過去我在香港海關任職多年，也曾被借調至財經事務及庫務局及保安局，參與制定和執行不同範疇的政策，亦曾推動多項便商利貿的措施，我對工商界發展抱有深厚熱忱，希望能將公職經驗轉化為推動業界進步的動力。

我認為香港正處於經濟轉型的關鍵階段，持續緊張的地緣政治局勢、勢不可擋的科技變革浪潮，以及日益迫切的低碳轉型要求，正深刻重塑全球商業生態。在這背景下，無論是香港企業抑或是廠商會，都需要積極作出改變，才可以駕馭洪流，將挑戰轉化為機遇。

企：您上任後的優先要務是什麼？

吳：針對以上各種挑戰，我訂定了四大工作重點。首先是整合內部資源，加強廠商會旗下各類服務，包括商業服務、檢測認證、中試轉化、品牌推廣和展覽服務的協同效應，打造「一條龍」支援服務，協助企業應對不斷變化的商業環境和國際法規。

其次是業務拓展，我將帶領秘書處進行調研，掌握商貿和市場趨勢，為業界提供更具有針對性的服務，協助他們升級轉型及開拓商機。值得一提的是，在國家「雙循環」發展策略下，我們將重點支援企業拓展內銷和「一帶一路」沿線國家市場。

第三是加強政策倡議的功能，我會積極推動廠商會各項政策建議落地，特別是發展多元產業、強化國際聯通、支援中小企業等與工商界息息相關的政策。

最後是加強對外聯繫，我希望運用自身的經驗與專業網絡，進一步鞏固廠商會作為政府與業界溝通橋樑的角色。我亦會加強廠商會與內地各省市、駐港領事館、國際商會的聯繫，促進「民間外交」，為會員企業發掘更多合作機會。

企：過去您曾參與多項政府政策研究及制定工作，這些經驗如何幫助您提升廠商會作為業界「橋樑」和智庫的影響力？

吳：差不多30年政府工作的生涯，我十分熟悉政府的架構、工作文化、制訂政策的流程和考量，以及貿易相關的管制及法規等。在廠商會進行政策研究時，我深信這些經驗可以讓我從「政府」及「用家」兩個角度，為工商界發展「把脈開方」，提出更具前瞻性、又切實可行的建議。

另外，我亦會就政府推行的各項便商利貿政策和措施為會員多安排講座，邀請相關政策局及部門派員作講解，例如將會全面實施的「貿易單一窗口」、香港海關的「香港認可經濟營運商計劃」和「跨境一鎖計劃」等，除了可以讓會員了解相關措施外，亦會藉此機會收集及整合會員意見，有需要時向政府提出優化建議。

企：您認為廠商會有哪些現有服務可進一步優化？在哪些新興領域看到潛力，可推動廠商會邁向新高峰？

吳：廠商會服務十分多元化，未來發展關鍵在於強化各項服務之間的協同效應，為企業提供無縫、個性化的服務體驗。此外，因應內地企業加快布局海外市場，我將會透過出訪和訪會等不同渠道，向有意借助香港「走出去」的內地企業推廣廠商會的服務。這不單能擴大廠商會的影響力，也切合政府銳意將香港打造為「跨國供應鏈管理中心」的戰略定位。

值得一提的是，隨著實現碳中和成為國際共識，國際標準化組織(ISO)亦剛於去年11月推出IWA 48:2024 ESG 實施指引，實踐可持續發展已成為企業必要條件。廠商會近年推出的「ESG 約章」和「香港 ESG 獎」已有效提升企業對實踐可持續發展的積極性。未來，我希望強化廠商會在該領域的引領角色，例如開展 ESG 趨勢研究、推動構建針對不同規模、類型企業的評價指標體系、完善信息披露規範等，幫助企業應對國際日益嚴格的 ESG 合規標準，搶佔綠色經濟新機遇。 (南)



吳潔貞女士自今年 8 月 1 日起出任廠商會行政總裁
Ms Ida Ng took up the post of CEO of the CMA this August

E: Congratulations on becoming CEO of the CMA. Could you share with us why you decided to take on the role? What do you see as the most critical challenges currently facing the business community?

N: I am deeply grateful to the CMA's leadership for their trust in appointing me as the CEO. Leading the development of the CMA, one of Hong Kong's oldest and most representative business associations, is not only an honour but also a profound responsibility. During my tenure with the Hong Kong Customs and Excise Department, including my secondments to the Financial Services and the Treasury Bureau and the Security Bureau, I participated in policy formulation and implementation in different areas. I also promoted various trade facilitation initiatives. These experiences fostered my deep commitment to the business community's development, and I am eager to leverage my public service expertise to drive advancements in the sector.

Hong Kong is at a critical juncture in its economic transformation. Heightened geopolitical tensions, the relentless waves of technological revolution, and the mounting tension for low-carbon transformation are profoundly reshaping the global business landscape. Hong Kong businesses and the CMA must adapt proactively to navigate these tides and turn challenges into opportunities.

E: What is at the top of your agenda now that you have taken office?

N: To tackle the challenges I mentioned earlier, I have identified four priorities. The first is to consolidate internal resources by enhancing synergies among the different CMA's services, including business services, testing and certification, technology commercialisation, brand promotion, and exhibition services. This approach aims to establish a comprehensive one-stop service platform that will help businesses adapt to the rapidly evolving commercial landscape and international regulations.

The second priority is to expand our service scope. By undertaking in-depth research to grasp trade and market trends, CMA can develop and provide services that truly meet the needs of the industry, helping enterprises upgrade, transform, and explore new business opportunities. Aligned with the nation's "Dual Circulation" strategy, we will allocate more resources to support enterprises in tapping into the domestic market and emerging economies along the Belt and Road.

The third priority is to strengthen the CMA's policy advocacy efforts. I will drive the development and implementation of the association's policy recommendations, particularly those most relevant to the business community, such as promoting business diversification, enhancing Hong Kong's international connectivity, and supporting small and medium-sized enterprises.

The last one is to enhance the CMA's external engagement. Drawing on my experience and professional network, I wish to reinforce the CMA's function as a channel connecting the government and the industry. I will also strengthen the association's relationships with Mainland government entities, consulates general in Hong Kong, and international business organisations, promoting people-to-people diplomacy and exploring opportunities for cooperation for our members.

E: How will your extensive experience in public policy research and formulation help you enhance the CMA's role as a think tank and a bridge between the government and the business community?

N: With nearly three decades of service in the government, I am familiar with its structure, work culture, policy-making processes and their underlying rationale, and Hong Kong's trade-related controls and regulations. These experiences and expertise enable me to diagnose challenges and pioneer solutions for the business community from both governmental and end-user perspectives, thereby delivering more visionary yet practical recommendations.

I will also engage with government officials to arrange more seminars that brief our members on various government trade facilitation initiatives/policies, such as the "Trade Single Window", the Hong Kong Customs and Excise Department's "Hong Kong Authorized Economic Operator Programme", and the "Single E-lock Scheme". I will also take the opportunity to gather and consolidate members' feedback and propose enhancement measures to the government as necessary.



吳潔貞女士笑言喜歡接受挑戰，已準備好領導廠商會秘書處，應對貿易戰和營商環境轉變等的挑戰

Eager to embrace new challenges, Ng is prepared to lead the CMA Secretariat through a complex landscape of global trade wars and evolving market conditions

E: Which of the CMA's existing services do you believe can be further optimised? In which emerging areas do you see potential to expand the CMA's role and impact?

N: The services offered by the CMA are highly diverse, and the key to our development lies in strengthening synergies among these services so as to provide enterprises with seamless and personalised experiences. With the accelerating pace of Mainland enterprises going global, I will proactively promote the CMA's one-stop services platform through channels such as visits and briefing sessions, targeting Mainland enterprises seeking to leverage Hong Kong as a springboard for global growth. This will not only expand the CMA's influence but also align with the government's strategic vision to establish Hong Kong as a global hub for multinational supply chain management.

It is worth noting that with global consensus on achieving carbon neutrality, and the launch of the IWA 48:2024 ESG

implementation principles by the International Organization for Standardization (ISO) last November, sustainable development has become imperative for businesses. The CMA's recent initiatives, including the "ESG Pledge" and the "Hong Kong ESG Awards", have been effective in encouraging enterprises to adopt ESG practices. Looking ahead, I hope to strengthen the CMA's leadership in this field by conducting research on emerging ESG trends, advocating the development of tailored evaluation metrics for companies of different scales and sectors, and improving disclosure standards. I believe these efforts will help gear up businesses not only to navigate increasingly stringent international requirements but also to capitalise on new opportunities in the green economy. 



左起：廠商會會長盧金榮、香港貿易發展局主席馬時亨、廠商會副會長陳家偉
From left: Dr Wingco Lo, President of the CMA; Prof Frederick Ma, Chairman of the Hong Kong Trade Development Council; Mr Calvin Chan, Vice President of the CMA

激發香港「新質品牌力」

Unleashing Hong Kong's New Quality Brand Power

「新質生產力」不僅是經濟發展的新方向，其核心理念更與品牌塑造緊密相連。廠商會 Hashtag CMA《新質新視野》新一集，特邀香港貿易發展局（貿發局）主席馬時亨，探討香港品牌如何以革新思維優化策略，激發「新質品牌力」。

The national strategy of developing new quality productive forces not only sets a new direction for economic growth but also closely aligns with brand building. In the latest episode of Hashtag CMA *New Quality Insight*, Prof Frederick Ma, Chairman of the Hong Kong Trade Development Council (HKTDC), was invited to explore how Hong Kong brands can optimise their strategies with innovative thinking to unleash new quality brand power.

馬時亨認為，品牌不僅是名稱或標誌，更是價值與承諾的體現。在當前地緣政治緊張、競爭加劇的形勢下，香港企業唯有靈活應變、持續創新，才能保持競爭優勢。他以貿發局舉辦的「香港好物節」為例，透過與內地電商平台對接，協助香港中小微企掌握電商運作模式與行銷策略。參與企業藉此拓展市場渠道，並成功促成多宗交易，銷售表現理想。

品牌實力 值得珍惜

談到近年假冒香港品牌事件不時發生，馬時亨則以正面的態度來解讀。他認為，事件雖然引起社會的廣泛關注，但從另一角度看也印證了香港品牌的實力與吸引力。

他強調，香港擁有嚴謹的執法與監管機制，能在制度上保障品牌與消費者的權益。然而業界必須同心協力，加強宣揚「香港出品，必屬佳品」的理念，而品牌自身亦要嚴格監控產品質素，才能有效鞏固「香港品牌」的價值。

背靠祖國 發揮所長

馬時亨指出，香港具備「背靠祖國」的特殊優勢，除了在稅務、市場准入等方面享有多項政策紅利，本地品牌亦深受內地消費者的青睞，為拓展內地市場提供有利條件。他憶述與時任新加坡副總理李顯龍的對話並指，「東南亞國家十分羨慕香港與祖國的關係與制度優勢，因此香港必須把握機遇，充分發揮所長。」




貿發局於本年 8 月期間舉辦第二屆「香港好物節」（相片來源：貿發局）

The HKTDC organised the second Hong Kong Shopping Festival in August 2025 (Photo: HKTDC)

協助「出海」 橋樑角色

隨着國家推進「品牌強國」戰略，內地品牌積極尋求國際化。馬時亨觀察到，跨界合作（Crossover）與收購國際品牌已成為「出海」的主要途徑。他認為，內地品牌潛力巨大，而香港正是它們理想的跳板，既能協助提升品牌價值，又能拓展國際市場，進一步增強品牌效益和全球影響力。

以新行銷模式與 AI 提升效益

馬時亨亦建議，香港品牌應結合社交媒體與國際展覽的行銷模式，並積極運用人工智能等新技術，不僅能高效地觸達全球市場，亦可深化與消費者的情感連結，從而提升品牌的知名度。 

Ma emphasised that a brand is far more than just a name or logo, it embodies an enterprise's value and commitment. In the current environment of geopolitical tensions and intensified competition, Hong Kong enterprises must stay flexible and continuously innovate to remain competitive. He cited the HKTDC's Hong Kong Shopping Festival as an example, which connects with Mainland e-commerce platforms to help Hong Kong SMEs master e-commerce operations and refine their marketing strategies. Many participating companies have successfully expanded their sales channels and achieved impressive results.

Brand strength worth cherishing

Regarding the recurring incidents of counterfeit Hong Kong brands in recent years, Ma takes a positive perspective. While these incidents have attracted public attention, they also serve as a testament to the strength and appeal of Hong Kong brands.

He emphasised that Hong Kong has rigorous law enforcement and regulatory mechanisms that protect the rights of brands and consumers. However, the industry must work together to reinforce the perception that "Made by Hong Kong" stands for quality. At the same time, brands themselves must uphold stringent quality control standards to effectively consolidate the value of Hong Kong brands.



Leveraging strengths backed by the motherland

Ma pointed out that Hong Kong possesses the unique advantage of being "backed by the motherland." Beyond policy benefits in taxation and market access, Hong Kong brands are also well received by Mainland consumers, creating favourable conditions for expanding into the Mainland market.

He recalled a conversation with then Deputy Prime Minister of Singapore, Lee Hsien Loong, and noted, "Southeast Asian countries highly admire Hong Kong's relationship with the motherland and its institutional advantages. Therefore, Hong Kong must seize this opportunity and fully leverage its strengths."

A bridge for brands going global

With China advancing its brand powerhouse strategy, Mainland brands are actively seeking internationalisation. Ma observes that cross collaborations and acquisitions of international brands have become key approaches to "going global." He sees Hong Kong as their ideal springboard for these efforts, helping enhance brand value, expand into international markets, and further strengthen brand effectiveness and global influence.

Enhancing effectiveness with new marketing models and AI

Looking ahead, Ma encouraged Hong Kong brands to embrace new marketing models by combining social media strategies with participation in international exhibitions. He also advocated for the adoption of new technologies such as artificial intelligence. This would not only enable them to reach global markets more efficiently, but also deepen emotional connections with consumers, ultimately enhancing brand recognition. 





再探香港企業實踐 ESG 的動機和趨勢

Tracking ESG Trends among Hong Kong Enterprises

隨着全球經濟持續轉型，「環境、社會及管治」（ESG）已成為各地發展戰略與企業轉型的關鍵一環。香港品牌發展局（品牌局）繼去年發表首份 ESG 調查報告後，於今年推出《2025 香港企業 ESG 發展現狀與動向調查分析報告》，透過追蹤調查形式，深入剖析香港企業實踐 ESG 的最新動態與發展趨勢。

As the global economy continues to evolve, Environmental, Social and Governance (ESG) factors have become central to corporate strategy and transformation. Following the release of its first ESG survey last year, the Hong Kong Brand Development Council (the BDC) has recently published the *Survey on Hong Kong Industries' ESG Initiatives and Trends 2025*. Conducted as a longitudinal study, the report offers fresh insights into how Hong Kong companies are embracing ESG and where the key trends are heading.

是次研究以 2025 年 1 至 5 月續簽「ESG 約章」的 328 家企業為分析對象，統計其過去一年已實施及未來一年計劃推行的「承諾之行動」清單。研究團隊同時向這些企業發放「香港企業 ESG 發展意向」問卷，獲 321 份有效回覆。

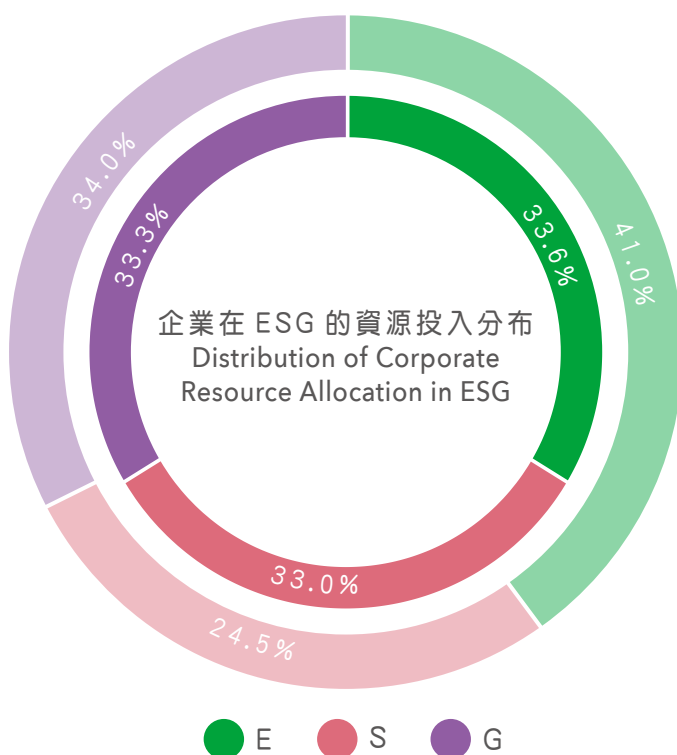
多線並進成主流 S、G 領域受青睞

報告顯示，參與企業過去一年於 E、S、G 三大領域平均推行 8 至 11 項工作，雖然未來一年各範疇的項目數量略減，但仍高達 7 至 10 項；當中逾 6 成企業承諾於三大領域同步實踐多於 3 個項目，反映「多線推進」、「齊頭並進」已成主流策略。

「十大熱門 ESG 措施」的分布與去年相近，熱點仍集中於 S 與 G 領域，分別佔 5 項及 3 項。屬於 S 措施的「與供應商、投資者及其他業務夥伴維持良好關係」首次晉身未來一年會推行的十大措施，反映企業履行社會責任的重心正由內部凝聚力延展至強化供應鏈合作。

內外驅動力並重 資源配置趨均衡

近 9 成受訪企業表示對 ESG 的關注度較去年提升，8 成以上計劃在未來一年加大資源投入，印證香港企業正積極將 ESG 承諾轉化為具體行動。資源配置方面，有別於去年偏重「環境」領域的資源分配模式，今年企業預期將採取更均衡的策略，E、S、G 三大範疇的資源配比趨向各佔約三分之一。



圖中外圈基於 2024 年調查的數據，內圈為 2025 年的數據
The outer ring represents data from the 2024 survey, while the inner ring represents data from 2025

連續兩年的調查數據均顯示，企業普遍認同推行 ESG 能帶來多重裨益。在「利益維度」方面，ESG 有助節省營運成本、優化供應鏈管理等直接經濟效益；在「價值維度」方面，則能提升企業及品牌形象、增加品牌價值等無形資產。另外，驅動企業發展 ESG 的因素可歸納為「內在機遇」與「外部壓力」兩大類別，各分項的重要性評分均達 4 分或以上（滿分 5 分），而前者的驅使比起後者的牽引作用具有更強的解釋力，其中以提升品牌與企業形象最受重視，反映了當前香港企業推行 ESG 的動機更多是出於把握發展機遇的內生追求。

值得注意的是，超過 8 成企業表示會透過參加 ESG 相關的嘉許、認證及獎勵計劃來作為 ESG 推廣策略，以提升品牌形象；至於提升 ESG 發展能力的方法，則有超過 8 成企業表示會加強學習及培訓。

挑戰與機遇並存 完善生態圈正當其時

雖然香港企業積極推動 ESG，但實踐過程仍面臨多重挑戰，包括數據收集不易（44.9%）、ESG 知識與認知不足（26.2%）及資金限制（24%）等，因此企業普遍希望政府及社團加強協助。

報告最後建議特區政府從三方面着手強化 ESG 發展基礎。首先，在標準建設方面，推動「政、商、學、研、服」協作，建立本地 ESG 審核、認可及激勵制度，並促進與國際標準接軌。其次，在能力建設方面，建議舉辦更多 ESG 相關的研究、教育及推廣活動，制定適用於不同行業的《香港中小企業 ESG 路線圖》，並設立「香港 ESG 數據資源中心」，提供標準化評估指標。第三，在財政支援方面，透過稅務優惠及設立專項基金，紓緩企業推行 ESG 的資金壓力。

長遠而言，香港應善用其在金融、法律、會計及品牌管理等專業服務領域的優勢，激發「ESG × 香港服務」的聯乘效應，進一步鞏固其作為區域 ESG 服務樞紐的地位。

The study examined 328 enterprises that renewed their commitment to the ESG Pledge between January and May 2025. Researchers collected data on initiatives already implemented in the past year and those planned for the year ahead. In addition, 321 valid responses were received to a questionnaire on companies' ESG intentions and priorities.

Multiple dimensions, broader engagement

On average, respondents implemented eight to eleven initiatives across the E, S, and G pillars over the past year. Plans for the coming year are slightly scaled back—seven to ten initiatives—but more than 60% of companies intend to carry out at least three measures in each pillar. This suggests that ESG integration across multiple fronts has become the norm.

The "Top Ten Most Popular ESG Measures" remain largely unchanged from last year, with most initiatives concentrated in the S and G categories. Notably, one new measure has entered the top ten for the year ahead: "Maintaining strong relationships with suppliers, investors, and other business partners". This shift signals that corporate responsibility in Hong Kong is extending beyond internal cohesion to place greater emphasis on supply chain collaboration.

Balancing internal drivers and external pressures

Close to 90% of surveyed firms said their attention to ESG had increased compared with last year, and more than 80% intend to allocate additional resources in the coming year. Unlike last year, when resources leaned heavily toward environmental projects, companies now expect to spread investment more evenly across all three dimensions, with each accounting for roughly one-third.

The survey also highlights that companies recognise ESG's dual benefits. On the tangible side (or benefit dimension), ESG helps reduce operating costs and streamline supply chain management. On the intangible side (or value dimension), it enhances corporate reputation and builds brand equity. Both internal opportunities and external pressures were rated highly as motivators, but internal opportunities, such as strengthening brand value, proved more influential. Indeed, enhancing brand and corporate image was ranked as the single most important driver. This underscores that Hong Kong enterprises are pursuing ESG more out of proactive ambition than reactive necessity.

It is also worth noting that more than 80% of companies expressed interest in participating in ESG-related recognition, certification, or award programmes as a way to raise their profile. Similarly, over 80% plan to strengthen their ESG capabilities through training and knowledge-building.



廠商會會長盧金榮（左二）、品牌局主席陳家偉（右二）、廠商會副會長及商業服務發展委員會主席兼品牌局榮譽主席黃家和（左一），以及品牌局副主席及技術顧問委員會主席駱百強（右一）手持報告合照
Dr Wingco Lo (2nd left), President of the CMA; Mr Calvin Chan (2nd right), Chairman of the BDC; Prof Simon Wong (1st left), Vice President of the CMA, Chairman of the CMA Business Services Development Committee, and Chairman Emeritus of the BDC; and Mr Robert Lok (1st right), Vice Chairman of the BDC and Chairman of its Technical Advisory Committee, pictured with the report

發展 ESG 的主要動力之加權評分 Weighted Scores of Key Drivers for Developing ESG




Challenges and the road ahead

Despite this meaningful progress, companies continue to face obstacles when fulfilling their ESG responsibilities. The most common challenges include difficulties in data collection (44.9%), limited ESG knowledge and awareness (26.2%), and funding constraints (24%). Many respondents therefore called for stronger support from government and industry associations.

The report concludes that the HKSAR government can play a pivotal role in three areas. First, in standards development, the government could foster collaboration among the government, business, academia, research, and professional services sectors to establish local ESG auditing, accreditation, and incentive mechanisms that align with international standards. Second, in capacity building, the government could consider promoting ESG-related research and education, as well as developing a Hong Kong SME ESG Roadmap tailored to different industries. Establishing a centralised Hong Kong ESG Data & Resource Centre could also help enhance access to standardised assessment metrics. Third, in financial support, it could consider introducing

tax incentives and dedicated funding schemes to ease the financial burden on companies as they implement ESG initiatives.

Looking further ahead, Hong Kong is well-positioned to leverage its strengths in finance, law, accounting, and brand management to support the development of ESG standards and deliver high-quality ESG services. These capabilities could not only accelerate corporate transformation locally, but also reinforce the city's standing as a leading ESG Service Hub in the region. 



報告全文
Full Report

高性能感測器： 社區安全防護的關鍵

High-Quality Sensors: Safeguarding Communities

當代社會持續面臨傳染性病原體、有害氣體等多種危險因子的暴露風險，使得環境持續監測成為保障公共安全的關鍵環節。香港中文大學物理系王福俊教授帶領其團隊研發多種高性能感測器，通過對危害因子的早期識別與定量檢測，為建立及時有效的干預機制和風險管控體系提供重要的技術基礎。

People nowadays are constantly exposed to harmful substances, ranging from infectious diseases to hazardous gases. Early detection of these threats is essential to ensure timely action and minimise risks. Prof. Daniel Ong and his team, from the Department of Physics of the Chinese University of Hong Kong (CUHK), have developed high-performing sensors that facilitate the early identification and quantitative detection of hazards, providing a vital technological basis for the establishment of timely and effective intervention mechanisms and risk management systems.

事實上，感測器已成為連接數字世界與物理世界的核心接口。作為人工「五感」，感測器能夠實時採集空氣質素、視覺、聲學與運動數據，所提供的準確且可靠的高品質數據，是人工智能進行有效分析與決策的基礎。

納米光子學與感測技術的融合創新

要使感測器準確反映環境狀態，需同時滿足三個核心性能指標：高靈敏度、高特异性以及對目標物的快速響應能力。然而，同時達成這些技術要求仍面臨重大挑戰。

香港中文大學物理系
王福俊教授

Professor Daniel Ong
Department of Physics
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目前多模態高性能感測器的研發仍在持續推進，其應用範疇預計將遠超醫療保健與環境保護領域，進一步延伸至清潔能源、低空經濟和國土安全等新興行業。王教授團隊專注於納米技術驅動的光學感測方法，在疾病診斷與氣體檢測領域實現了突破性進展：以遠低於傳統技術的成本，使先進感測技術具備廣泛普及的潛力。

公共衛生現場檢測（POCT）設備的革命性突破


基於創新感測技術，王教授團隊開發了針對傳染病檢測的顛覆性 POCT 設備。該設備具備 36 個獨立的多重檢測通道，其檢測靈敏度較 PCR 低 10 倍，但較 RAT 高出 6 個數量級。結合人工智能算法，可在 15 分鐘內完成檢測並達到 95% 以上的置信度。

該設備的操作簡便性與 RAT 試劑盒相當，且無需專業實驗室環境。與僅能檢測核酸或抗原的傳統檢測方法不同，此設備可同時檢測 DNA/RNA 和蛋白質標誌物。這種多功能特性使其能夠應用於癌症、阿茲海默症和過敏反應等多生物標誌物共存的複雜場景。因此，該技術特別適用於家庭、學校、醫療機構、安老院和邊境口岸等需要高通量快速篩查的場所。

氫能泄漏監測新標準

感測器在能源安全領域也有着舉足輕重的作用。隨着全球能源結構向氫能轉型，其高可燃性特性給大規模應用帶來重大安全挑戰，實現泄漏的瞬時檢測與預警是技術關鍵。

在此背景下，王教授團隊今年成功研製出全球響應速度最快的氫動力交通用氫氣感測器。該感測器可在毫秒級時間內檢測低於 200ppm 的氫氣濃度，遠高於現行氣體感測器響應和恢復時間均低於 1 秒的技術標準，且置信度超過 98%。

與需要頻繁校準的傳統氣體感測器相比，該設計實現了免維護運行，顯著降低了系統營運與維護成本。此項創新技術已被多家龍頭企業應用於加氫站、製氫設施，並即將部署於氫燃料電池車輛內部，為氫能安全利用提供重要技術保障。 

（本文由王福俊教授撰寫、廠商會整理）



In fact, sensors are the sole portal between the digital and physical world. Acting as artificial “five senses”, sensors capture air quality, visual, audio, and motion data. The accuracy and reliability of the collected data is essential for AI to perform effective analysis and make informed decisions.

A perfect blend of nanophotonics and sensing

For sensors to truly reflect their environment, they must achieve high sensitivity, strong specificity, and rapid response to target species. Meeting all three requirements simultaneously, however, remains a challenge.

The development of high-performance sensors across all five senses is ongoing, and their applications are expected to extend well beyond healthcare and environmental protection into emerging industries such as clean energy, low-altitude economy, and homeland security. Professor Ong and his team focus on optical sensing methods powered by nanotechnology, enabling disease and gas detection with unprecedented performance - bringing advanced sensing technology to everyone, everywhere, at only a fraction of the cost.



A game-changing point-of-care testing (POCT) device for public health

Building on their innovations, Professor Ong's team has developed a groundbreaking POCT device for infectious diseases. The device offers 36 independent multiplexing channels, each with a detection limit 10 times less sensitive than PCR but one million times more sensitive than RAT. When paired with AI, it achieves over 95% confidence with detection times under 15 minutes.

As simple to operate as RAT kits, the device requires no specialised laboratory. Yet, unlike PCR and RAT, which detect only nucleic acids or antigens, it can sense both DNA/RNA and proteins. This versatility makes it applicable to a wide range of conditions, including cancers, Alzheimer's disease, and allergies, where multiple biomarkers coexist. Consequently, the device is suitable for households, schools, hospitals, clinics, elderly care facilities, and border customs, where high-throughput, rapid screening is essential.



A new gold standard for hydrogen gas leak monitoring

Sensors also play a vital role in the field of energy security. As the world transitions toward hydrogen as a clean energy source, its highly explosive nature presents significant safety challenges for large-scale adoption. A critical requirement is the instantaneous detection of leaks to prevent accidents.

Within this setting, Professor Ong and his team introduced the world's fastest hydrogen gas sensors for hydrogen-powered transportation this year. These sensors can detect hydrogen concentrations below 200 ppm within milliseconds, with over 98% confidence. This significantly surpasses the current regulations for gas sensors, where both response and recovery times are under one second.

Unlike conventional gas sensors, which require frequent calibration, their design is maintenance-free, drastically reducing service and labor costs. These innovations are already being deployed by major corporations at refueling stations, generation facilities, and, are expected, in the near future, to be used within hydrogen-powered vehicles. 氢能



(This article was written by Professor Daniel Ong and edited by the CMA)

布局東南亞： 港企投資工業用地全攻略

A Guide for Investing in Industrial Land in Southeast Asia

為應對國際貿易的不確定性，港企正積極進行多元化的供應鏈布局，其中東南亞是炙手可熱的目的地之一。然而，企業在當地購買工業用地時，往往涉及複雜的法律程序和政策要求，拖慢業務擴展的進度。

In response to the global trade uncertainties, Hong Kong businesses are actively diversifying their supply chains, with Southeast Asia emerging as an increasingly popular location. However, acquiring industrial land in the region often involves complex legal procedures and policy requirements.

買地建廠是一項長期投資，需綜合考慮選址、政策、法律和實際開發條件等多方面因素。東南亞的土地制度很多與內地類似，多數國家的土地所有權歸國家所有。因此，筆者總結了一些協助港商在中國內地買地的經驗，作為企業「出海」買地設廠的參考。

選址是成功的第一步

選擇合適的地塊是工業用地購置中最關鍵的環節。一個理想的選址不僅要考慮原材料供應和市場距離，還需要綜合評估當地勞動力成本、政府優惠政策以及基礎設施條件。

例如，交通便利性會直接影響物流效率，而水電氣熱等配套設施的完善程度則關係到生產工序能否順利開展。值得注意的是，隨着全球對環保要求日益嚴格，企業必須確保其生產活動在選址處是符合相關法規，避免後續因環保問題導致項目受阻。因此，港企在選址時不應過於依賴書面資料，進行實地考察不可或缺。

留意投資協議細節

在選中合適的地塊後，便要與當地基層政府部門簽署投資協議，其中條款的嚴謹性直接關係到企業的權益保障。首先，企業需要對協議中的經濟指標保持理性態度，特別是投資強度和稅收承諾，應根據自身實際情況制定可行計劃，避免因過度承諾而引發後續違約風險。其次，基礎設施條款必須明確具體，例如地塊的「三通一平」（即通電、通路、通水和土地平整）完成時限，以及其他配套設施的供應標準，這些都是確保生產順利開展的基本條件。

此外，協議中還應明確退出機制和違約責任。市場環境瞬息萬變，企業可能需要根據實際情況調整投資計劃，因此提前約定合理的退出途徑至關重要。同時，清晰的違約條款能夠在政府或企業未履行承諾時提供有效的退出路徑，保護雙方的合法權益。

簽署土地出讓合同及辦妥土地產權證

港企需要與當地政府土地主管部門簽署土地出讓合同和項目履約監管協議，簽署前需要認真理解合同中的每一條款，之後依法完成相應出讓程序並獲得土地產權證。

協議簽署只是交易的開始，後續的跟進工作同樣重要。企業需要密切關注對方的履約進度，一旦發現問題應及時溝通解決，避免小問題累積成大麻煩。因此，建立專業的項目管理團隊，制定詳細的開發計劃，是確保項目順利推進的必要條件。ⓂⓂ

Industrial land acquisition is a substantial long-term investment, requiring comprehensive consideration of factors such as site selection, policy implications, legal complexities, and on-the-ground development conditions. Given the similarities between land policies in Southeast Asia and Mainland China, the author of this article has summarised his experiences assisting Hong Kong businesses in acquiring land in the Mainland, offering insights for enterprises to reference when expanding overseas.

The first step to success: Site selection

Choosing the right plot of land is the most critical step in acquiring industrial land. An optimal location is defined not only by its proximity to the raw material supplies and markets, but also by a comprehensive assessment of local labour costs, government incentives, and infrastructure conditions.

For instance, accessibility directly impacts the logistical efficiency, while the completeness of utilities such as water, electricity, gas, and heating affects how smooth the production process is. Furthermore, amid increasingly stringent global environmental protection standards, businesses must ensure their operations comply with local regulations to avoid future disruptions. Therefore, rather than relying heavily on written materials, businesses should conduct thorough on-site inspections when selecting a site.

Pay attention to the specifics of the agreement

Once a suitable site has been identified, an investment agreement must be signed with the local government. The rigor of the agreement's clauses is crucial for safeguarding the company's rights and interests. To mitigate the risk of breaching overly ambitious commitments, businesses should adopt a pragmatic approach to the economic indicators specified in the contract, and develop feasible plans based on the company's actual capacity, particularly for investment intensity and tax commitments. Additionally, infrastructure-related terms must be clearly and concretely defined. This includes specifying the timeline for the provision of essential utilities, such as electricity, road access, water supply, and



land levelling, as well as the standards for other supporting infrastructure. These are essential prerequisites for ensuring uninterrupted production.

Moreover, the agreement should also clearly define exit mechanisms and liabilities in the event of a breach of contract. Given the volatility of market conditions, companies may need to adjust their investment plans, making it crucial to establish reasonable exit provisions in advance. Similarly, clearly defined default terms offer legal protection in case either the government or the company fails to fulfil its obligations.

Sign the land transfer contract and complete the land ownership certificate

Hong Kong enterprises need to sign land transfer contracts and project performance supervision agreements with local government land authorities. Before signing, they need to carefully understand each clause in the contract, and then complete the corresponding transfer procedures in accordance with the law and obtain the land ownership certificate.

Signing the agreement is just the beginning of the process; diligent follow-up is equally crucial. Companies must closely monitor the counterparty's fulfilment of their contractual obligations and promptly address any issues to prevent problems from escalating. Therefore, establishing a professional project management team and formulating a detailed development plan are essential for ensuring smooth project implementation. ⓂⓂ

(本文由廣東合盛律師事務所房地產及基礎設施業務部主任、高級合夥人徐清波律師撰寫)
(This article was written by Bruce Xu, Senior Partner and the Director of the Real Estate and Infrastructure Business Department of Guangdong HOPESUN Lawfirm)



孤帆守藝

◆ 香港最後的木船匠人 ◆

The Last Artisan
Keeping Wooden Shipbuilding Alive
in Hong Kong

香港擁有得天獨厚的天然海岸線，自開埠以來便是重要的轉口港，也順理成章地孕育出第一代工業——造船業。隨着社會與經濟轉型，傳統造船業逐漸式微，昔日繁忙的船廠如今多已沉寂，更遑論仍然精通木船製造的匠人。人稱「豹哥」的光明船廠第三代傳人區世傑，是香港碩果僅存仍堅持中式木船工藝的匠人。在這孤獨堅守的背後，是一份對手藝的熱愛與執著。

Hong Kong, blessed with a magnificent natural coastline, has long served as a vital entrepôt. This unique environment fostered the city's earliest industry: shipbuilding. However, as society and economy evolved, this traditional craft gradually faded. Once-vibrant shipyards now stand mostly silent, let alone craftsmen skilled in wooden boat construction. Among the few remaining is Mr Au Sai Kit, also known as "Pau Go", the third-generation inheritor of Kwong Ming Shipyard. As one of Hong Kong's last guardians of Chinese wooden boatbuilding, his quiet perseverance is driven by deep passion and unwavering dedication to his craft.

光明船廠由區世傑的外公在二戰前創立，歷經戰火洗禮與資金困境，一路從製造漁船擴展至營業用船。他們的船隻遍布香港，包括珍寶海鮮舫的接駁船、戒毒會的木船、滙豐銀行的遊艇，以及歷史博物館的展覽船等。而維港上標誌性的紅帆木船「張保仔」與青花龍紋旗的「大張保」，同樣出自這家老字號船廠。

造船是一門藝術

區世傑憶述，70年代是光明船廠的鼎盛時期，「那時維港上航行的木船，六成都是我們造的。」到了80年代，當時年僅13歲的區世傑因牙瘤休學，開始到船廠幫忙，從此踏入造船的世界。他說，父親從不會手把手教他，只讓他從補木、釘木做起，讓他從不斷的失敗和嘗試中領悟造船的真諦。正是在這樣的過程中，他逐漸體會到，造船不只是拼接木板與計算比例——真正的木船，是「活」的，唯有匠心獨運，才能造出既安全又美觀的船。



區世傑的父親區渭（左），因手藝精湛被行家尊稱為「仙叔」，父子攜手在香港手造木船史上留下了光輝一筆
Au and his father together forged a distinguished chapter in the history of Hong Kong's handcrafted wooden boatbuilding

區世傑介紹，製造營業用木船要求極為嚴格，圖紙須先提交海事處審批，之後進行放樣，待驗收尺寸無誤，才能出版樣、釘架，接着進行彈線度位、切割木板，製作底骨（船底龍骨結構）和響柴（船底肋骨結構）。

完成結構工程後，需通過海事處再次檢查，才能進入船底框架的製作。這一部分尤其考驗匠人的功力。區世傑解釋，彎曲的船側木板稱為「旁」，旁與旁之間的接合必須精準無誤，連0.5厘米的誤差都可能導致無法接合，甚至使船身漏水。因此，切割與彎折木板十分講究工匠的耐心與專注力。

夕陽下，海面木船寥寥，區世傑自嘲現時「被廢武功」，希望有機會再造木船

Against the backdrop of the setting sun, with only a handful of wooden boats dotting the harbour, Au wryly says that his skills are now "redundant", yet he still hopes for a chance to build another wooden boat



香港製造的「張保仔號」

90年代初，區世傑已聲名遠播，獲邀前往新加坡協助建造當地的珍寶海鮮舫。後來他與父親又為香港歷史博物館打造了兩艘木船，由於博物館入口狹窄，他們必須將船身部件分拆，再在館內重新組裝。雖然工程繁複，但父子憑默契的精湛技藝，將不可能變成可能。高峰時期，光明船廠一年可建造三至四艘新船。

不過隨着科技的進步，玻璃纖維和鋼鐵船逐漸成為主流，木船訂單日益減少。2000年後，幾乎再無人訂造新木船。然而世事總有峰迴路轉，2004年，光明船廠接下了「張保仔號」的訂單；2017年，他們又打造出體積更大的「大張保號」。這兩艘中式帆船，如今已成維港海面上標誌性的風景。



不少歷來所建木船的圖則都被區世傑一一收好
Au has carefully archived the blueprints of many of the wooden boats constructed throughout the shipyard's history



建造木船所需的部分工具
Tools for wooden boat construction

回憶起建造「大張保號」的過程，區世傑坦言困難重重：「那時人手不足，材料又貴，只能轉到內地生產。但圖紙多次被誤解，花了兩年才完成，還虧了50萬元。」即便如此，他從未後悔。「當時這種營業船無人做過，也沒有安全標準可參考，沒有行家敢接。但我父親一口答應下來。錢可以虧，但手藝不能斷。」

千帆過盡 匠心永存

如今，市場對中式木船的需求幾乎絕跡。「會造中式木船的人，十隻手指數得完。以前的師傅老了，年輕人不願入行，材料斷供，訂單不再。」區世傑坦言，現在船廠只能以維修船隻和遊艇為主業。那些充滿歷史痕跡的手工工具——榔頭、鑿刀、刻尺等，則被他仔細收藏起來。「工具還能用，但已經沒什麼人會用了。」他感慨道。

「張保仔號」與「大張保」仍在維港悠然航行，如同一座流動的行業紀念碑，向世人訴說時代的記憶與香港製造的精湛工藝。為了保存更多行業記憶，區世傑將船廠二樓改為私人珍藏館，擺滿了縮小版的木帆船模型，有的是父親的作品，有的則是他還原的歷史樣本，包括「張保仔號」。每一件，都是他心中的珍寶。面對不停轉動的時代巨輪，手造木船業最終要步入歷史，區世傑盼望在有生之年能再造一艘新的中式木帆船，為這個行業留下最後的餘暉。🙏



大部分造船工具都由區世傑外公手造，至今已逾60年歷史

Many of the shipbuilding tools were handcrafted by Au's grandfather over 60 years ago

Kwong Ming Shipyard, founded by Au's grandfather before World War II, has weathered decades of turmoil, from wartime hardship to financial struggles, all while transitioning from building simple fishing boats to sophisticated commercial vessels. Its creations can still be found across Hong Kong's harbour, including the Jumbo Floating Restaurant's ferry, a wooden boat for the Society for the Aid and Rehabilitation of Drug Abusers, a yacht for HSBC, and an exhibition boat for the Hong Kong Museum of History. Notably, the shipyard is also the birthplace of Victoria Harbour's iconic red-sailed Chinese junk *Aqua Luna* and the blue-and-white dragon-patterned *Aqua Luna II*.



建造「張保仔號」的原梢木材料
The original wood used to build the *Aqua Luna*



建造木船，要先從底骨開始，之後裝上彎柴。做好基本框架，便可將木板彎曲成適當的弧度，釘在船側

Building a wooden boat starts with laying the keel and then adding the ribs. After the basic frame is assembled, planks are curved to the correct shape and fixed to the hull

The art of shipbuilding

Au recalls the 1970s as Kwong Ming Shipyard's prime, "At that time, we built 60% of the wooden boats sailing in Victoria Harbour." In the 1980s, at just 13 years old, Au took a break from school due to a dental tumour. This break led him to start assisting at the family shipyard, marking the beginning of his journey into shipbuilding.

Reflecting on those early days of apprenticeship, Au notes that his father never provided direct guidance; instead, he tasked Au with basic repairs, enabling him to learn the art of shipbuilding through trial and error. It was through this process that Au gradually realised shipbuilding is more than just assembling planks and calculating proportions. He believes that a genuine wooden boat possesses a "life" of its own, and only through exceptional craftsmanship can one construct a vessel that is both structurally sound and visually appealing.

Au explains that the construction of commercial wooden boats involves stringent regulations. The blueprint must first be submitted to the Marine Department for approval. Only after the design is approved can the lofting process begin. Once dimensions are verified, templates can be produced and the frame can be built. Subsequent steps include marking, measuring, and cutting the timber planks, followed by the construction of the keel (the ship's spine) and the ribs (the supporting structure of the hull).

Upon completion of the structural work, a second inspection by the Marine Department is mandatory before the hull framework can be constructed. This phase is particularly rigorous and put the artisan's expertise to the test. As Au explains, the curved planks that shape the boat's sides must be aligned with absolute precision. A discrepancy of just 0.5 centimetres can hinder their proper fitting and may even lead to leaks. Therefore, this process demands immense patience and concentration from the craftsman.

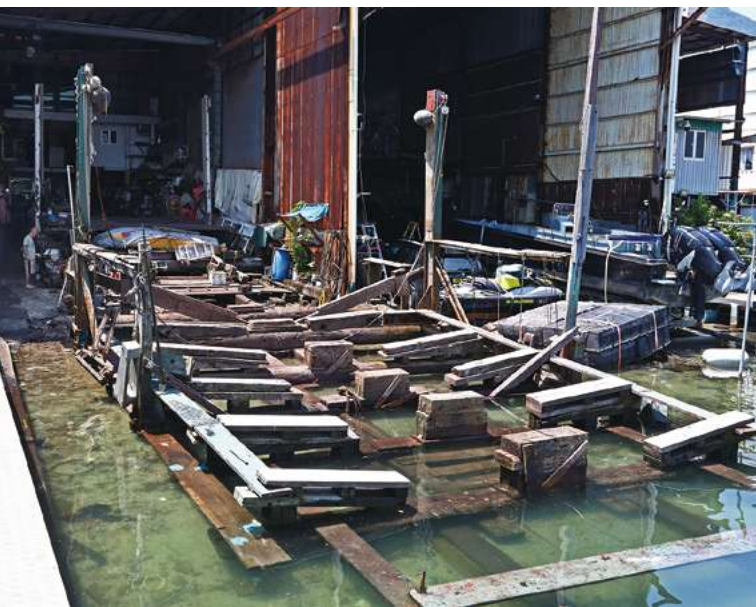
The Hong Kong-built *Aqua Luna*

By the early 1990s, Au's reputation had gained international recognition, leading to an invitation to Singapore to help build a local version of Jumbo Floating Restaurant. Later, he and his father undertook a project to build two wooden boats for the Hong Kong Museum of History. Due to the museum's narrow entrance, they had to dismantle the boats, transporting the components piece by piece and then reassembling them inside the exhibit space. Despite the project's complexity, the father-and-son duo leveraged their intuitive and masterful skills to accomplish what seemed nearly impossible. At its peak, Kwong Ming Shipyard produced three to four new boats a year.



二樓的私人珍藏館面積近 1,000 呎，最重要的「藏品」莫過於幾艘迷你木帆船，最右為原版「張保仔」木船

The 1,000-square-foot private museum features several miniature wooden sailing boats, the most significant of which is the original *Aqua Luna* model (on the right)



船排是在岸邊人工建設的排架或台架，供建造新船和修理船舶
A slipway is a platform or framework constructed on the shore for building new boats and repairing vessels

Yet, with the rise of fibreglass and steel vessels, the demand for wooden boats steadily declined. Post-2000, there were scarcely any new wooden boats. However, fortune favours the persistent. In 2004, Kwong Ming Shipyard secured the contract for the *Aqua Luna*, and in 2017, they constructed the larger *Aqua Luna II*. These two Chinese junk boats have become iconic features on Victoria Harbour.

Recalling the construction of the *Aqua Luna II*, Au admits the process was fraught with challenges: "We faced a labour shortage and exorbitant material costs, which prompted us to relocate production to the Mainland. Moreover, the blueprints were repeatedly misinterpreted, leading to a two-year construction period and a financial loss of HK\$500,000."

Despite these setbacks, he harbours no regrets. "At the time, no one had ever built this type of commercial vessel. There were no safety standards to reference, and no other shipyards were willing to take on this project. Yet my father agreed without hesitation. We could endure financial losses, but not the disappearance of this craft."

The spirit of craftsmanship lives on

Today, the demand for traditional Chinese wooden boats is decreasing to none. "The individuals capable of constructing these boats are few and far between," Au observes. "Master craftsmen are ageing, young people show no inclination to enter the profession, the supply of materials has dwindled, and orders are a thing of the past." As a result, Kwong Ming Shipyard now relies primarily on boat and yacht repair order to sustain its operations. Nevertheless, Au has carefully preserved the timeworn hammers, chisels, marking gauges. "The tools are still usable, but there's almost no one left who knows how to use them," he laments.



區世傑當年遠赴新加坡打造珍寶海鮮舫的龍頭，原定在當地逗留一年，怎料這一去就兩年，成為他畢生難忘的經歷

Au's two-year journey to Singapore to build the local Jumbo Floating Restaurant, which initially planned as a one-year project, became an unforgettable experience

The *Aqua Luna* and *Aqua Luna II* still grace Victoria Harbour, serving as floating monuments to a bygone era and a testament to Hong Kong's exquisite craftsmanship. To preserve the industry's history, Au has converted the shipyard's second floor into a private museum, housing a collection of miniature wooden sailboat models. Some are his father's creations, while others are historical replicas he reproduced, including the *Aqua Luna*. He cherishes each one.

As the relentless wheels of progress turn, and the hand-built wooden boat industry faces its inevitable twilight, Au hopes to build one more traditional Chinese junk boat in his lifetime, leaving a final, glowing ember of this fading craft. ㊗️



張保仔號成功下海是區氏父子引以為傲的經歷
The successful launch of the *Aqua Luna* is a moment of great pride for Au and his father

「第5屆工展會購物節」風雨中圓滿舉行

The 5th Hong Kong Brands and Products Shopping Festival Concludes Amid Challenging Weather

由廠商會舉辦的「第5屆工展會購物節」於8月1日至8月4日假亞洲國際博覽館圓滿舉行。展會期間雖遇連日暴雨，仍無阻市民及旅客的熱情，最終吸引約54,000人次入場，成績合符預期。

今年是「工展會購物節」推出的5周年，展會升級至八大主題區、300個攤位，匯聚多元化品牌和產品，並提供豐富的遊樂體驗和抽獎活動，為市民及旅客提供一站式零售娛樂體驗。

為隆重其事，大會邀得商務及經濟發展局局長丘應樺、署理工業貿易署署長黎日正、亞洲國際博覽館主席李天柱、立法會議員兼荔園有限公司主席邱達根，聯同廠商會會長盧金榮、副會長兼展覽服務有限公司主席施榮恆等首長和支持機構代表，主持開幕儀式。

面對外貿環境和零售轉型的挑戰，廠商會持續創新，以提升旗下展會的綜合體驗。今屆購物節除了繼續發揮推廣及銷售香港品牌的功能，更升級成為推動香港及內地企業「走出去」的重要跳版。新增的「家鄉風味區」和「荔園·遊樂區」，分別推廣了內地10個省市的特產和懷舊「港味文化」，幫助品牌加強與消費者聯繫、創造體驗記憶點，展現香港活力。

展會期間，雖然天氣不似預期，不過由於展會設於室內，加上各項創新元素和震撼優惠，仍吸引到眾多市民及旅客入場支持。



為期4天的室內展會吸引眾多市民及遊客入場

The four-day indoor exhibition attracted numerous local residents and tourists



The 5th Hong Kong Brands and Products Shopping Festival (the Festival), organised by the CMA, was held at the AsiaWorld-Expo from 1 to 4 August. Despite persistent heavy rain throughout the event, it attracted approximately 54,000 visitors, reflecting strong public interest and tourist engagement—resulting in a respectable turnout under adverse conditions.

Marking its 5th edition, the Festival has expanded to eight thematic zones comprising 300 booths, showcasing a diverse range of brands and products. Complemented by a rich array of entertainment and lucky draws, the Festival offered visitors an immersive retailtainment experience.

The opening ceremony was graced by the presence of distinguished officiating guests, including Mr Algernon Yau, Secretary for Commerce and Economic Development; Mr Anson Lai, Acting Director-General of Trade and Industry; Mr Simon Li, Chairman of AsiaWorld-Expo; Mr Duncan Chiu, Legislative Council Member and Chairman of Lai Yuen Company Limited, CMA President Dr Wingco Lo, CMA Vice President and Chairman of the Exhibition Services Limited Mr Ivan Sze, and representatives of supporting organisations.

Amid evolving challenges in global trade and retail transformation, the CMA is committed to innovation by enhancing the consumer and entertainment experience at its exhibitions. This year's Festival has grown beyond its traditional role as a promotional and sales platform for Hong Kong brands, evolving as a strategic springboard for the global expansion of Hong Kong and Mainland enterprises. The newly introduced Hometown Flavors Zone



商務及經濟發展局局長丘應樺（左二）等一眾主禮嘉賓體驗今屆全新展區——「荔園·遊樂區」
Mr Algernon Yau (2nd from the left), Secretary for Commerce and Economic Development, and other officiating guests toured the newly introduced Lai Yuen Playground Zone

and Lai Yuen Playground Zone promoted authentic specialties from 10 Mainland provinces and cities, and nostalgic Hong Kong culture respectively. These initiatives were designed to help brands forging deeper connections with consumers through memorable experiences, and to highlight Hong Kong's vibrancy.

Despite the unfavourable weather conditions, the indoor venue, along with engaging features and attractive offers, helped sustain visitors momentum and support from both local residents and tourists. 商展

第十五屆中國—東北亞博覽會

The 15th China-Northeast Asia Expo

中國·長春

2022年8月17日

Changchun, China


August 17, 2022

廠商會出訪吉林 深化全面合作

CMA Visited Jilin to Strengthen Cooperation

為促進香港工商界與內地省市的合作，廠商會於8月25至27日組織訪問團赴吉林省，並與當地政府及企業深入交流，探索吉港產業協作新機遇。

在3日的行程中，一行10人訪問團由會長盧金榮率領，成員包括副團長黃家和副會長、吳國安副會長以及黃偉鴻副會長、秘書長吳潔貞行政總裁等，先後參觀了多個汽車製造業、大健康產業、製藥裝備製造、康養，以及文旅產業的重點項目。訪問團也拜訪了吉林省委副書記、省長胡玉亭，長春市委常委、市委統戰部部長孫弘，長春市政協主席高志國等領導，並與香港特區政府駐京辦主任鄭偉源會面，介紹香港助力內地企業「出海」的優勢服務及資源，了解當地打造「一中心、五高地」的高質量發展目標。

訪問團還參加了「第十五屆中國—東北亞博覽會」，全面了解吉林的「六大優勢」及東北亞區域合作的最新成果，為港商對接當地網絡資源及市場需求建立基礎。 

The CMA led a delegation to Jilin Province from 25 to 27 August, facilitating in-depth exchanges with local government departments and businesses, exploring new opportunities for industrial cooperation between Jilin and Hong Kong.



訪問團與長春市政協主席高志國（中間）會晤
Meeting with Gao Zhiguo (centre), Chairman of Changchun Municipal Committee of the Chinese People's Political Consultative Conference

During the three-day visit, the 10-member delegation toured key projects in various sectors, including automotive manufacturing, healthcare, pharmaceutical equipment manufacturing, wellness tourism, and cultural tourism. The delegation also met with government officials, including Hu Yuting, Deputy Secretary of Jilin Provincial Committee of the Communist Party of China (CPC) and Governor of Jilin; Sun Hong, Member of Changchun Municipal Standing Committee and Head of Changchun United Front Work Department; Gao Zhiguo, Chairman of Changchun Municipal Committee of the Chinese People's Political Consultative Conference, and Rex Chang, Director of Office of the Government of the HKSAR in Beijing. In the meetings, delegates shared Hong Kong's advantages in supporting Mainland businesses' global expansion and to gain insights into Jilin's "One Centre, Five Highlands" high-quality development strategy.

Another key objective of the trip was attending the 15th China-Northeast Asia Expo, where delegates learned about Jilin's "Six Major Advantages" and the latest achievements in Northeast Asia regional cooperation. This enabled Hong Kong businesses to connect with local networks and better understand the region's market demands. 



訪問團與長春市委常委、市委統戰部部長孫弘（前排中）會面交流
The delegation met with Sun Hong (centre of the front row), Member of Changchun Municipal Standing Committee and Head of Changchun United Front Work Department

羅淑佩及任景信分享政策成果

Policy Achievements Highlighted at CMA GC Dinner Reception

廠商會 7 月及 8 月的會董晚宴，分別邀得引進重點企業辦公室主任任景信及文化體育及旅遊局局長羅淑佩作嘉賓，分享政府於企業引進及文體旅領域的最新進展與成果。

任景信主任表示，香港目前已成功引進 84 家重點企業，預計帶來逾 500 億港元投資，創造超過 2 萬個職位。他又指，香港在人工智能、先進製造和文化創意等領域持續發展，為企業締造了豐富的合作機遇。引進重點企業辦公室將持續促進這些企業與本地中小企協作，推動經濟朝多元及可持續發展。

羅淑佩局長則聚焦「盛事經濟」，介紹今年上半年的豐碩成果。她指出，相關措施成效顯著，吸引旅客達 2,400 萬人次，較去年同期上升超過 12%。參與盛事活動的旅客數量增長五成，相關消費額亦錄得四成升幅，經濟增加價值同步增長三成，反映盛事為各行各業帶來龐大商機。未來，政府將積極引進更多國際級文體盛事，進一步提升香港的國際形象，推動香港發展成為亞洲領先的盛事之都。商廠



文化體育及旅遊局局長羅淑佩
Miss Rosanna Law, Secretary for Culture, Sports and Tourism

The CMA welcomed Mr Peter Yan, Director-General of the Office for Attracting Strategic Enterprises (OASES) and Miss Rosanna Law, Secretary for Culture, Sports and Tourism, as guest speakers at its July and August General Committee Dinner Receptions, respectively. They shared the latest developments and achievements of the government in attracting strategic enterprises and in the culture, sports and tourism sectors.



引進重點企業辦公室主任任景信
Mr Peter Yan, Director-General of the Office for Attracting Strategic Enterprises

Mr Peter Yan highlighted the progress of OASES in attracting high-potential enterprises to Hong Kong. To date, 84 strategic enterprises have been brought in or expanded their business in Hong Kong. These enterprises are projected to generate over HK\$50 billion of investment and create more than 20,000 jobs. He also highlighted significant growth and partnership opportunities in artificial intelligence, advanced manufacturing, and the cultural and creative sectors. The OASES will continue to promote collaboration between these strategic enterprises and local SMEs, fostering a diverse and sustainable economy.

Miss Rosanna Law focused on the mega event economy and highlighted the significant achievements in the first half of the year. Initiatives in this area attracted 24 million visitors, representing a year-on-year increase of over 12%. The number of visitors participating in mega events increased by 50%, with related spending rising by 40% and Economic Value Added (EVA) growing by 30%. These are clear indicators of the substantial business opportunities these events bring. The government will continue to attract more world-class mega events to further enhance Hong Kong's international image and develop the city into a leading events capital in Asia.商廠



廠商會提交 2025 年《施政報告》建議

CMA Submitted Recommendations for the 2025 Policy Address

廠商會於 8 月 8 日與行政長官李家超會面，提交 2025 年《施政報告》建議書，並就工商界關注的多項議題深入交流，商務及經濟發展局局長丘應樺、行政長官辦公室主任葉文娟，以及特首政策組組長黃元山等亦有參與會面。

廠商會的建議超過 100 項。盧金榮會長指，面對全球經濟格局劇變與本地經濟結構加速轉型，香港既要促進傳統產業新質化，也需審時度勢、靈活轉型，及時拓展新興產業與經濟增長動能，並進一步強化作為「內聯外通」戰略樞紐的核心功能，在變局中開創新局。🇭🇰

On 8 August, CMA's office-bearers met with Chief Executive Mr John Lee to submit its recommendations for the 2025 Policy Address and engaged in a discussion on a range of issues affecting Hong Kong's industrial and commercial sectors. The meeting was also attended by

Mr Algernon Yau, Secretary for Commerce and Economic Development; Ms Yip Man Kuen, Director of the Chief Executive's Office; and Dr Wong Yuen Shan, Head of the Chief Executive's Policy Unit.

The CMA presented over 100 policy suggestions. President Dr Wingco Lo highlighted that, amid profound shifts in the global economic landscape and an accelerated transformation of its economic structure, the city should adopt a dual-track strategy that focuses on modernising traditional industries while demonstrating strategic agility in cultivating emerging sectors and new economic growth drivers. Dr Lo also underscored the importance of reinforcing Hong Kong's unique position as a hub for connecting with the Mainland and the international community to create fresh opportunities amidst ongoing global changes. 🇭🇰

ESG 倡導公司嘉許證書頒發典禮 2025

ESG Advocator Commendation Certificate Presentation Ceremony 2025

廠商會於 8 月 27 日舉行「ESG 倡導公司嘉許證書頒發典禮 2025」，由史立德永遠名譽會長及馬介欽常務副會長向超過 60 間獲得「金」和「銀」特別嘉許的倡導公司頒發證書。

馬介欽常務副會長指，近年 ESG 已成為企業提升形象及可持續發展的一個重要行動方向，廠商會自 2023 年起推出「ESG 倡導公司計劃」，鼓勵企業發揮自身影響力，推動其供應鏈伙伴及下游供應商簽署廠商會 ESG 約章，合力提升整條供應鏈的 ESG 水平。他感謝一眾獲嘉許企業的貢獻。🇭🇰



Held on 27 August, the ceremony saw the Permanent Honorary President Dr Allen Shi and Executive Vice President Dr Warren Ma present certificates to more than 60 "Gold" and "Silver" advocates.

Dr Warren Ma noted that ESG has become a key initiative for businesses to enhance their corporate image and pursue sustainable development. The CMA launched the "ESG Advocator" programme in 2023 to encourage businesses to proactively recommend their affiliates and supply chain partners to join the CMA ESG Pledge. Dr Ma commended the awardees for their valuable contributions to promoting responsible business practices. 🇭🇰

廠商會舉辦 2025 行業聯歡晚宴

CMA Held Industrial Dinner 2025




左起：商務及經濟發展局局長丘應樺、盧金榮會長及會員事務委員會主席吳國安致辭及祝酒

From left: Mr Algernon Yau, Secretary for Commerce and Economic Development, CMA President Dr Wingco Lo, and Chairman of the Members' Affairs Committee Mr Dennis Ng Kwok On delivered speeches and proposed a toast respectively

為促進各行各業會員之間的聯繫，廠商會於9月12日舉行「廠商會2025行業聯歡晚宴」，邀得商務及經濟發展局局長丘應樺擔任主禮嘉賓，與近400名會員及商界代表共襄盛舉，分享業界最新動態，展望未來發展機遇。

丘應樺局長致辭時表示，特區政府致力強化香港優勢、拓展國際朋友圈，為商界開拓平台與創造機遇。他強調，香港須繼續以創新思維推動多邊合作、積極拓展海外市場，並感謝廠商會一直積極配合政府工作。

其他出席的主要嘉賓包括中央人民政府駐香港特別行政區聯絡辦公室經濟部副部長兼貿易處負責人周強、海關關長陳子達、工業貿易署署長廖廣翔、知識產權署署長黃福來、引進重點辦公室副主任蔣學禮博士，以及香港數碼港管理有限公司行政總裁鄭松岩博士等。

出席的廠商會領導則包括會長盧金榮，副會長兼會員事務委員會主席吳國安，永遠名譽會長楊孫西、史立德，廠商會立法會代表吳永嘉議員，常務副會長馬介欽，副會長黃家和、梁兆賢、陳家偉、莊家彬、黃偉鴻，以及行政總裁吳潔貞。 

The CMA held its Industrial Dinner 2025 on 12 September to strengthen ties between members across different sectors. The event was officiated by Mr Algernon Yau, Secretary for Commerce and Economic Development, who joined nearly 400 members and business representatives for an evening of networking and industry insights.

Mr Algernon Yau stated that the government is dedicated to reinforcing Hong Kong's strengths, broadening its global connections, and developing platforms and opportunities for businesses. He stressed the importance of Hong Kong continuing to drive multilateral collaboration and proactively expand into the global market with an innovative approach. He also acknowledged the CMA's consistent support for the government's initiatives.

Other distinguished guests who graced the event included Mr Zhou Qiang, Deputy Director-General of the Economic Affairs Department and Head of the Commercial Office of the Liaison Office of the Central People's Government (LOCPG) in the HKSAR; Mr Chan Tsz Tat, Commissioner of Customs and Excise; Mr Aaron Liu, Director-General of Trade and Industry; Mr David Wong, Director of Intellectual Property, Dr Jimmy Chiang, Deputy Director-General of Office for Attracting Strategic Enterprises and Dr Rocky Cheng, CEO of Hong Kong Cyberport Management Company Limited, etc., as well as CMA office-bearers such as President Dr Wingco Lo, Vice President of the CMA and Chairman of the Members' Affairs Committee Mr Dennis Ng Kwok On; Permanent Honorary Presidents Dr Yu Sun Say and Dr Allen Shi; CMA LegCo Representative Jimmy Ng; Executive Vice President Dr Warren Ma; Vice Presidents Prof Simon Wong, Mr Jackson Leung, Mr Calvin Chan, Mr Albert Chuang and Dr Ellis Wong; and CEO Ms Ida Ng. 





廠商會青委會舉辦「五大商會匹克球盃」

CMA Youth Committee Held Five Major Chambers Pickleball Cup

廠商會青年委員會（青委會）於8月23日舉辦「五大商會匹克球盃」，邀得盧金榮會長擔任開球禮嘉賓，聯同青委會主席史昊洺及多間青年商會代表一同主持開球儀式。 (商) (廠)

CMA Youth Committee organised the Five Major Chambers Pickleball Cup on 23 August. The kick-off ceremony was officiated by CMA President Dr Wingco Lo, Youth Committee Chairman Mr Kenneth Shi, and young representatives from other chambers. (商) (廠)

商校合作計劃 2025：培育未來人才

Business-School Partnership Programme 2025: Cultivating Future Talents

今年是廠商會連續第15年舉辦商校合作計劃，旨在為學生提供寶貴職場體驗之餘，亦促進企業與學校的緊密合作，共同培育未來人才。

自計劃推出以來，已累計為超過356名學生及198家企業提供配對實習機會。而今年的計劃則共有13間企業提供27個實習職位，職務涵蓋顧客服務、文書支援、IT支援、聯絡工作、市場營銷及零售服務等，為學生的未來職業發展奠定基礎。 (商) (廠)

This year marks the 15th consecutive year of the CMA's Business-School Partnership Programme, which aims to provide students with valuable workplace experience while fostering closer collaboration between businesses and schools to cultivate future talents.

Since its launch, the programme has successfully matched over 356 students with internships at 198



companies. This year, 13 companies offered 27 internship positions across various functions, including customer service, administrative support, IT, liaison, marketing, and retail, giving students a strong base for their professional development. (商) (廠)

CMA+ 助重慶小麵啟航香江

CMA 檢定中心消息

CMA+ Helps Chongqing Xiaomian Launch its Business in Hong Kong



CMA Testing 旗下 CMA+ 科技商品化計畫小組與重慶市大渡口區食農專班於 8 月 14 日舉行策略合作簽約儀式，六家重慶小麵企業獲頒 CMA+ Innolife 會員證書，標誌着兩地食品農產品產業合作邁入新階段。

CMA+ 將發揮橋樑作用，提供香港市場准入認證輔導、國際營銷策劃、出口通關諮詢等一站式服務，助力重慶小麵品牌順利登陸香港市場並邁向國際，同時為香港市民和國際市場帶來更多元化的產品選擇。

商標

The CMA+ Technology Commercialisation Project Team under CMA Testing and the Chongqing Dadukou District Food and Agriculture Special Team successfully held a strategic cooperation signing ceremony on 14 August. During the event, six Chongqing Xiaomian companies were awarded CMA+ Innolife membership certificates, marking a new phase in the cooperation between the two regions' food and agricultural product industries.



CMA Testing looks forward to serving as a super connector, offering one-stop services such as Hong Kong market access certification guidance, international marketing planning, and export customs clearance consulting. These efforts aim to help Chongqing Xiaomian brands successfully enter the Hong Kong market and expand internationally, while also providing Hong Kong residents and the international market with a more diverse range of quality products. 商標

中小企品牌群策營

品牌局動態

SME Branding Club



「中 小企品牌群策營」第三次活動於 8 月 6 日舉辦，品牌局顧問吳秋全講解如何建立個人品牌形象。 商標

The 3rd Activity of "SME Branding Club" was held on 6 August, with BDC advisor Mr Charles Ng explaining how to build a personal brand image. 商標

sep 09



12

廠商會 2025 行業聯歡晚宴
2025 Industrial Dinner

15

探索巴林機遇研討會
A Joint Webinar on Opportunities in Bahrain

16

「品牌『啟』行」企業探訪第二次活動
Brand to "Start" Series:
Second Corporate Visit Activity

25

2025 年會員大會
Annual General Meeting

會董會會議及晚宴
GC Meeting & Dinner Reception

26

「香港·進·品牌大灣區 2025」午餐研討會
"Hong Kong · IN · Brand Greater Bay 2025" Luncheon Seminar

oct 10



10

行政長官李家超午餐演講會
Joint Business Community Luncheon with the Chief Executive

12, 19, 26

廠商會工商體育邀請賽
CMA Sports Invitational Tournament

17

2025「香港 ESG 獎」暨「ESG 約章」頒獎典禮
2025 Hong Kong ESG Awards cum ESG Pledge Presentation Ceremony

25 - 2/11

第 12 屆香港美食嘉年華
The 12th Hong Kong Food Carnival

30

會董會會議及晚宴
GC Meeting & Dinner Reception

nov 11



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《香港·新質品牌力》電子書首發儀式
E-book Launching Ceremony of "Hong Kong · New Quality Brand Power"

品牌「智」勝研討會 2025
Branding to Win Seminar 2025

27

會董會會議及晚宴
GC Meeting & Dinner Reception

Original Grant Patent System in Hong Kong 香港原授專利制度



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主辦機構



香港中華廠商聯合會
The Chinese Manufacturers'
Association of Hong Kong

合辦機構



香港品牌發展局
Hong Kong Brand
Development Council

贊助機構



香港中華廠商聯合會
工業發展基金有限公司

策略伙伴



ESG實務及推廣計劃系列

「ESG約章」由香港中華廠商聯合會主辦，並由香港品牌發展局作為合作機構，旨在增強香港工商界對可持續發展理念與實踐的重視，鼓勵業界坐言起行，透過簽署約章和訂立行動承諾提升ESG（環境、社會、公司管治）表現，為創建可持續的未來而共同努力。參與機構將獲頒證書及標貼，並在過程中汲取可持續發展的先進理念、從企業的優秀經驗中獲得啟發及獲得廠商會、品牌局和廠商會檢定中心的全方位支援，例如宣傳、培訓、技術諮詢、認證、品牌創建等。

「ESG約章」秘書處亦為約章參與公司推出多個實務及營銷推廣計劃，迎合中小企的需要，成就公司的可持續發展。

「香港ESG獎」暨「ESG約章」頒授典禮

- 「香港ESG獎」旨在表彰努力提升ESG表現並取得突出成績的香港公司、機構，激勵各行各業貫徹可持續發展理念，為經濟、社會和生態環境創造長遠的價值。
- 「香港ESG獎」設有「ESG大獎」、「ESG獎」及「中小型企業特別獎」獎項類別。
- 2024年頒授典禮邀得財政司副司長黃偉綸擔任主禮嘉賓，商務及經濟發展局副局長陳百里、環境及生態局氣候變化專員黃傳輝等擔任頒獎嘉賓，向得獎企業代表頒發獎項，以及年度參與約章的公司代表頒發證書。

ESG倡導公司嘉許計劃

- 毋須費用。除了企業本身投入ESG約章及項目外，也積極鼓勵分公司/分店、供應鏈伙伴一起ESG，提升整體競爭力。
- 可獲頒發特別嘉許證書（100間獲金鑽、50間獲銀鑽、30間獲金及10間獲銀「嘉許證書」），以及出席「香港ESG獎」暨「ESG約章」頒授典禮。

ESG倡導公司：解決方案合作伙伴計劃

- 要成為「ESG解決方案合作伙伴」，須先成功申請成為「ESG倡導公司」。
- 每季\$600 / 全年優惠價\$2,000。即可在以下平台推廣公司的ESG解決方案：
 - ESG約章網站下的「ESG合作伙伴」資料庫
 - 為「合作伙伴」舉辦工作坊，推介其ESG解決方案及擔任ESG講座或活動其中一位講者，介紹本身公司及ESG解決方案（須附加行政費）
 - 與「ESG合作伙伴」合作度身訂造推廣計劃，推動ESG。（須附加行政費）

連鎖店「ESG約章營銷計劃」

- 參與公司及分店將獲頒發「ESG約章」證書、電子標誌及膠貼，可於公司、分店、網頁、卡片、社交媒體及資料上展示。
- 10間或以上公司及分店參加「ESG約章」，每間可享20%年費折扣。30間或以上參加，可合作推廣活動（例如ESG產品、掛標貼儀式和酒會等）。（須附加行政費）
- 可同時參加「ESG倡導公司嘉許證書」計劃，獲頒發特別嘉許證書。

ESG倡導公司：商場物業管理公司ESG租戶計劃

- 商場管理公司加入「ESG倡導公司」嘉許計劃，並鼓勵租戶參加ESG約章，一起構建環保、低碳及ESG購物新天地，公司與租戶一起永續發展。
- 可與商場合作營銷推廣方案或合辦ESG推動活動。
- 商場物業管理公司可參加ESG獎，提升公司形象。

詳情請瀏覽廠商會ESG約章網站 www.ESGpledge.org.hk 或透過以下途徑向「ESG約章」秘書處梅小姐或張小姐查詢。

電郵：info@ESGpledge.org.hk

電話：(852) 2542 5710

德國DLG認證

開啟歐洲寵物食品市場的金鑰匙

CMA
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追蹤我們

