

# Hong Kong 企業家才 Entrepreneurs

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解鎖「無處不旅遊」潛力  
Unlocking the Potential of "Tourism is Everywhere"

前瞻「十五五」規劃  
Preliminary Outlook on the 15th Five-Year Plan

築動人心  
Architecture That Speaks to the Soul

李錦記  
「思利及人」實現千年永續

Lee Kum Kee  
Crafting a Millennial Legacy With "Si Li Ji Ren"





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# 中美博弈進入新階段

A New Phase in China-US Relations

過去兩個月，中美經貿關係出現了戲劇性的變化：從對抗升級、極限施壓，到兩國領導人在釜山會晤後，各自對外公布兩國經貿團隊早前於吉隆坡達成的多項共識。表面上看似緩和，實則暗流洶湧。中美關係或已邁入一個更為複雜的「厲兵秣馬」新階段。

釜山會晤後，美方宣布，自2025年11月起，將針對中國商品徵收的芬太尼關稅下調至10%，同時延長24%對等關稅的暫停期一年，在此期間僅徵收10%的基本對等關稅；此外，也暫緩實施多項出口管制新規，包括暫停執行「50%穿透性規則」一年。中方亦作出對等回應，調整部分反制措施。

儘管部分中國商品仍受「301條款」及「232條款」下的附加關稅影響，但整體關稅水平已回落至相對可控範圍。這為以美國為主要市場的出口企業帶來一定程度的成本紓緩，更重要的是，政策可預期性提升，有助企業重拾信心，規劃來年訂單與產能配置。此前因不確定性而延後的訂單，也有望逐步釋放，從而為明年香港乃至中國內地的出口表現帶來提振作用。

目前，中國商品在美國市場所面對的關稅水平，已與多數亞洲主要經濟體相近。加上中國製造業完善的產業配套與供應鏈效率，部分中國製造商乃至跨國企業或將重新評估全球供應鏈布局，考慮將原本遷移至東南亞的產能部分遷回內地。預期此趨勢將在未來一段時間內為香港出口和轉口帶來正面推動。

從另一個角度看，中美元首會晤雖歷經曲折，最終仍成功舉行，兩國經貿團隊亦透過吉隆坡會談，重申在馬德里達成的基本共識。這再次印證：「中美脫鉤」在當下仍是一個不切實際的偽命題。作為全球兩大經濟體，中美雙邊經貿關係在全球供應鏈、資本流動與科技合作中均具關鍵地位。雙方不僅「願意談」、「需要談」，更肩負着「必須談」的責任。

然而，值得警惕的是，中美在科技競爭、供應鏈安全及地緣戰略等核心議題上的分歧屬於深層結構性矛盾，根本難以化解。事實上，

釜山會後，美方明言將持續推動新一輪「301調查」，並積極構建稀土礦產「去中國化」的多邊聯盟，清晰揭示其對華戰略競爭的基本態勢並未改變，特朗普政府推動的單邊主義政策取向仍在延續。對美國而言，「休戰」並不等於「棄戰」，對話只是權宜之計，競爭與遏制才是長線主軸。預期中美之間的博弈或將逐步邁入一個風起雲湧、暗戰漸明的新階段。

在這場「鬥而不破」的競合格局中，企業唯有積極調整策略、靈活應對，方能在不確定中尋找確定，在風險中尋找機遇。

面對全球貿易格局的深層重塑，香港企業推進市場多元化的步伐更不可停滯。當前，「全球南方」正在深刻改寫世界經濟版圖，東盟、中東、非洲、拉丁美洲等新興市場的潛力日益凸顯。這些地區對「中國製造」與「香港服務」有實際需求，是港商未來拓展業務的重要方向。

廠商會一直致力支援企業「走出去」，除了定期組織海外訪問團、舉辦領事級商務交流活動，以及搭建對接平台，協助企業發掘並拓展新興市場商機外，我們近期亦推出全新的「企業出海策劃師」服務，為本地及內地企業提供一站式出海支援，涵蓋展覽參與、檢測認證、科技商品化、品牌推廣及ESG合規等範疇，助力企業實現高質量、可持續的國際化發展。✎

Over the past two months, China-US economic relations have undergone significant shifts. Tensions initially escalated, with both sides applying pressure. However, following a meeting between the two national leaders in Busan, both governments announced a consensus on various trade and economic issues previously discussed by their delegations in Kuala Lumpur. While this agreement may appear to be a sign of easing tensions, underlying frictions remain. The relationship seems to be entering a more complex, sustained phase marked by strategic posturing.

After the Busan meeting in October 2025, the United States announced that, starting in November 2025, tariffs

on Chinese goods related to fentanyl would be reduced to 10 percent. It also extended the suspension of the 24 percent reciprocal tariff for another year, while maintaining a 10 percent base rate during this period. In addition, several new export control measures, including the "50 percent ownership rule", were postponed for one year. In response, China made reciprocal adjustments to some of its countermeasures.

Although certain Chinese exports are still subject to additional duties under Section 301 and 232 investigations, overall tariff levels have fallen to a more manageable range. This provides some cost relief to exporters, especially those focused on the US market. More importantly, the greater policy predictability is helping businesses plan ahead with more confidence. Orders that were previously delayed due to uncertainty are expected to resume, which could support export recovery in both Hong Kong and the Chinese mainland.

At present, tariffs on Chinese goods in the United States are comparable to those applied to exports from other major Asian economies. Given China's strong industrial base and efficient supply chains, some Chinese and multinational manufacturers may reconsider moving part of their production in Southeast Asia back to the Mainland. This trend is likely to benefit Hong Kong's export and re-export sectors in the coming months.

Despite a challenging path to the Busan meeting, the two nations managed to reaffirm key economic principles first outlined in Madrid. This accord reinforces the view that full decoupling between China and the United States remains unrealistic. As the world's two largest economies, their interdependence in trade, investment, and technology is critical to global stability. Both sides not only want and need to talk but also bear responsibility for maintaining communication.

However, major structural tensions persist. Issues such as technology rivalry, supply chain security, and geopolitical strategy are deeply rooted and unlikely to be resolved in the near term. After the Busan meeting, the United States confirmed that it would launch a new round of Section 301 investigations and

push forward with efforts to establish a multilateral rare earth alliance aimed at reducing reliance on Chinese rare earth exports. These actions make clear that Washington's broader strategy has not changed. For the United States, dialogue is a tactical move, while competition and containment continue to shape the nation's long-term strategy. A pause in conflict does not mean that the rivalry is over. The strategic contest between China and the United States is entering a new and more dynamic stage.

In this evolving and uncertain environment, businesses need to stay agile and proactive. Only by adjusting strategies and managing risks effectively can they find stability amid uncertainty and seize new opportunities as they emerge.

As the global trade landscape undergoes major changes, it is more important than ever for Hong Kong businesses to diversify. The Global South, including ASEAN, the Middle East, Africa, and Latin America, is playing an increasingly important role in reshaping the world economy. These regions show growing demand for both Chinese products and Hong Kong's professional services, making them key markets for future expansion.

The CMA has long been committed to helping businesses expand into international markets. In addition to organising overseas delegations, hosting diplomatic business networking events, and building platforms that connect industry with opportunities, we have recently introduced a new advisory service to assist Hong Kong and Mainland enterprises in expanding into overseas markets. This integrated support covers key areas such as exhibitions, product testing and certification, technology commercialisation, brand promotion, and ESG compliance. The aim is to help businesses achieve high-quality, sustainable growth as they go global. ✎



盧金榮博士 Dr Wingco K.W. Lo BBS JP  
會長 President









# 解鎖「無處不旅遊」潛力

## Unlocking the Potential of "Tourism is Everywhere"

旅遊業一直是香港經濟的支柱產業，不僅直接帶動酒店及旅遊服務，更串聯餐飲、零售、交通等多個周邊行業，創造可觀的乘數效應。近年，特區政府大力推行「無處不旅遊」策略，引領業界走出低谷、再次高飛。今期《企業雄才》與讀者剖析「無處不旅遊」背後的潛力和旅遊業轉型增值路向。

Tourism has long been a cornerstone of Hong Kong's economy, directly powering the hotel and tourism service sectors and generating substantial multiplier effects in catering, retail, transportation, and beyond. In recent years, the Hong Kong government has actively advanced its "Tourism is Everywhere" strategy to revitalise the sector and steer it towards renewed growth. In this issue, *Hong Kong Entrepreneurs* explores the potential of this strategy and the pathways for upgrading and transforming the city's tourism landscape.





香港旅遊業議會

TRAVEL INDUSTRY COUNCIL  
OF HONG KONG

香港不應盲目追求旅客數字的增長，更重要是促進旅遊業高質量、均衡發展。開發特色遊產品可避免旅客過度集中於個別景點，帶動更多行業受益。

Hong Kong should prioritise high-quality, balanced tourism growth over sheer visitor numbers. Developing specialty travel products may disperse visitors, avoiding over-concentration at key attractions and benefiting a broader range of industries.

譚光舜  
Mr Tommy Tam

根據香港旅遊發展局數據，今年首三季訪港旅客數字已突破 3,600 萬人次，較去年同期上升 12%。由於第四季向來是旅遊旺季，加上全運會和多項盛事於 11 月在香港舉行，業界憧憬全年旅客總數有望逼近、甚至重返 5,000 萬大關。

### 開發深度遊產品 應對旅遊新常態

然而，亮麗數字並未全面惠及整個業界。香港旅遊業議會主席譚光舜表示，訪港旅客人次穩步上升固然令人欣喜，但旅行社同業感受到的「紅利」卻低於預期。以國慶黃金周為例，140 萬內地訪港旅客中，僅約 3% 經旅行團抵港。這反映旅客的出遊模式發生了根本性轉變：從以往參加旅行團轉向自由行，也不再滿足於「走馬看花」的旅程，而是轉向追求個性化、沉浸式體驗。

為應對新常態，香港積極推進「無處不旅遊」策略，發掘和活化旅遊資源，重點開發深度遊和特色主題旅遊產品，讓旅遊業與文化、體育、生態和大型活動等關鍵領域深度融合。譚光舜表示，旅議會正推動以「團進團出」模式，讓旅客走進一些平日不對外開放的獨特地點，如沙頭角中英街禁區，以及參觀老字號廠房等。「這些地點蘊含豐富的香港文化與歷史，自由行旅客雖然極感興趣，卻難以自行前往。透過專業導遊帶領的特色一日團，旅客不僅能細味背後故事、提升體驗，亦有助景點有序管理。」



「香港工業品牌旅遊」將採用「團進團出」模式推行，預計最快於今年第四季或明年首季正式推出市場（相片由旅議會提供）  
The Hong Kong Industrial Brand Tourism initiative will adopt a "group-in-group-out" model, with its launch expected in the fourth quarter of this year or the first quarter of 2026 (Photo courtesy of the TIC)



## 九大熱點 回應不同客源市場需求

譚光舜補充，不同客源市場喜好各異：內地旅客熱衷探索香港的今昔演變；其他亞洲旅客偏好尋訪本地老品牌與流行文化場景，如經典港產片的取景地；歐美旅客則鍾情於香港獨特的自然景觀。因此，深度遊產品必須精準對接目標客群需求。

特區政府「發展旅遊熱點工作組」今年宣布推出九大熱點項目，涵蓋特色遊、生態遊、文化深度遊及地道美食遊等，全方位回應旅客多元喜好。其中備受關注的「香港工業品牌旅遊」將採用「團進團出」模式推行，譚光舜透露，旅議會已與各間參與的工業品牌對接，並已安排旅行社會員實地考察，了解參觀路線、產品銷售和交通安排等細節，預計最快於今年第四季或明年首季正式推出市場。

## 推廣海上旅遊 開拓新藍海

除了陸上景點的開發，推廣海上旅遊亦是「無處不旅遊」策略的重要一環。今年《施政報告》明確提出發展遊艇經濟，包括優化相關產業配套、推動「遊艇自由行」，以推廣高端遊艇旅遊。

香港遊艇業總會主席周基倫表示，遊艇旅遊大致分為兩類：一類是出海滑水、潛水、釣魚和帆船運動等水上活動；另一類則是「跳島遊」，乘船前往不同島嶼觀光消費，這模式在東南亞及歐洲極為盛行。他指出，香港擁有天然深水港、263個風光優美的島嶼，遊艇買賣與租賃服務成熟，發展潛力巨大。然而海外及內地旅客對這些資源認知不足，令香港獨特的海島優勢尚未充分轉化為旅遊吸引力。



業界建議在熱門島嶼增加適合遊艇使用的登岸設施，便利旅客登岸觀光

The yacht industry recommends installing yacht-friendly landing facilities on popular outlying islands to ease onshore sightseeing



《施政報告》提出增加遊艇泊位，以配合遊艇旅遊發展  
The Policy Address proposed increasing the number of yacht berths to support yacht tourism

## 破解硬件瓶頸 釋放遊艇經濟潛力

硬件配套不足同樣限制了遊艇旅遊發展。周基倫指，全港現有約 1.25 萬艘遊艇，但泊位僅約 4300 個，而且過去 20 年都沒有新遊艇會落成，以致大量本地遊艇擠佔避風塘，難以容納其他訪港遊艇。因此周基倫歡迎政府近日提出的「拆牆鬆綁」措施，讓海外訪港遊艇毋須事先在遊艇會預留泊位，便可在港自由航行並於指定水域錨泊。「以往泊位短缺，訪港遊艇不會泊過夜，隨着錨泊水域增加，相信能吸引更多遊客駕艇來港和增加他們留港消費的時間。」

《施政報告》同時承諾增加約 600 個遊艇新泊位，涵蓋前南丫石礦場、香港仔避風塘擴建及紅磡站臨海項目；並會推進「機場城市」遊艇港灣建設，額外提供超過 500 個泊位，包括可容納 80 米以上超級遊艇的專屬泊位。周基倫認為新泊位選址合適，香港仔本身是遊船熱門地點，而紅磡周邊配套齊備，遊艇泊岸後旅客可輕鬆銜接陸上行程，產生顯著協同效應。

## 增加登岸設施 促進離島消費

不過周基倫強調，解決泊位問題只是第一步，增加登岸設施也同樣關鍵。他解釋，現有公眾碼頭主要服務大型渡輪，不適合遊艇停靠，「旅客想乘遊艇到西貢食海鮮，需另覓接駁艇登岸，體驗大打折扣。」周基倫形容，登岸設施如同停車場，必須便利才能帶動人流，建議當局在鹽田梓、蒲台島、糧船灣等人氣島嶼增設浮橋或登岸台階等設施，方便旅客上岸，以帶動離島旅遊、零售及餐飲消費。

周基倫認為，遊艇旅遊不僅是觀光活動，更是帶動整體產業鏈發展的契機。從遊艇買賣、租賃、保險、維修，將形成龐大的藍色經濟生態圈。他預期，隨着大灣區推動「遊艇自由行」及統一遊艇入境手續，香港有望成為亞洲遊艇樞紐，吸引更多高增值旅客。



香港擁有 1,180 公里海岸線和 263 個風景優美島嶼，只要配套到位，遊艇旅遊絕對有潛力成為香港旅遊的新名片。

Hong Kong boasts 1,180 km of coastline and 263 picturesque islands. With appropriate and sufficient infrastructure in place, yacht tourism can become a new hallmark of Hong Kong's tourism.

周基倫  
Mr Lawrence Chow

## 促進穆斯林旅遊 拓闊旅遊客源

在陸海並進、全面豐富旅遊資源的同時，特區政府亦積極拓闊客源結構，吸引更多高增值過夜旅客，尤其是消費力較一般旅客高出一倍的中東旅客。

今年 1 月至 8 月，中東及東盟訪港旅客分別錄得 5.4 萬與 207 萬人次，較去年同期大幅增長 39% 及 12%。今年《施政報告》提出要進一步促進穆斯林旅遊，鼓勵業界增設穆斯林友善設施及清真餐飲，捕捉這個高速增長市場。

譚光舜指，在政府和業界的共同努力下，近年香港的穆斯林接待能力顯著提升，硬件配套方面，所有四星級以上酒店均設有祈禱室，而清真認證的餐廳數量也由 2024 年初約 100 間，大幅增至超過 200 間。

軟件方面，旅議會積極加強中東市場推廣，並在今年 7 月聯同香港理工大學酒店及旅遊業管理學院合作，舉行為期四星期的夏季訓練計劃，接待了來自沙特阿拉伯、剛完成首年旅遊相關學科的大學生。

學生首星期在理大學院進行新生培訓，第二至第四星期由旅議會分配至不同單位進行培訓交流，並且向他們介紹香港旅遊業最新發展。旅議會希望藉着今次深度接觸進一步了解中東旅客的需求，以便協助業界在設計相關訪港旅行團方面提供更適切和更友善的服務和配套，提升他們的訪港體驗。議會亦正在研究加強從業人員的培訓，以應付需求日益殷切的中東旅客市場。



## 清真港式包餅 填補市場空白

華星冰室創辦人簡文滌本身是穆斯林，十年前已設立中央廚房，專門生產不含豬肉及其衍生物的清真港式麵包，並成功獲香港回教信託基金總會認證。今年他再於尖沙咀分店開設清真「包房」，從原料到出爐整個過程均符伊斯蘭教義。

簡文滌表示，菠蘿包、腸仔包、老婆餅等港式麵包和唐餅是旅客來港必試經典，「偏偏傳統配方離不開豬油，令穆斯林無法體驗正宗港味。」為突破這一限制，「包房」由零開始改良配方，以植物油替代豬油，所有原材料從麵粉至餡料，均經基金會嚴格把關，並確保食材屠宰方式、烹調流程，以及消毒過程不會「犯戒」。經過半年的反覆試驗，終於研發出風味媲美傳統，而不失清真純淨的港式包餅。

取得認證後，「包房」產品不僅供應集團旗下冰室，也獲得主題樂園、清真寺和穆斯林團體的訂單，更吸引馬來西亞、新加坡和印尼旅客慕名光顧。

## 清真認知與供應鏈雙重挑戰

簡文滌坦言，開發過程並不是一帆風順，原材料供應尤為棘手，「香港本地清真認證食材極為有限，高度依賴從馬來西亞、印尼及阿聯酋進口；由於市場規模小，供應商僅接受大額訂單，導致採購成本普遍高出20%至30%。」他續指，公眾對清真食品的認知不足也限制了清真餐飲在香港的普及度，例如很多市民誤以為清真食品「開過光」只適合穆斯林食用，但其實清真食品只是對食材選擇與烹調方式比較嚴格，甚至比一般食品更健康，適合所有人食用。

隨着穆斯林旅遊市場潛力急速增長，愈來愈多餐飲企業發展清真市場。簡文滌認為，清真餐飲不應只被視為滿足旅客宗教需要的配套，「正如大家去旅遊時不會想食家鄉菜，穆斯林旅客也想體驗不一樣的美食。香港擁有豐富多元的美食文化，我們應加以利用，將更多本地獨有美食『清真化』，打造成香港文旅新特色。」

## 深化區域合作 助力旅遊業增值

在「無處不旅遊」策略的推動下，旅遊業轉型之路經已啟航。《香港旅遊業發展藍圖2.0》更訂下明確目標，要在2029年將旅遊業的增加價值提升至1,200億元，較2023年的753億元增長近六成。

譚光舜認為，業界除了著力優化香港旅遊資源，如何加強區域合作、利用內地豐富的旅遊稟賦來發展「一程多站」產品，也是旅遊業實現增值的關鍵。他分析，內地擁有深厚的歷史和文化底蘊，香港的優勢則在於國際化，可連接全球逾200個航點。此外，經香港入境內地的免簽海外旅客，可在內地停留10天，也為發展「一程多站」創造條件。

「香港可作為旅程起點，海外旅客在香港遊覽後，可經航空或高鐵無縫銜接內地城市，最終由香港離境。」譚光舜相信，這種旅遊模式可發揮「1+1大於2」的效果，協助兩地吸引更多海外高增值旅客，進一步擴闊旅遊業發展空間。✎

簡文滌指，目前公眾對清真食品有不少誤解，建議政府加強推廣，營造清真友善的環境

Mr Swadiq Khan noted common public misconceptions about halal food and urged the government to enhance promotion and education efforts in order to foster a more halal-friendly environment





不同客源市場的旅客喜好不一，例如歐美旅客對香港自然景觀最為熱衷  
Tourists' preferences vary by source market.  
For example, European and American visitors are particularly drawn to Hong Kong's natural landscapes

According to the Hong Kong Tourism Board, Hong Kong welcomed 36 million visitors in the first three quarters of 2025, a 12% increase year on year. As the fourth quarter is traditionally a peak travel season and contains a lineup of major events, including the National Games in November, the tourism sector expects full-year arrivals to reach 50 million.

### Developing "in-depth" tourism to address new normal

However, these impressive figures have not translated into broad gains across the tourism industry. According to Mr Tommy Tam, Chairman of the Travel Industry Council of Hong Kong (TIC), the steady rise in visitor numbers is encouraging, but travel agents have benefited far less than expected. An example was the recent National Day "Golden Week", when only 3% of the 1.4 million Mainland visitors booked group tours. This underscores a fundamental shift in travel patterns from packaged group tours to independent travel as visitors increasingly favour personalised, in-depth experiences over rushed traditional itineraries.

In response to evolving tourism trends, Hong Kong is advancing its "Tourism is Everywhere" strategy by exploring and revitalising tourism resources. The focus is on developing in-depth itineraries and distinctive themed products through the integration of tourism with key areas, such as culture, sports, ecology, and mega events. To do so, Tam explained that the TIC is promoting a "group-in-group-out" model, granting access to exclusive sites normally closed to the public, such as the restricted area of Chung Ying Street in Sha Tau Kok, and traditional manufacturing facilities. As Tam stated, "These locations are steeped in Hong Kong's culture and history, appealing strongly to independent travellers who find them hard to reach alone. Through specialised one-day tours, professional guides not only bring these stories to life for a more enriching experience but also ensure the orderly management of the sites."



## Nine hotspot projects catering to diverse source markets

Tam added that, "Tourist preferences vary by source market: Mainland visitors are keen to explore Hong Kong's historical evolution; other Asian travellers prefer discovering local heritage brands and pop-culture scenes, such as filming locations from Hong Kong movies. European and American visitors are drawn to the city's unique natural landscapes. In-depth tour products must therefore be precisely tailored to the needs of each target segment.

This year, the government's Working Group on Developing Tourist Hotspots announced nine new projects—spanning specialty, eco, cultural, and culinary tours—designed to cater to a wide range of tourist preferences. Among these, the much-anticipated Hong Kong Industrial Brand Tourism initiative will adopt a "group-in-group-out" model. Tam explained that for this particular initiative, the TIC has liaised with participating brands and organised site inspections for its member travel agents to review tour itineraries, product sales, and transportation. The programme is expected to launch as early as the fourth quarter of this year or the first quarter of 2026.

## Promoting marine tourism to unlock new potential

The "Tourism is Everywhere" strategy also extends to marine tourism. This year's Policy Address outlined plans to develop the yacht economy by optimising amenities and promoting a Guangdong-Hong Kong-Macao individual travel scheme for yachts, with the aim of establishing premium yacht tourism.

Mr Lawrence Chow, Chairman of the Hong Kong Boating Industry Association, explained that yacht tourism generally falls into two categories: first, water-based activities, such as wakeboarding, diving, fishing, and sailing, and, second, "island-hopping", which involves travelling by yacht to different islands for sightseeing and leisure. The latter activity is extremely popular in Southeast Asia and Europe. Chow highlighted Hong Kong's natural deep-water harbour, 263 scenic islands, and mature yacht trading and rental services as key assets with immense development potential. However, due to limited tourist awareness, the city's unique island and coastal attractions have yet to be fully leveraged for tourism.



旅議會主席譚光舜表示，業界正計劃以「團進團出」的模式，推出深度遊產品，以迎合旅遊新常態

Mr Tommy Tam said that the trade is developing distinctive themed products under a "group-in-group-out" model to meet new travel trends

## Overcoming infrastructure bottlenecks to unleash yacht economy potential

The development of yacht tourism has also been hindered by insufficient infrastructure. Chow pointed out that, while Hong Kong has over 12,000 registered yachts, it has only around 4,300 berths, and no new yacht clubs have been established in two decades. This shortage forces local vessels to crowd into typhoon shelters, making it difficult to accommodate foreign yachts.

Chow has welcomed the government's recent proposals to ease restrictions that prevented visiting yachts from anchoring in designated government waters without reserving berths at private yacht clubs or piers. "Due to the berth shortage, visiting yachts rarely stay overnight," he explained. "With more designated anchoring areas, we expect to attract more tourists to sail to Hong Kong and boost their spending in the city."

The Policy Address also committed to providing 600 additional yacht berths at the ex-Lamma Quarry, Aberdeen Typhoon Shelter expansion, and the Hung Hom Station waterfront projects. The government will further promote the development of a yacht bay at Airport City, offering over 500 new berths capable of accommodating superyachts up to 80 meters long. Chow believes these locations are well suited to boost yacht tourism: Aberdeen is already a popular boating hub, and Hung Hom offers comprehensive supporting facilities. These features will enable tourists to transition seamlessly from berthing to land-based itineraries, generating significant economic synergies for local tourism.



香港遊艇業總會主席周基倫認為，發展遊艇旅遊不僅可吸引更多高增值旅客，也可以帶動遊艇買賣、租賃和保險等經濟活動

Mr Lawrence Chow believes yacht tourism can attract more high-value visitors while stimulating related economic activities such as yacht sales, leasing, and insurance

## Enhancing landing facilities to boost island consumption

Chow emphasised that adding berths is only the first step to boosting yacht tourism; expanding landing facilities is equally essential. He noted that existing public piers, designed primarily for large ferries, are unsuitable for yacht docking: "If tourists sail to Sai Kung for seafood, they must take a separate shuttle boat to reach the shore, which greatly detracts from the experience." Chow compared the role of landing facilities to that of car parks—they must be convenient to encourage footfall. He urged authorities to prioritise amenities such as floating bridges or landing steps on popular islands, including Yim Tin Tsai, Po Toi Island, and High Island, to facilitate disembarkation and embarkation. Doing so would help stimulate island tourism, retail, and catering expenditure.

Chow views yacht tourism as more than a leisure activity and rather as a driver in an entire industrial chain. From yacht sales, rentals, and insurance to maintenance, yacht tourism creates a vast ecosystem. He anticipates that by promoting the Guangdong-Hong Kong-Macao individual yacht travel scheme and streamlining entry and exit procedures, Hong Kong can position itself as a leading yacht hub for Asia, attracting a greater number of high-spending tourists.



## Promoting Muslim tourism to diversify visitor source markets

While enriching its tourism offerings, the Hong Kong government is also diversifying its visitor source markets to attract more high-value overnight visitors, particularly from the Middle East, where tourists' spending power is roughly double the average of all visitor arrivals to Hong Kong.

From January to August this year, visitor arrivals from the Middle East and Southeast Asia reached 54,000 and 2.07 million, respectively, representing significant year-on-year growth of 39% and 12%. This year's Policy Address proposed further promoting Muslim tourism by encouraging the industry to provide more Muslim-friendly facilities and food options to capture this rapidly expanding market.

Tam stated that, through the joint efforts of the Government and the tourism trade, Hong Kong's capacity to accommodate Muslim tourists has improved markedly in recent years. In terms of facilities, all hotels rated with four stars and above offer dedicated prayer rooms, while the number of halal-certified restaurants in Hong Kong has risen from around 100 in early 2024 to over 200. On the promotional front, the TIC has intensified marketing in the Middle East. In July, the TIC collaborated with the School of Hotel and Tourism Management at the Hong Kong Polytechnic University (PolyU) to launch a four-week summer training programme, hosting Saudi Arabian students who have just completed their first year of tourism-related studies.

The programme began with a week of induction training at PolyU, followed by three weeks of hands-on experience in various industry placements arranged by the TIC. During these placements, students were briefed on the latest developments in Hong Kong's tourism sector. The TIC hopes this in-depth engagement can deepen understanding of Middle East visitors' needs, enabling the industry to deliver more appropriate and friendly services and facilities in order to enhance their travel experience. The TIC is also exploring enhanced training for practitioners to address rising demand from the Middle East market.



改良配方後，清真版的菠蘿包和蛋撻不含豬油，穆斯林可放心食用

Halal pineapple buns and egg tarts are just two of the many halal pastries Muslims can enjoy with complete confidence

## Halal Hong Kong-style pastries: Filling a market gap

Mr Swadiq Khan, a Muslim and founder of Chrisly Café, established a central kitchen a decade ago to produce halal Hong Kong-style pastries. The kitchen and its ingredients are certified halal by the Incorporated Trustees of the Islamic Community Fund of Hong Kong (BOT). In 2025, Khan opened a dedicated bakery at the Tsim Sha Tsui branch, where the entire production process is fully compliant with Islamic dietary laws.

For visitors to Hong Kong, pineapple buns, sausage buns, and wife cakes are must-try classic pastries. However, as Khan explained, “These Hong Kong-style pastries are made with lard, making it impossible for Muslims to enjoy the authentic taste of Hong Kong.” To bridge this culinary gap, Khan crafted new recipes from scratch, replacing lard with vegetable oil. All ingredients—from flour to fillings—are halal certified. After six months of repeated trials, the team finally developed Hong Kong-style pastries that rival traditional flavours while maintaining halal purity.

Since receiving its halal certification, Khan’s bakery has supplied baked products not only to his own café group but also to theme parks, mosques, and Muslim organisations. It has also begun attracting tourists from Malaysia, Singapore, Indonesia, and other countries.



華星冰室尖沙咀分店設置的「包房」獲清真認證，招牌及價錢牌以中文、英文及阿拉伯文三語並列，方便海外旅客選購

The bakery at Chrisly Café's Tsim Sha Tsui branch is halal-certified, with trilingual signage and price lists in Chinese, English, and Arabic for tourists



清真餐飲不只是解決旅客宗教需要的配套，更是對外宣揚香港多元飲食文化的重要渠道。

Halal dining is not merely a necessity to meet tourists' religious needs but a vital channel to showcase Hong Kong's rich, diverse culinary culture to the world.

簡文滌  
Mr Swadiq Khan



## Dual challenges of halal awareness and supply chain

Khan admitted that the process of developing halal products was not easy, with the supply of raw materials posing the greatest difficulty. “The supply of halal-certified ingredients in Hong Kong is extremely limited, relying heavily on imports from Malaysia, Indonesia, and the United Arab Emirates. Due to the small market size, suppliers only accept large orders, leading to procurement costs generally being 20% to 30% higher.” He further noted that awareness of halal food is still low among locals, with many Hong Kong people mistakenly believing it is “blessed” food intended only for Muslims. In reality, halal certification simply demands stricter hygiene standards, cleaner ingredients, and more careful preparation methods, making it a healthier choice that everyone can enjoy.

As the Muslim tourism market expands rapidly, more catering businesses are targeting the halal sector. Khan believes that halal dining should be seen as more than a means to meet tourists’ religious needs. Rather it can become a tourist attraction in itself. “Just as travellers seek variety beyond their hometown cuisine, Muslim visitors love discovering new delicacies. Hong Kong’s rich and diverse food culture offers an ideal foundation; we should capitalise on it to create more Hong Kong-style halal dishes, transforming them into distinctive highlights of Hong Kong tourism.”



在香港特區政府文化體育及旅遊局旅遊事務署及陝西省文化和旅遊廳的見證下，旅議會10月與陝西省旅遊協會簽署《合作備忘錄》，將共同推動「一程多站」旅遊模式（相片由旅議會提供）  
In October, under the witness of the Tourism Commission of the Culture, Sports and Tourism Bureau of HKSAR Government and the Shaanxi Province Culture and Tourism Department, the TIC signed a MoU with the Shaanxi Tourism Association to jointly promote the travel patterns of the “multi-destination tourism” (Photo courtesy of the TIC)

## Deepening regional cooperation to boost tourism industry value

Driven by the “Tourism is Everywhere” strategy, the transformation of Hong Kong’s tourism industry is underway. The Development Blueprint for Hong Kong Tourism Industry 2.0 has set a clear goal: to raise the tourism industry’s value-added contribution to HK\$120 billion by 2029, a rise of almost 60% from the HK\$75.3 billion recorded in 2023.

Tam believes that, beyond optimising Hong Kong’s tourism resources, it is essential to strengthen regional cooperation and harness the Mainland’s abundant attractions to create “multi-destination” tourism product and drive industry growth. He analysed that the Mainland offers profound history and cultural heritage, while Hong Kong excels in international connectivity, being linked by air to

nearly 200 global destinations. Moreover, the visa-free transit policy, which allows overseas passengers entering the Mainland via Hong Kong to stay for up to 10 days, presents a significant opportunity to develop “multi-destination tourism”.

As Tam stated, “Hong Kong can serve as the starting point of the itinerary. After enjoying the city’s beauty and stunning sights, overseas travellers can seamlessly connect to Mainland cities by air or high-speed rail and end their trip by leaving from Hong Kong.” Tam believes this model creates a synergy in which “one plus one is greater than two”, helping both destinations attract more high-value overseas tourists and further expanding the tourism industry’s development potential. 🚫









李錦記  
Lee Kum Kee

# 「思利及人」實現千年永續

Crafting a Millennial Legacy With "Si Li Ji Ren"

百年企業要實現千年永續經營，不僅仰賴卓越品質與良好口碑的累積，更需將可持續發展的理念深植企業基因。李錦記正是典範之一，秉持「思利及人」的價值觀，在追求商業成果之餘，兼顧持份者利益與社會福祉，積極為環境與社會創造價值。憑藉前瞻視野與實際行動，李錦記已在全球 ESG 浪潮中脫穎而出，成為本港乃至國際間備受肯定的可持續發展標杆企業。

To thrive for a millennium, an enterprise must go beyond delivering exceptional quality and building a strong reputation; it must also integrate sustainability into its DNA. Lee Kum Kee is a prime example of this. Upholding the value of "Si Li Ji Ren" (considering others' interests), the company balances the pursuit of commercial success with the interests of its stakeholders and the broader community, actively creating value for both the environment and society. Through a forward-thinking vision and practical action, Lee Kum Kee has become a global ESG leader and a benchmark for sustainable development in Hong Kong and around the world.

李錦記創辦人李錦裳 1888 年創立了李錦記，生產及銷售蠔油和蝦醬。從最初的小作坊起步，歷經百年發展，如今成為家喻戶曉的醬料品牌。現時，李錦記醬料擁有超過 300 款產品，銷往全球 100 多個國家及地區。

## 思利及人：推動可持續發展的根基

克服不同時代各種激烈的變化與挑戰，是每個「百年企業」的共同難題。對於李錦記而言，屹立百年的成功秘訣在於其獨有的企業文化「價值觀與領導力」，當中「思利及人」是首要的價

值觀。李錦記醬料企業事務執行副總裁孔君道解釋，「思利及人」的其中一個要素是換位思考，作出任何決策前，企業都會充分考慮各持份者利益，以負責任態度對待客戶、生意夥伴、消費者和員工，將他們的需求置於業務的核心。

正因為這種「思利及人」的價值觀及以「消費者為中心」的經營理念，李錦記在全球 ESG 轉型浪潮中脫穎而出。孔君道指，「我們不但在產品品質上精益求精，也通過產品承諾、環境保護、員工福祉和回饋社區四大範疇，建立可持續發展的業務模式。」



李錦記醬料企業事務執行副總裁孔君道（左）及李錦記醬料全球製造副總裁莫國棟（右）  
Dodie Hung (left), Executive Vice President - Corporate Affairs, Lee Kum Kee Sauce and Tony Mok (right), Vice President - Global Manufacturing, Lee Kum Kee Sauce

## 創新技術引領環保革新

與其他食品製造業企業一樣，如何減低生產過程對環境的影響，是李錦記實踐可持續發展必須克服的一座大山。李錦記企業文化的其中一個價值觀為「永遠創業」，驅使企業持續追求突破創新，包括在環保技術創新方面持續投入。李錦記不僅在廠房引入可再生能源設備推行節能措施、使用可回收的包裝物料和提高包裝效率，更在2015年於廣東新會、公司最大的生產基地引進地源熱泵系統，減低能源消耗。該系統分三期建設，其中第三期項目—地源磁懸浮冷水系統於2022年正式投入運作，採用封閉式循環設計，在豉油生產過程提供環保冷卻方式，能源效益比普通冷水機系統高出30至40%。

李錦記醬料全球製造副總裁莫國棟解釋，生產豉油涉及蒸煮、發酵、冷卻、高溫滅菌等工序，當中會消耗熱能及電能，而地源熱泵技術正好發揮地熱能源恆溫穩定與可再生的優勢，將其應用在豉油生產的加熱和冷卻過程之中，可大幅減少水和電的消耗。2024年，這套創新環保冷卻解決方案節省超過1,400兆瓦時電量，避免排放逾600噸二氧化碳，不但降低溫室氣體排放，也提升可再生能源的使用比例，以實際行動支持國家「雙碳」戰略。

莫國棟強調，食物是大自然給予人類的饋贈，「每一滴李錦記醬料，都是來自地球的寶貴資源，因此我們綠色轉型的出發點，並不是為了達成冷冰冰的節能指標，而是希望從根源入手，改善大自然生態，回饋大地。」



地源磁懸浮冷水系統是李錦記獲得2025年香港ESG獎的「ESG大獎」的核心項目  
The ESG Grand Award was presented to Lee Kum Kee in recognition of its groundbreaking geothermal magnetic suspension chiller system



他舉例指，李錦記花了 8 年時間，在新會生產基地興建佔地 16,000 平方米的人工濕地公園，透過種植藻類植物，以及養殖魚類、蝦類和貝殼類，構建濕地生態系統。該公園每日可深度淨化 4,000 平方米、合乎國家排放規定的已處理水，將寶貴水資源循環再用，並回歸大自然。

孔君道補充，李錦記亦致力建構可持續的供應鏈，鼓勵原材料供應商取得「良好農業規範」（GAP），並優先選用有機種植的辣椒及黑豆農產品作為原材料；同時，企業與農民建立長期合作關係，提供技術支援及資源種植，攜手創造共享價值。

### 以人為本：營造健康平衡的工作環境

除了綠色生產，在李錦記的可持續發展藍圖中，員工也佔據重要位置。孔君道指，員工是企業永續發展的基石，因此李錦記積極推動健康、家庭和事業的「三平衡」理念，並透過多元措施落實對員工的全面關懷，提升企業的內在活力。

他舉例指，公司除了舉辦各類健康及體育活動，也建立了暢通的溝通機制和完善的培訓計劃，支持員工與公司共同成長。2024 年，共有 8 萬名員工參與培訓，總培訓時長超過 11 萬小時，涵蓋公司文化、產品管理、健康安全及環境保護等。



新會生產基地是李錦記全球最大廠房，引入了一系列環保設施，包括太陽能光伏發電系統

The Xinhui Production Base - Lee Kum Kee's largest production facility - has implemented several environmental protection measures, including a solar photovoltaic power generation system

### 回饋社會：價值觀向社會參與的延伸

李錦記也積極將「思利及人」的價值觀延伸至社會層面，以實現企業與社會的共贏發展，其中以 2011 年推出的「希望廚師」計劃最具代表性，透過提供獎學金、專業中餐培訓及廚藝交流活動，系統性地支持餐飲人才培養。

孔君道指出，「『李錦記全球烹飪體驗項目』」目前已在中國、韓國、馬來西亞、新加坡、越南、美國、加拿大等國家落地生根。2024 年的受惠人數達 3,800 名。其中，『希望廚師』計劃資助有志青年學習廚藝，為餐飲行業注入新活力。」

今年 10 月，項目更首度拓展至不丹，透過與當地的 De-suung 國家青年技能培訓項目合作，舉行為期五天的廚藝文化交流活動，既提升了不丹青年廚師的烹飪水平，也促進中華飲食文化的傳承與傳播。

### 屢獲殊榮 構建可持續未來

繼 2023 年首度獲廠商會頒發的「ESG 大獎」後，李錦記於 2025 年再度榮獲「ESG 大獎」，這項榮譽不但印證了李錦記在可持續發展的長期投入備受工商界認可，更是對其實踐「思利及人」的價值觀以及其獨有的企業文化的肯定。

孔君道對今年再度獲獎深表榮幸，「作為百年食品企業，李錦記將繼續在可持續發展道路上堅定前行，在減低生產對環境的影響的同時，我們會以醬料和美食為橋樑，擔當啟發公眾、培育行業人才、連結社會的角色，為建設更美好的社會與可持續的環境貢獻智慧與力量。」



李錦記企業文化「價值觀與領導力」，包括「思利及人、務實、誠信、永遠創業、100-1=0」的價值觀，以及員工須具備的「自動波領導力」和「領導變革」能力

All Lee Kum Kee employees observe the company's "Values and Leadership" culture, encompassing five values ("Si Li Ji Ren", Pragmatism, Integrity, Constant Entrepreneurship, and "100-1 = 0"), and two key leadership competencies (Autopilot Leadership and Leading Change)

Lee Kum Kee was founded in 1888 by Lee Kum Sheung as a small oyster sauce and shrimp paste workshop. Since then, it has grown to become a household name for sauces and condiments, supplying more than 300 products to over 100 countries and regions worldwide.

## Considering others' interests: The foundation for sustainable development

Navigating profound changes and challenges through different eras is a universal challenge for all century-old enterprises. For Lee Kum Kee, the key to its longevity lies in its culture of "Values and Leadership", centred on the value of "Si Li Ji Ren". According to Dodie Hung, Executive Vice President-Corporate Affairs, Lee Kum Kee Sauce, a key element of this principle is consideration of different perspectives. The company thoroughly evaluates the interests of stakeholders before making decisions, ensuring that their needs are at the core of its operations and that customers, business partners, consumers, and employees are all treated responsibly.

Combined with a strong focus on the consumer centricity, the spirit of "Si Li Ji Ren" has set Lee Kum Kee apart within the global wave of ESG transformation. As Hung states, "We pursue excellence in product quality and have established a sustainable business model centred on four key areas: product integrity, environmental protection, employee well-being and community giving."

## Innovative technology leads an environmental revolution

As with all food manufacturing enterprises, reducing the environmental impact of production is a significant challenge for Lee Kum Kee. Guided by the value of "Constant Entrepreneurship", the company is committed to ongoing investment in innovative environmental technology.



李錦記新會生產基地設有多項綠色環保設施，並獲得 LEED 鉑金認證

Lee Kum Kee's Xinhui Production Base features numerous green facilities and has achieved LEED Platinum certification



To this end, the company introduced renewable energy equipment and energy-saving measures at its production bases, adopted recyclable packaging, and enhanced packaging efficiencies. In 2015, it introduced a geothermal heat pump system at its largest production base in Xinhui, Guangdong, to reduce energy consumption. The system's third phase—a geothermal magnetic suspension chiller system—commenced operation in 2022. With its closed-loop design, the system provides environmentally friendly cooling for soy sauce production, while achieving 30% to 40% greater energy efficiency than conventional chiller systems.

Tony Mok, Vice President - Global Manufacturing, Lee Kum Kee Sauce, explains that the production of soy sauce, which involves steaming, fermentation, cooling, and high-temperature sterilisation, all of which consume thermal



2024 年，整個地源熱泵系統節省超過 1,400 兆瓦時電量，避免排放超過 600 噸二氧化碳

In 2024, the geothermal heat pump system saved 1,400 MWh of electricity and avoided more than 600 metric tons of carbon dioxide emissions



李錦記將生產餘下的豆渣混合廚餘，用於飼養黑水虻幼蟲，再將蟲糞與其他有機廢物轉化成有機肥料，成蟲則成為動物飼料，構建出完整的生態循環系統

Lee Kum Kee creates a closed-loop ecosystem by using dried soy sauce residue from soy sauce processing and food waste to farm black soldier fly larvae. The insect frass is processed into organic fertiliser, and adult insects are harvested for animal feed

and electrical energy. Geothermal heat pump technology leverages the key advantages of geothermal energy: stable temperature and renewability. By using the system for heating and cooling in soy sauce production, water and electricity consumption are significantly reduced. In 2024, this solution saved over 1,400 MWh of electricity and avoided carbon dioxide emissions by more than 600 metric tons, thereby reducing the company's greenhouse gas emissions while increasing renewable energy use. Lee Kum Kee's energy achievements also provide tangible support for the national "dual carbon" strategy.

Mok emphasises that the company's commitment to sustainability is rooted in a profound respect for nature's importance to their products: "Every drop of Lee Kum Kee sauce is made from the Earth's precious resources. Therefore, our green transformation addresses root causes by restoring natural ecosystems and giving back to the planet, and not just meeting numerical targets." Mok points out that it took Lee Kum Kee eight years to build a 16,000-square-metre manmade wetland park at the Xinhui Production Base. By using it to cultivate algae, fish, shrimp, and shellfish, the company has created a functional ecosystem capable of purifying 4,000 cubic metres of treated water per day. The system ensures that the water is purified above national discharge standards, making it clean enough to be recycled and returned to the environment.



李錦記舉辦的「全球烹飪體驗項目」已在中國、韓國、馬來西亞、新加坡、越南、美國、加拿大等國家推行，今年項目更首度擴展至不丹

Lee Kum Kee's "Global Culinary Immersion Programme" is underway in China, South Korea, Malaysia, Singapore, Vietnam, the United States, Canada, and was extended to Bhutan in 2025

Lee Kum Kee is also dedicated to establishing a robust and environmentally sustainable supply chain. Hung points out that the company encourages raw material suppliers to adopt Good Agricultural Practices (GAP) and prioritises the sourcing of organically grown agricultural products, including chillies and black beans. It seeks to establish long-term partnerships with farmers, providing them with technical support and resources to create shared value.

### People-oriented: Fostering a healthy, balanced work environment

Employees are central to Lee Kum Kee's sustainable development blueprint and are fundamental to the company's

growth. Lee Kum Kee actively promotes a tri-balance concept, which encompasses health, family, and career, as well as offering comprehensive employee care through diverse range of initiatives.

As Hung relates, as well as offering employees a variety of sports and health-related activities, the company maintains effective communication channels and comprehensive training programmes to support career development. In 2024, 80,000 employees participated in training sessions on company culture, product management, health and safety, and environmental protection, totalling over 110,000 training hours.



## Giving back: Demonstrating values through social engagement

Lee Kum Kee also extends its value of “Si Li Ji Ren” to the shared development between the company and communities. A flagship initiative is “Hope as Chef”, a programme launched in 2011 to cultivate culinary talent through scholarships, professional training and exchanges. Hung explains, “The Lee Kum Kee Global Culinary Immersion Programme operates in multiple countries, including China, South Korea, Malaysia, Singapore, Vietnam, the United States, Canada and Bhutan. In 2024, it benefitted 3,800 individuals. The Hope as Chef programme provides funding for aspiring teenagers to pursue their culinary dreams and inject new vitality into the food and beverage industry.”

For its launch in Bhutan in October 2025, the programme offered a five-day culinary and cultural exchange in collaboration with the local De-suung Skilling Programme. The initiative both advanced the technical skills of young Bhutanese chefs and supported the preservation and dissemination of Chinese culinary culture.

## Award-winning efforts to build a sustainable future

Lee Kum Kee won the prestigious ESG Grand Award at the Hong Kong ESG Awards, organised by the CMA, in 2023 and 2025. The double recognition gave widespread recognition to the company’s ongoing commitment to sustainability while affirming its corporate culture and “Si Li Ji Ren” values.

Expressing his appreciation for receiving the award again this year, Hung stated: “As a century-old food



李錦記推出超過300款產品，並供應全球100多個國家及地區，成為家喻戶曉的醬料品牌

Lee Kum Kee has become a household name and leading condiment brand, offering over 300 products across more than 100 countries and regions

company, Lee Kum Kee remains firmly committed to its sustainable development. While continuously minimising our environmental footprint, we will use our sauces and culinary delights as a bridge to inspire the public, nurture the industry, and connect communities. We are dedicated to contributing our wisdom and effort towards building a better society and a more sustainable environment”. 商標



李錦記於2025年再次榮獲廠商會頒發香港ESG獎的「ESG大獎」

In 2025, Lee Kum Kee received its second ESG Grand Award at the Hong Kong ESG Awards, organised by the CMA



## 「2025 年廠商會工商體育邀請賽」載譽回歸

The CMA Sports Invitational Tournament 2025 Returns in Style

闊別數載，「廠商會工商體育邀請賽」今年盛大回歸！

賽事涵蓋羽毛球、乒乓球、網球及七人足球四個項目，吸引超過 650 位來自 41 家機構的健兒踴躍參與。參賽代表來自各大商會、行業組織、同鄉社團、專業團體、紀律部隊及新聞界，齊聚一堂，競逐殊榮，氣氛熱烈。

各項賽事分別於 10 月 12 日、19 日及 26 日舉行。除七人足球外，其餘項目均設有男子盛年組、男子公開組及女子公開組三個組別，讓不同年齡層和性別的參加者盡展實力，以球會友，增進交流。

廠商會會長盧金榮表示，「工商體育邀請賽」一向肩負促進工商界交流與團結的使命。今屆參賽人數再創歷屆新高，充分展現廠商會的凝聚力，以及社會各界對加強互動合作的殷切期盼。

為感謝各參賽單位的鼎力支持及表揚球員優秀表現，廠商會於 11 月底舉行頒獎典禮，邀得香港海關關長陳子達擔任主禮嘉賓，中國香港體育協會暨奧林匹克委員會會長霍震霆及懲教署副署長（更生及管理）吳超覺擔任頒獎嘉賓，與各界嘉賓共同見證本屆邀請賽取得的豐碩成果。商



一眾廠商會首長主持開球禮  
The CMA office-bearers officiated at the kick-off ceremony



多位廠商會會董會成員出席支持開球禮  
The CMA General Committee members showed their support at the kick-off ceremony

After a few years' break, the CMA Sports Invitational Tournament made a triumphant return this year.

The tournament featured competitions in badminton, table tennis, tennis and seven-a-side football, attracting more than 650 participants from 41 organisations. Players from business chambers, industrial organisations, community groups, professional bodies, disciplined services and the media came together in a vibrant atmosphere of friendly competition and camaraderie.

Taking place on 12, 19 and 26 October, the event offered multiple divisions, including Men's Senior, Men's Open and Women's Open, for all sports except football. This inclusive format allowed participants of different ages and backgrounds to showcase their talents, connect with peers and enjoy some sporting fun.



CMA President Dr Wingco Lo highlighted the tournament's important role in fostering connection and unity within the business community. He noted that this year's record participation reflects the CMA's continued ability to bring together diverse sectors, as well as society's shared enthusiasm for closer cooperation.

To thank participating organisations and recognise the athletes' outstanding performances, an award presentation ceremony was held in late November. Mr Chan Tsz Tat,

Commissioner of Customs and Excise, officiated as the guest of honour, while Mr Timothy Fok, President of the Sports Federation & Olympic Committee of Hong Kong, China, and Mr Ng Chiu Kok, Deputy Commissioner of Correctional Services (Rehabilitation and Management), served as award presenters. They joined other distinguished guests to celebrate the remarkable success of this year's tournament.



## 比賽結果 Race Results

### 羽毛球 Badminton

#### 男子公開組 Men's Open

冠軍 Champion | 香港測量師學會 The Hong Kong Institute of Surveyors  
亞軍 1st Runner-up | 香港律師會 The Law Society of Hong Kong

#### 男子盛年組 Men's Senior

冠軍 Champion | 香港醫學會 The Hong Kong Medical Association  
亞軍 1st Runner-up | 香港律師會 The Law Society of Hong Kong

#### 女子公開組 Women's Open

冠軍 Champion | 香港客戶中心協會 Hong Kong Customer Contact Association  
亞軍 1st Runner-up | 香港航運物流協會 Hong Kong Transport and Logistics Association

### 乒乓球 Table Tennis

#### 男子公開組 Men's Open

冠軍 Champion | 香港政協青年聯會 Hong Kong CPPCC Youth Association  
亞軍 1st Runner-up | 香港政協青年聯會 Hong Kong CPPCC Youth Association

#### 男子盛年組 Men's Senior

冠軍 Champion | 香港中小型企業聯合會 Hong Kong Small and Medium Enterprises Association  
亞軍 1st Runner-up | 香港華商保險公會 Chinese Insurance Association of Hong Kong

#### 女子公開組 Women's Open

冠軍 Champion | 香港測量師學會 The Hong Kong Institute of Surveyors  
亞軍 1st Runner-up | 香港律師會 The Law Society of Hong Kong

### 網球 Tennis

#### 男子公開組 Men's Open

冠軍 Champion | 香港醫學會 The Hong Kong Medical Association  
亞軍 1st Runner-up | 香港律師會 The Law Society of Hong Kong

#### 男子盛年組 Men's Senior

冠軍 Champion | 香港醫學會 The Hong Kong Medical Association  
亞軍 1st Runner-up | 香港中華廠商聯合會 The Chinese Manufacturers' Association of Hong Kong

#### 女子公開組 Women's Open

冠軍 Champion | 香港潮州商會 Hong Kong Chiu Chow Chamber of Commerce  
亞軍 1st Runner-up | 香港律師會 The Law Society of Hong Kong

### 七人足球 Seven-a-side Football

#### 盃賽 Cup

冠軍 Champion | 香港海關 Hong Kong Customs and Excise Department  
亞軍 1st Runner-up | 懲教署 Correctional Services Department  
季軍 2nd Runner-up | 香港玩具廠商會 The Toys Manufacturers' Association of Hong Kong  
殿軍 3rd Runner-up | 香港工業總會 Federation of Hong Kong Industries

#### 碟賽 Plate

冠軍 Champion | 香港醫學會 The Hong Kong Medical Association  
亞軍 1st Runner-up | 香港新界廠商聯合會 (Hong Kong) New Territories Manufacturers' Association  
季軍 2nd Runner-up | 香港工程師學會 The Hong Kong Institution of Engineers  
殿軍 3rd Runner-up | 香港中國企業協會 Hong Kong Chinese Enterprises Association





## 羽毛球 Badminton

羽毛球賽事吸引超過 60 支隊伍參加  
More than 60 teams competed in the badminton tournament



## 網球 Tennis

36 支隊伍角逐網球賽  
各組別殊榮  
36 teams vied for honours  
in the tennis competition



廠商會派出四支代表隊參加網球賽，包括：吳宏斌永遠名譽會長隊、徐晉暉常務會董隊、尹重遠會董隊及女子代表隊  
Four CMA teams competed in the tennis event, including the team led by Permanent Honorary President Dr Dennis Ng, Executive Committee member Mr Marvin Hsu, General Committee member Mr Benjamin Yin, and a women's team



吳宏斌永遠名譽會長隊與徐晉暉常務會董隊會師四強  
Both Dr Dennis Ng's and Mr Marvin Hsu's teams advanced to the semi-finals

徐晉暉常務會董隊勇奪盛年組亞軍  
Mr Marvin Hsu's team finished as 2nd runner-up in the Men's Senior category







本會青年委員會代表隊出戰七人足球賽並進入碟賽八強  
The CMA Youth Committee team joined the seven-a-side football competition and advanced to the quarter-finals of the Plate competition



26 支隊伍以球會友，氣氛熱烈  
26 football teams competed in a lively and friendly atmosphere

## 七人足球 Seven-a-side Football



乒乓球賽事吸引超過 40 支隊伍參加  
Over 40 teams took part in the table tennis event

## 乒乓球 Table Tennis

掃描二維碼  
收看賽事精華片段  
Scan the QR code to  
watch event highlights







400 位來賓見證香港 ESG 發展邁向新高度  
Over 400 guests witnessed Hong Kong's ESG development reaching new heights

## 2025「香港 ESG 獎」暨「ESG 約章」頒授典禮 凝聚工商力量 邁向可持續發展新高度

2025 Hong Kong ESG Awards cum ESG Pledge Presentation Ceremony

Uniting Business Strength for a More Sustainable Future

企業積極實踐 ESG（環境、社會及管治），不僅有助應對氣候挑戰與推進低碳轉型，更是提升長遠競爭力、推動高質量發展的關鍵動力。由香港中華廠商聯合會（廠商會）主辦、香港品牌發展局（品牌局）合辦的「香港 ESG 獎」及「ESG 約章」，於 10 月 17 日舉行頒授典禮，表揚一眾在可持續發展領域表現卓越的企業典範。Embracing Environmental, Social, and Governance (ESG) principles helps enterprises not only respond to climate challenges and advance low-carbon transformation, but also build long-term competitiveness and drive high-quality growth. Organised by the Chinese Manufacturers' Association of Hong Kong (the CMA) and co-organised by the Hong Kong Brand Development Council (the BDC), the 2025 Hong Kong ESG Awards cum ESG Pledge Presentation Ceremony was held on 17 October to celebrate outstanding enterprises that have demonstrated excellence and leadership in sustainability.



廠商會會長盧金榮讚揚各企業展現了 ESG 在本地蓬勃發展的強大生命力

CMA President Dr Wingco Lo commended enterprises for demonstrating the strong vitality of ESG development in Hong Kong

廠商會多年來積極引領業界邁向綠色轉型，推動企業在營運中融入可持續理念，先後推出「ESG 約章」、「香港 ESG 獎」及多項支援服務，協助企業透過實踐 ESG 提升競爭力。

2025 年度的頒授典禮假香港會議展覽中心舉行，由署理財政司司長黃偉綸擔任主禮嘉賓，並由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李學賢頒發各項獎項與證書。典禮吸引逾 400 位來賓出席，共同見證香港工商界在可持續發展道路上的成果。

廠商會會長盧金榮指，香港企業對 ESG 的關注和實踐日趨成熟，已由被動應對監管轉向主動擁抱可持續發展所帶來的機遇，「令人振奮的是，許多中小企已踏出重要一步，構建起可持續發展藍圖。」他認為，香港具備完善的專業服務體系與可持續金融優勢，應積極發揮「ESG×香港服務」的聯乘效應，鞏固香港作為區域 ESG 服務樞紐的地位。





黃偉綸署理司長在致辭時感謝廠商會提供這個平台，鼓勵業界努力提升 ESG 表現，貢獻社會和下一代。他同時介紹了特區政府推動香港發展為國際綠色金融樞紐的多項措施，包括發行綠色債券及完善披露準則等。

由香港品質保證局主席何志誠工程師擔任主席的評審委員會，經過兩輪嚴謹而全面的審核與評選，最終選出本屆「香港 ESG 獎」的 23 家獲獎機構，包括最高榮譽「ESG 大獎」、10 個「ESG 獎」及 5 個「中小型企業特別獎」，今屆更首設「ESG 優異證書」，嘉許 7 家在 ESG 整體績效表現理想的企業。

「ESG 約章」旨在鼓勵企業從承諾出發，訂立具體實踐目標並逐步提升各項績效，促進工商界全面融入可持續發展新模式。目前已有逾 1,000 家企業簽署約章，大會特別邀請其中近 200 家簽署本年度約章的企業到場參與儀式。典禮同時表揚積極推廣 ESG 文化的「倡導公司」，其中 4 家公司於年內成功推薦超過 50 間公司參與約章，榮獲「銀鑽」嘉許狀。

是次頒授典禮獲滙豐贊助，CMA 檢定中心擔任策略夥伴，而香港生產力促進局、香港品質保證局、香港董事學會、香港理工大學，以及香港聯合國教科文組織協會則擔任支持機構。



署理財政司司長黃偉綸鼓勵所有獲嘉許的機構和企業繼續為香港努力

Acting Financial Secretary Mr Michael Wong encouraged all awarded organisations to continue contributing to Hong Kong



署理財政司司長黃偉綸（左）與廠商會會長盧金榮（右）一同頒發「ESG 大獎」予李錦記有限公司代表、企業事務執行副總裁孔君道 Acting Financial Secretary Mr Michael Wong (left) and CMA President Dr Wingco Lo (right) presented the ESG Grand Award to Mr Dodie Hung, Executive Vice President - Corporate Affairs, Lee Kum Kee Company Limited



商務及經濟發展局副局長陳百里（左）與品牌局主席陳家偉（右）一同頒獎

Under Secretary for Commerce and Economic Development Dr Bernard Chan (left) and Chairman of the BDC Mr Calvin Chan (right) presented awards



For years, the CMA has been committed to supporting the industrial and business sectors towards green transformation by encouraging the incorporation of sustainability concepts into business operations. It has launched the ESG Pledge, the Hong Kong ESG Awards, and a series of supporting programmes to empower enterprises in enhancing competitiveness and corporate value.

The 2025 Hong Kong ESG Awards cum ESG Pledge Presentation Ceremony was held at the Hong Kong Convention and Exhibition Centre, graced by Mr Michael Wong Wai Lun, Acting Financial Secretary, as Guest of Honour. Awards and certificates were presented by Dr Bernard Chan Pak Li, Under Secretary for Commerce and Economic Development, and Mr Arthur Lee Hok Yin, Commissioner for Climate Change of the Environment and Ecology Bureau. More than 400 guests attended the event, which marked another milestone in Hong Kong's journey toward sustainable development.



環境及生態局氣候變化專員李學賢（左）與廠商會副會長吳國安（右）一同頒發證書

Commissioner for Climate Change of the Environment and Ecology Bureau Mr Arthur Lee (left) and CMA Vice President Mr Dennis Ng (right) presented certificates

CMA President Dr Wingco Lo noted that Hong Kong enterprises are becoming increasingly mature in their ESG understanding and implementation. Many have evolved from passive compliance with regulations to proactively seizing opportunities arising from sustainable development. He stated, "What's especially encouraging is that many SMEs have already taken bold steps by developing their own sustainability blueprints."

Dr Lo added that Hong Kong's strong professional service network and advantages in sustainable finance provide a solid foundation for developing the synergy between ESG and Hong Kong services, reinforcing the city's role as a regional ESG service hub.



本年度共有 23 家機構獲頒「香港 ESG 獎」

A total of 23 organisations were honoured at the 2025 Hong Kong ESG Awards





一眾嘉賓與獲嘉許的 ESG 約章倡導公司代表合照  
Group photo of distinguished guests and representatives of the ESG Pledge Advocators


In his address, Mr Michael Wong commended the CMA for offering a valuable platform that drives the business sector's ESG advancement and inspires contributions to society and future generations. He also outlined key government initiatives to strengthen Hong Kong's position as an international green finance hub, such as the issuance of green bonds and enhanced disclosure standards.

Chaired by Ir C S Ho, Chairman of the Hong Kong Quality Assurance Agency, the judging panels conducted two rigorous and comprehensive rounds of assessment and selection, ultimately recognising 23 awardees in this year's Hong Kong ESG Awards. These include the highest honour ESG Grand Award, ten ESG Awards, and five Special Awards for SME. This year also marked the introduction of the ESG Certificate of Merit, which was presented to seven enterprises for their impressive ESG performance.



活動贊助代表滙豐香港工商金融董事總經理暨商業金融主管楊偉強（右）接受由廠商會會長盧金榮（左）頒發的感謝狀  
Mr Paul Yeung (right), Managing Director, Head of Enterprise Banking, Commercial Banking, HSBC, received a sponsorship appreciation certificate from CMA President Dr Wingco Lo (left)

The ESG Pledge encourages companies to turn commitment into action by setting concrete goals and continuously improving their performance, advancing sustainable business practices across different industries. To date, over 1,000 enterprises have joined the initiative, with nearly 200 representatives of signatories attending this year's ceremony. The CMA also acknowledged several ESG Pledge Advocators for their active efforts in promoting ESG culture, four of which successfully referred more than 50 companies to join the Pledge and received the ESG Pledge Silver Diamond Certificates for their contributions.

The ceremony was sponsored by HSBC, with CMA Testing as the strategic partner, and supported by the Hong Kong Productivity Council, the Hong Kong Quality Assurance Agency, the Hong Kong Institute of Directors, the Hong Kong Polytechnic University, and the UNESCO Hong Kong Association. 



HONG KONG  
香港 ESG 獎  
AWARDS

## 2025 香港 ESG 獎 得獎企業名單

Winning companies of  
2025 Hong Kong ESG Awards

### 香港 ESG 大獎 Hong Kong ESG Grand Award

李錦記有限公司  
Lee Kum Kee Company Limited

### 香港 ESG 獎 Hong Kong ESG Award

華潤創業建設投資有限公司  
China Resources Enterprise Property Investment Company Limited

大昌行集團有限公司  
Dah Chong Hong Holdings Limited

扶康會  
Fu Hong Society

鴻福堂集團控股有限公司  
Hung Fook Tong Group Holdings Limited

恆香老餅家有限公司  
Hang Heung Cake Shop Company Limited

盈電工程有限公司  
REC Engineering Company Limited

雀巢香港有限公司  
Nestlé Hong Kong Limited

鳳凰衛視投資（控股）有限公司  
Phoenix Media Investment (Holdings) Limited

上海實業控股有限公司  
Shanghai Industrial Holdings Limited

信德集團有限公司  
Shun Tak Holdings Limited

### 中小型企业特別獎 Special Award for SME

長明國際（香港）集團有限公司  
Charming International (HK) Group Limited

創冷科技有限公司  
i2Cool Limited

香港鐵路有限公司 - 盈翠半島客戶服務處  
MTR Corporation Limited - Tierra Verde Customer Service Centre

綠玲瓏供應有限公司  
Perfect Green Supplies Company Limited

信山實業有限公司  
RHT Industries Limited

### ESG 優異證書 ESG Certificate of Merit

聯誼工程有限公司  
Associated Engineers, Limited

中信大廈管理有限公司  
CITIC Tower Property Management Company Limited

恒基物管部 - 尊家管業有限公司  
Henderson Property Management Department - H-Privilege Limited

依時能源有限公司  
IP&E GBA Limited

東翹建材有限公司  
Orientop Building Material Limited

合興香港有限公司  
Unijoy Hong Kong Limited

黃蜂集團香港有限公司  
WASP HK LIMITED



詳閱 2025 香港 ESG 獎得獎小冊子  
Read the 2025 Hong Kong ESG Awards Commemorative Brochure

### 獲嘉許的 ESG 約章倡導公司 Outstanding ESG Pledge Advocators

恒益物業管理有限公司  
Hang Yick Properties Management Limited

銀鑽證書  
Silver Diamond Certificate

偉邦物業管理有限公司  
Well Born Real Estate Management Limited

銀鑽證書  
Silver Diamond Certificate

信和物業管理有限公司  
Sino Estates Management Limited

銀鑽證書  
Silver Diamond Certificate

康業服務有限公司  
Hong Yip Service Company Limited

銀鑽證書  
Silver Diamond Certificate

恆香老餅家有限公司  
Hang Heung Cake Shop Co Ltd

銀證書  
Silver Certificate





長明國際（香港）集團有限公司  
Charming International (HK) Group Limited

榮 獲  
For Winning the

## 2025 香港 ESG 獎：中小型企業特別獎 2025 Hong Kong ESG Awards: Special Award for SME

ESG 核心項目 ESG Core Project

### 天然共生 · 永續漁業革新 Natural Symbiosis: Sustainable Fisheries Innovation

長明國際（海的品牌）水產經歷 31 年的水產行業穩步發展，擁有 3000 畝鹹淡水的 BAP 認證養殖場，目前實現育苗種 - 漁場基地 - 水產加工 - 全球銷售的一條龍產業鏈運作，致力推動農產品高標準管理和優化產業鏈，走向國際化。

長明國際的「天然共生 · 永續漁業革新」項目通過技術創新、生態循環利用和社區協同，推動漁業資源可持續發展，實現環境、經濟與社會效益的平衡，達到人與自然和諧共同。項目以長明國際旗下位於珠海斗門區的漁場基地為核心，通過智能管理系統、生態循環利用、賦能漁民社群，打造「從養殖業到餐桌」的全價值鏈綠色漁業模式。

秉承「與自然共生」理念，首創於海水與淡水交界的獨特生態區位，運用天然潮汐漲退規律調節水質，減少甚至免除抗生素使用，實現低碳養殖、成本優化與食品安全三重效益。



Charming International (brand: Hidee) has experienced 31 years of steady development in the aquaculture industry, with 3000 acres of fresh and salty water BAP Certified breeding farms which currently operate a one-stop industrial chain from seedling breeding, fishing grounds, aquatic processing, to global sales, committed to promoting high standard management of agricultural products and optimizing the industrial chain towards internationalization.

The "Natural Symbiosis: Sustainable Fisheries Innovation" project of Charming International promotes the sustainable use of fishery resources through technological innovation, ecological recycling, and community collaboration, achieving a balance between environmental, economic, and social benefits, and achieving harmonious coexistence between humans and nature. The project is based on the fishing ground as the core centre under Charming International located in Doumen District, Zhuhai. Through intelligent management systems, ecological recycling, and empowering fishermen communities, it aims to create a full value chain green fishing model from farms to tables.

Adhering to the concept of "symbiosis with nature", we pioneered a unique ecological location at the junction of seawater and freshwater, using the natural tide to regulate water quality, reduce or even eliminate the use of antibiotics, and achieve the triple benefits of low-carbon aquaculture, cost optimization, and food safety.



## 二十屆四中全會：前瞻「十五五」規劃

Strategic Signals from the Fourth Plenary Session:  
Preliminary Outlook on the 15th Five-Year Plan

中國共產黨第二十屆中央委員會第四次全體會議 10 月 23 日在北京閉幕，並審議通過了《中共中央關於制定國民經濟和社會發展第十五個五年規劃的建議》（《建議》），為國家未來五年發展擘畫宏偉藍圖。

The Fourth Plenary Session of the 20th Central Committee of the Communist Party of China (CPC Central Committee) concluded in Beijing on 23 October. The session adopted the Recommendations of the CPC Central Committee for Formulating the 15th Five-Year Plan for National Economic and Social Development (hereinafter referred to as the Recommendations), mapping out a comprehensive blueprint for the nation's development direction over the next five years.

《建議》將「十五五」時期的發展定位為中國「基本實現社會主義現代化夯實基礎、全面發力的關鍵時期」，因此強調要堅持穩中求進工作總基調，在高質量發展的基礎上提出「堅持以經濟建設為中心」的要求，以務實態度和堅定決心保持未來五年中國經濟穩定增長和高質量發展。

### 加強製造力量 發展新質生產力

在對未來五年戰略任務部署方面，《建議》將實體經濟置於首要地位，提出建設現代化產業體系，鞏固壯大實體經濟根基。強調要「保持製造業合理比重，構建以先進製造業為骨幹的現代化產業體系」和「優化提升傳統產業，培育壯大新興產業和未來產業」。這一戰略高屋建瓴、方向明確，為國家未來發展提供戰略指引，其提出的發展任務，均與香港核心優勢及產業定位高度契合，將會為香港推進高質量發展帶來歷史性機遇。



事實上，近年特區政府和產業界已深刻認識到香港經濟結構「脫實向虛」帶來的深層次問題，正積極加快發展先進製造業，推進新型工業化。例如政府於2024年推出「新型工業加速計劃」，給本土製造業轉型升級提供有力支持。此外，依託於大灣區的深度融合，在大灣區的港資「專精特新」企業數量已具相當規模，成為推動國家製造業高質量發展和融入全球供應鏈的重要力量。

《建議》特別重視國家科技自立自強，引領發展新質生產力。對此，香港現正加快打造國際創科中心，培育吸納人才及創科企業，亦重視發展中試產業，旨在完善創新體系，打通科研與製造的中間環節，促進科研成果產業化落地。可以預期，未來香港在支持國家加強原始創新與關鍵核心技術攻關方面，可肩負起基礎研究加速器 and 創新成果傳播機的角色。

### 對內擴大需求 對外深化開放

《建議》首次提出要「以新需求引領新供給，以新供給創造新需求」，促進消費和投資、供給和需求良性互動，增強國內大循環的內生動力。在國家促進消費升級的過程中，香港可一方面作為消費經濟模式的典範，為內地擴大居民消費提供政策參考；另一方面作為策源地，發揮在產品創新、時尚設計、品牌建設方面的優勢，幫助內地企業提升「產品力」。

此外，《建議》亦強調要擴大高水平對外開放，支持企業「拓展雙向投資合作空間」。香港作為國家對外開放的橋頭堡，在國家深化改革、擴大制度型開放的進程中，能發揮獨特的作用。今年特區政府成立的內地企業出海專班，針對企業不同階段與市場需求，量身定製一站式解決方案，助力出海內地企業設立財資中心和國際總部，以香港的國際聯繫和專業服務優勢促進國家高質量共建「一帶一路」。

### 明確提升對港澳要求 強化聯通作用

值得關注的是，《建議》對於港澳的表述由「十四五」規劃的「保持香港、澳門長期繁榮穩定」，升級為「促進香港、澳門長期繁榮穩定」。從「保持」升級為「促進」，體現了中央將在「十五五」時期以更加積極主動的姿態和舉措，支持港澳實現更高水平的發展。

同時，《建議》明確了「發揮港澳背靠祖國、聯通世界獨特優勢和重要作用，鞏固提升香港國際金融、航運、貿易中心地位，支持香港建設國際創新科技中心」。這不僅反映中央對香港發展科技創新產業一如既往地高度重視和支持，更體現對香港經濟發展需兼顧傳統優勢與培育新興動能的戰略導向。

與「十四五」規劃相比，《建議》對港澳地區融入國家發展路徑的描繪也更為明確具體，強調從經貿、科技、人文等多維度推進港澳與內地的深度融合，更首次將建設「國際高端人才聚集高地」納入國家五年規劃，充分反映中央對港澳發揮人才培育與引進優勢的肯定與厚望。

此外，《建議》提出「支持港澳更好融入和服務國家發展大局」，在過往的「融入」基礎上新增「服務」這一要求。香港作為國家最國際化的城市，一直在中國式現代化的征程中扮演重要角色。

在這個前所未有的政策紅利窗口期，香港應強化「國家所需、香港所長」的定位，發揮作為「超級聯繫人」和「超級增值人」的獨特角色，積極主動服務國家高質量發展理念、高水平對外開放戰略和「雙循環」發展格局。**（完）**



The Recommendations position the 15th Five-Year Plan period as a crucial phase for China to consolidate the foundations and apply comprehensive efforts in essentially achieving socialist modernisation. Hence, it stresses the importance of upholding the principle of pursuing progress while ensuring stability. It also calls for “keeping economic development as the central task”, ensuring China’s stable economic growth and high-quality development over the next five years through a pragmatic approach and steadfast determination.

## Reinforcing the manufacturing base and developing new quality productive forces

For the strategic tasks over the next five years, the Recommendations prioritise the real economy, with the objective of building a modernised industrial system and solidifying its foundations. The Recommendations put emphasis on “maintaining a reasonable share of manufacturing in the national economy” and “constructing a modern industrial system with advanced manufacturing”. It also called for “optimising and upgrading traditional industries, whilst cultivating and expanding emerging and future industries”. This forward-looking strategy provides guidance for the nation’s next phase of development. The priorities outlined align closely with Hong Kong’s core strengths and industrial positioning, presenting the city with a historic opportunity to accelerate its high-quality growth.

In recent years, both the government and industry have increasingly recognised the structural vulnerabilities stemming from Hong Kong’s severely imbalanced economic development. This has prompted a strategic pivot to actively foster advanced manufacturing and new industrialisation. A key initiative in this direction is the New Industrialisation Acceleration Scheme launched in 2024, which provides targeted funding and support to modernise local manufacturing. Leveraging the deep integration of the Greater Bay Area, a formidable cohort of Hong Kong enterprises, designated for their specialised capabilities and innovative strengths, has emerged. These enterprises now play a pivotal role in enhancing the nation’s manufacturing capabilities and strengthening its position in global supply chains.

The Recommendations place particular emphasis on securing strategic autonomy in science and technology as a cornerstone for developing new quality productive forces. Aligned with this national priority, Hong Kong is stepping up its efforts to establish itself as an international innovation and technology (I&T) hub, cultivating a pipeline of talent and attracting innovative enterprises. A key focus is the development of pilot production capabilities, that bridge upstream R&D and downstream manufacturing, thereby strengthening the entire innovation chain and accelerating the commercialisation of research outcomes. This positions Hong Kong to fulfil a dual strategic role in the national development: serving as both an accelerator for breakthrough research and a dynamic testbed and disseminator for the resulting innovations, directly supporting the nation’s quest for technological sovereignty.





## Boosting domestic demand and deepening opening-up

For the first time, the Recommendations explicitly propose “using new demand to guide the creation of new supply, and using new supply to create new demand.” This approach aims to establish a virtuous cycle between consumption and investment, as well as supply and demand, thereby strengthening the momentum of the domestic economic circulation. In the context of the national consumption upgrade, Hong Kong is well-positioned to play a dual role. First, as a mature consumer economy, it can serve as a valuable reference for the Mainland in designing policies to boost household spending. Second, leveraging its strengths in product innovation, fashion design, and brand building, Hong Kong can help Mainland enterprises enhance their product competitiveness.

The document further underscore China’s commitment to enhancing its institutional opening-up and providing support to businesses in expanding the scope of two-way investment cooperation. As the nation’s foremost gateway for external engagement, Hong Kong is uniquely positioned to contribute to deeper reforms and higher-standard openness. The Task Force on Supporting Mainland Enterprises in Going Global (GoGlobal Task Force) established this year by the government to support Mainland enterprises in their global expansion provides tailored, one-stop solutions that cater to the specific developmental stages and market needs of businesses. It assists the Mainland enterprises in establishing treasury and international headquarters in Hong Kong, thereby facilitating the nation’s high-quality development of the Belt and Road Initiative by capitalising on the city’s international connections and professional services expertise.



## Elevated expectations for Hong Kong and Macao’s role as a super-connector

Notably, compared with the 14th Five-Year Plan, the Recommendations elevate the wording pertaining to the long-term stability and prosperity of Hong Kong and Macao from “maintaining” to “promoting”. This shift signals the central government’s more proactive approach and stronger policy support for the next five years, aimed at driving higher-quality development in both cities.

The Recommendations explicitly call for “leveraging the unique strengths of Hong Kong and Macao as bridges between the Mainland and the world, consolidating and enhancing Hong Kong’s position as an international financial, shipping, and trade centre, and supporting the city in becoming a global innovation and technology hub”. This not only reaffirms the central government’s sustained priority and robust backing for Hong Kong’s innovation and technology sector, but also highlights a strategic focus on balancing the city’s traditional advantages with the development of new growth engines.

Furthermore, the Recommendations propose to “support Hong Kong and Macao in better integrating into and contributing to the country’s overall development”. The addition of “contributing” alongside the earlier focus on “integrating” highlights the central government’s heightened expectations and reaffirms Hong Kong’s pivotal role—as China’s most international metropolis—in advancing Chinese-style modernisation.

At this historic moment of unprecedented national backing, Hong Kong should sharpen its strategic positioning of “leveraging its strengths to meet national needs” and capitalise on its unique role as a “super-connector” and “super value-adder”. It must proactively align itself with and contribute to the nation’s pursuit of high-quality development, its pursuit of high-standard opening-up, and its “dual circulation” strategy. 兩地



## 破「捲」而出： 「反內捲」對香港的啟示

Beyond Cutthroat Competition:

Lessons from the Mainland's Anti-involution Campaign for Hong Kong

近年來，「內捲」現象在內地經濟社會多個層面持續蔓延，從企業之間的惡性競爭，到行業性的產能過剩，逐漸形成了一種相互消耗、難以突破的發展困境。2024年，中央首度將「反內捲」納入政策議程，標誌着這一問題已從社會討論上升至國家治理的重點任務。在全球經濟格局重構的背景下，深入理解「內捲」現象及其治理策略，對香港消費市場的未來發展具有重要啟示。

In recent years, the phenomenon of "involution" (nei juan) has permeated Mainland's economic and social landscape. From vicious corporate competition to industry-wide overcapacity, this trend has created a dilemma of mutual exhaustion and little real progress. In 2024, the central government, for the first time, incorporated "anti-involution" into its policy agenda, transforming a public discourse into a national governance priority. Against the backdrop of global economic restructuring, a deeper understanding of involution and its corresponding governance strategies holds significant implications for Hong Kong.

自2024年7月中共中央政治局會議首次提出防止「內捲式」惡性競爭以來，「反內捲」已成為內地政策的焦點。在2025年國務院《政府工作報告》中，整治「內捲式」競爭、建設良性市場秩序被多次強調，反映了「內捲式」競爭已是當前內地經濟運行中不容忽視的問題，受到中央的高度關注。

### 「內捲」現象的多層面表現

所謂「內捲」，是指企業陷入無效內耗、行業陷入重複建設與供需失衡的惡性循環，其治理不僅關係到市場健康，更牽動着整體發展模式的轉型。

在微觀層面，「內捲」體現於企業之間高度同質化的競爭模式，不少企業將資源過度投放在廣告推廣與價格戰，忽視品牌建設與技術積累，甚至不惜以低於成本的價格搶佔市場，導致「劣幣驅逐良幣」。這種現象在互聯網行業尤為突出，而「贏者通吃」的思維更進一步蔓延至傳統產業。從宏觀層面看，「內捲」表現為結構性的社會供需失衡，阻礙了生產要素的有效配置，大量資源難以向創新性產業領域流動，窒礙了經濟高質量發展的步伐。



## 從供給側改革到「反內捲」

相較於數年前的供給側結構性改革，當前「反內捲」所處的經濟背景與治理對象均有明顯差異。供給側改革主要針對2008年金融危機後傳統行業的產能過剩現象，以行政手段推動「去產能」；而「內捲」問題則在疫情後國際需求收縮、新興行業投資過熱的環境下發生，涵蓋上、中、下游產業，且民營企業參與度更高。例如光伏組件產能已達全球需求的兩倍以上，開工率卻僅有五成；外賣平台推出的「0元奶茶」、「1元漢堡」等遠低於合理價格的促銷行為，亦反映出競爭邏輯的扭曲與失控。

## 中央多管齊下治理「內捲」

為有效治理「內捲」現象，中央政府採取了多管齊下的應對策略，而且治理方式上更加注重市場化、法制化。一方面，通過行業協會推動企業自律，鼓勵光伏、汽車等行業的頭部企業協商減產、理性定價；另一方面，透過修訂《反不正當競爭法》等法律，規範市場競爭，重塑「價值競爭」而非「價格血拼」的市場競爭邏輯。此外，政策也注重以技術標準引領產業升級，通過提高環保、安全與質量標準，淘汰落後產能。與此同時，中央亦嚴禁地方政府進行「內捲式招商」，從源頭遏制因政策優惠導致的低水平重複建設。




## 推進供需兩端協同發力

在整治供給端亂象的同時，內地也從需求端協同發力，重建供需之間的動態平衡。在提振內需方面，大規模設備更新與消費品「以舊換新」政策有效拉動了內需，2025年首七個月，相關商品銷售額突破1.6萬億元人民幣。同時，政府積極鼓勵企業透過創新開拓新型消費需求，如「盲盒經濟」、「銀髮經濟」等。另一方面，各地政府加快建設「走出去」公共服務平台，支持企業通過供應鏈全球化布局及跨境電商，開拓多元化市場。

## 對香港的影響與啟示

對香港而言，內地「內捲」的外溢風險不容忽視。這種影響可能透過三個渠道傳導至香港市場：一是低價商品與服務的輸入，短期或帶來消費者利益，長期卻可能擾亂市場秩序；二是內地企業將補貼戰、價格戰等商業模式延伸至香港，對本地中小企業構成壓力；三是競爭文化的傳染，內地與香港社會加速融合，港商也可能因市場壓力而陷入同質化競爭。因此，特區政府及社會各界有必要未雨綢繆，強化行業自律機制、完善競爭法律，特區政府更應在必要時實施糾正式的干預，以防範內捲文化本土化。

不過，值得注意的是，內地「反內捲」進程也為香港帶來重要機遇。隨着內地市場的競爭邏輯逐步從「拼價格」轉向「拼技術、拼品質、拼服務」，香港企業可憑藉其在品牌管理、科技研發與國際化視野及專業服務等方面的固有優勢，在產業升級與高質量發展的進程中開拓更廣闊的空間。 



Since the Political Bureau of the CPC Central Committee meeting first called for preventing “involution-style vicious competition” in July 2024, “anti-involution” has become a key policy focus in the Mainland. The 2025 State Council Government Work Report repeatedly emphasised curbing such competition and creating a healthy market environment, underscoring that involution poses a critical challenge to the Mainland economy and has received high-level attention from the central authorities.

### Multi-layered manifestations of involution

Involution is a vicious cycle where companies get trapped in self-destructive competition, leading to industrial overcapacity and structural supply-demand imbalances. Breaking this cycle is essential not only for market health but also for transforming the overall economic development model.

At the micro level, involution manifests as highly homogenised competition among enterprises. Many companies divert excessive resources into advertising blitzes and price wars, neglecting long-term brand development and technological innovation. Some even resort to below-cost pricing to capturing market share, causing a “bad money drives out good” dynamic. This phenomenon is particularly prominent in the internet industry, while the “winner-takes-all” mindset is increasingly spreading to traditional industries.

At the macro level, involution creates a structural supply-demand imbalance, hindering the efficient allocation of production factors. Consequently, vast resources fail to reach innovative industries, impeding the high-quality economic development.

### From supply-side reform to anti-involution

The current anti-involution campaign differs significantly from previous supply-side reform in both economic context and targets. Supply-side reform primarily addressed overcapacity in traditional industries in the wake of the 2008 financial crisis, relying largely on administrative measures. In contrast, involution has emerged in the post-pandemic era, driven by shrinking international demand and overheated investment in emerging sectors. It affects the entire industrial chain, including upstream, midstream, and downstream industries, and involves much greater participation of private enterprises. For instance, photovoltaic module production capacity now exceeds more than double the global demand, while utilisation rates remain at just 50%. Similarly, food delivery platforms offering “zero-yuan milk tea” or “zero-yuan burgers”, which are priced far below reasonable levels, reflect a distorted and destructive form of competition that threatens the healthy development of related industries.

### A multi-pronged strategy to curb involution

To combat involution effectively, the central government has adopted a multi-pronged strategy that emphasises market-oriented and legal mechanisms. On one hand, industry associations are being mobilised to foster corporate self-regulation, urging leading firms in sectors such as photovoltaic and automotive to reduce production collaboratively and rationalise pricing. On the other hand, the government is strengthening the legal framework through amendments to laws such as Anti-Unfair Competition Law, with the aim of standardising market practices and promoting “value competition” over “cutthroat price wars”. Furthermore,







policy efforts are focusing on technical standards to guide industrial upgrading, including stricter environmental, safety, and quality benchmarks to eliminate obsolete capacity. At the same time, the central government is strictly prohibiting involutionary investment promotion by local governments, thereby curbing redundant construction driven by preferential policies at its source.

### Coordinated supply and demand-side efforts

While addressing supply-side distortions, the Mainland is also implementing coordinated demand-side measures to restore a dynamic balance between supply and demand. In stimulating domestic consumption, large-scale equipment renewal and consumer goods trade-in programmes have effectively boosted domestic demand, generating over 1.6 trillion yuan in related product sales within the first seven months of 2025. The government is also encouraging businesses to cultivate new consumer trends through innovation, such as the blind box economy and silver economy. In parallel, local governments are accelerating the establishment of “Going Global” public service platforms to support companies in diversifying markets through global supply chain expansion and cross-border e-commerce.

### Implications for Hong Kong

For Hong Kong, the spillover effects of the Mainland’s involution must not be overlooked. This influence may permeate the Hong Kong market through three channels:

first, the influx of low-priced goods and services may benefit consumers in the short term but risks disrupting long-term market order; second, Mainland enterprises may extend their subsidy-drive strategies and price wars to Hong Kong, intensifying pressure on local small and medium-sized enterprises; third, the spread of this competitive culture could push local businesses towards homogenised competition, especially as integration between the Mainland and Hong Kong continues to deepen.

Therefore, the Hong Kong government and various sectors of society must take preemptive measures to address this emerging challenge. These should include strengthening industry self-regulation, refining competition legislation and implementing corrective government intervention where necessary, in order to prevent involutionary practices from taking root in local market.

It is important to recognise, however, that the Mainland’s anti-involution campaign also presents significant opportunities for Hong Kong. As the market’s competitive logic shifts from a price-driven “race to the bottom” to rivalry grounded in technology, quality, and service, Hong Kong businesses are well-positioned to capitalise on this transformation. With inherent strengths in brand management, technological R&D, international perspective, and professional services, Hong Kong can play a more prominent role in the national journey of industrial upgrading and high-quality development. (高) (高)

# 布局東南亞： 港企廠房建造全攻略

## A Guide to Managing Factory Construction in Southeast Asia

在全球產業鏈布局重組的背景下，東南亞是許多香港企業拓展生產基地的熱門地。然而，廠房建設作為投資過程中的關鍵環節，往往潛藏着工程質量問題、工期延誤、成本超支及法律糾紛等多重風險，若未能妥善處理，不僅會導致金錢損失，更直接影響整個投資項目的成效。

Amid global supply chain restructuring, Southeast Asia has emerged as a popular destination for Hong Kong companies expanding their production bases. However, factory construction, a critical phase of overseas investment, often entails multiple risks, including the problem of construction quality, project delays, budget overruns, and legal disputes. If not properly managed, these risks can result in significant financial losses and potentially undermine the success of the entire investment.

**廠**房建設是企業投入生產前的重要環節，不僅造價高昂，更是企業長期生產與工業安全的基礎。筆者整理多年來協助港商在內地及東南亞建廠的實務經驗，梳理出以下六大要點，為企業布局海外供應鏈提供參考。

### 一、妥善處理法律手續及文件

首先，企業要辦妥建廠過程中的法律手續，獲取所需的各類證明文件，包括土地使用權證、規劃許可證及施工許可證等，並確保招投標、規劃、施工、環保、消防、衛生、建築質量等環節，皆符合當地法律法規和生產要求。

### 二、組建專業團隊

製造業企業普遍缺乏建築工程的專業知識，建議委托可靠的專業機構協助，聘請包括工程設計工程師、監理工程師、房地產建設律師，以及造價工程師在內的專業團隊，以保障廠房建設順利推進。

### 三、嚴格跟進勘察、設計及控制預算

企業需密切跟進土地勘察和建設工程設計，重視在設計階段中同步完成的工程量清單和工程總預算報告，必要時進行審價，以管控成本。



## 四、審慎選擇承建商

企業需審慎選擇承建商，並簽署《建設工程施工合同》；建議港企優先選擇國際通用的建設工程 FIDIC 合同，並明確選擇國際仲裁作為解決爭議的機制。

## 五、強化過程管理

企業需加強管理人員、合同、物料車輛人員進出等各項事務，並加強監控工程質量、施工進度、設計變更、現場簽證、財務及工程款項目支付、施工安全、突發事件處理等重要事項，確保工程按期完工並交付使用。

Factory construction is a critical step before production commences. It represents not only a major capital investment but also the foundation for long-term operational efficiency and workplace safety. Drawing on years of hands-on experience supporting Hong Kong businesses in establishing factories in the Mainland and Southeast Asia, the author of this article outlines the following six essential guidelines to help companies navigate the complexities of overseas factory construction.

### 1. Handle legal procedures and documentation properly

First, enterprises must ensure all legal procedures for factory construction are properly completed. This includes obtaining all essential permits and certifications, such as the land use rights, planning approvals, and construction permits. Every stage, from tendering and planning to construction, environmental compliance, fire safety, hygiene, and quality control, must fully comply with local laws, regulations, and operational standards.

### 2. Assemble a professional team

Manufacturers often lack construction expertise. It is recommended to engage reliable professional firms to form a dedicated team. This team should ideally include project engineers, site supervisors, real estate construction lawyers, and cost estimators. A well-rounded team ensures smooth project progression.

### 3. Closely monitor site survey, design of construction engineering and budgets

Enterprises should closely follow up the survey, engineering design and budget. Enterprises must closely monitor site survey and design of construction engineering. Particular attention should be paid to the Bill of Materials and the overall project budget, which are typically finalised during

## 六、落實竣工驗收及產權登記

最後，當項目完成後，企業應及時進行竣工驗收備案及工程款項結算，並盡快完成廠房的不動產權證登記，為後續廠房的生產營運奠定合法基礎。🚫

the design phase. Conducting cost audits when necessary is critical for enforcing effective cost control.

### 4. Exercise prudence in contractor selection

Conducting thorough due diligence is essential when selecting contractors. Enterprises should enter into formal construction contracts, ideally based on internationally recognised standards such as the FIDIC contract model. It is also advisable to explicitly specify international arbitration as the dispute resolution mechanism.

### 5. Strengthen process management

Comprehensive oversight throughout the construction process is critical. Enterprises should monitor key operational areas, including project personnel, contract execution, and logistics coordination. Particular attention should be paid to construction quality, progress, design changes, site instructions, financial tracking, site safety, and contingency planning. Effective process management is crucial to ensuring timely project completion and operational readiness.

### 6. Complete project acceptance and property registration

Upon project completion, enterprises should promptly complete the formal project acceptance procedures and settle all outstanding construction payments. Equally important is the timely registration of the Property Ownership Certificate. This step establishes a solid legal foundation for future production operations. 🚫

( 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、

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## 《照護食灣區標準》正式發布 解鎖銀色商機

“Care Food GBA Standard” Officially Promulgated  
Unlocking the Silver Economy Potential

隨着全球人口老齡化趨勢加劇，銀髮經濟成為經濟和社會持續發展的新動力。由廠商會和香港社會服務聯會（社聯）共同主導制定的《適老易食食品（適老照護食）通用要求》（下稱《照護食灣區標準》）在早前正式獲「粵港澳大灣區標準化研究中心」納入「灣區標準」清單，為粵港澳的照護食生產商提供統一標準和清晰指引，以提升產品質量，激活區內銀髮經濟潛力。

As global population ageing intensifies, the silver economy has emerged as a new driver of sustained economic and social development. The General Requirements of Dysphagia Diet for Elderly (Care Food), jointly developed by the CMA and the Hong Kong Council of Social Service (HKCSS), was recently officially included in the list of GBA Standards by the Guangdong-Hong Kong-Macao Greater Bay Area Standardization Research Center. This milestone establishes unified standards and clear guidance for care food manufacturers across the Greater Bay Area, enhancing the quality of elderly-friendly products and unlocking the region's silver economy potential.

「**照**護食」是為患有咀嚼或吞嚥困難人士而設的飲食，透過不同烹調及處理方法，調整食物的形態及軟硬度，以配合不同程度吞嚥障礙人士的需要。大灣區老齡人口持續增加，對高質素的銀髮產品和服務需求與日俱增，然而粵港澳三地並沒有統一的「照護食」標準指引。

### 大灣區銀髮產業一體化新里程

有見及此，社聯與廠商會去年11月簽訂《照護食灣區標準合作備忘錄》，聯同深圳市分析測試協會及粵港澳三地共四十多個社福界、商界及學界夥伴，共同制訂《照護食灣區標準》。

作為首個由香港業界主導制定的銀髮經濟領域「灣區標準」，《照護食灣區標準》參考了「國際吞嚥障礙飲食標準」（IDDSI），結合粵港澳地區的飲食文化、產業能力和監管要求，為「照護食」之術語和定義、基本原則、技術、標籤標識、包裝、運輸和儲存等方面提供清晰指引。標準適用於預先包裝的照護食品，可作為政府監管、企業生產、機構採購及居家照護的依據。

《照護食灣區標準》的推出，標誌着大灣區標準一體化邁向新里程，有助統一檢測程序、提升產品的整體質量、推動技術創新和保障食品安全，滿足市場的多樣化需求，惠及整個灣區的銀髮族。



## 根據性狀分級 提供精準生產依據

《照護食灣區標準》根據性狀特徵，將適老易食食品劃分為9個分級：0, 1, 2, 3, 4, 5, 6, 7EC, 7，稀薄如水為0級，細碎及濕軟為5級，至於7級則為食物原狀。該標準亦列載食物性狀的檢驗方法，包括可以餐叉，匙羹及針筒檢驗的簡易方法，以及使用如質構分析儀和恒溫槽等測試儀器的科學檢驗方法，幫助食品生產商精準地生產「照護食」，為產品的安全性和營養價值把關。

香港社會服務聯會代表表示，《照護食灣區標準》的訂立對於應對老齡化社會及發展銀髮經濟具有多重戰略意義，「既能提升長者生活品質，妥善滿足吞嚥困難人士的需要和減輕照顧者壓力，也能推動區域產業協作，達至『老有所養』與『產業創新』的雙贏目標。再者，隨着大灣區跨境養老需求增加，統一標準有助於粵港澳三地養老機構於發展照護食方面能夠無縫對接，提升照護延續性。」

## 促進標準一體化 引領區域發展

盧金榮會長強調，《照護食灣區標準》匯聚了香港工商界、社福界以及檢測認證行業的智慧和經驗，展現了香港檢測及認證業對推動區域產業協作的引領作用。

廠商會將與社聯攜手加強推廣《照護食灣區標準》，並借助屬下CMA檢定中心在檢測及認證領域



的豐富經驗，協助食品製造業開發更多符合加工、冷凍、殺菌及營養保存等國際標準的適老食品。「我們也會積極探討將『灣區標準』延伸至其他適老產品與服務領域，以『香港先進標準、貢獻國家所需』。」



Care food is a specialised diet designed for individuals with chewing or swallowing difficulties. It uses tailored cooking and processing methods to adjust texture and firmness for varying degrees of dysphagia. Yet, despite a growing elderly population and surging demand for silver economy products and services in the Greater Bay Area, the region has lacked a unified care food standard until now.

## New milestone in GBA silver industry integration

To address this gap, HKCSS and the CMA signed a Memorandum of Understanding on Care Food Greater Bay Area (GBA) Standard in November last year, collaborating with Shenzhen Association of Testers and Analysts as well as over 40 partners from the social welfare, business, and academic sectors across the Greater Bay Area to jointly develop the Care Food GBA Standard.

As the first GBA Standard in the silver market initiated by the Hong Kong industry, the Care Food GBA Standard is primarily based on the International Dysphagia Diet Standardisation Initiative (IDDSI). It integrates the dietary culture, industrial capabilities, and regulatory requirements of the Greater Bay Area to provide clear guidance on terminology and definitions, basic principles, preparation techniques, labelling, packaging, transportation, and storage of care food. Applicable to pre-packaged care foods, the Standard serves as a foundation for government regulation, enterprise production, institutional procurement, and home care.

The launch of the Care Food GBA Standard marks a significant step forward in harmonising standards across the Greater Bay Area. By standardising testing procedures, it enhances product quality, drives innovation, strengthens food safety, and addresses diverse market demands of the GBA's elderly community.

### A nine-tiered framework for precision manufacturing

Based on their characteristics, the Care Food GBA Standard classifies age-friendly foods into nine levels: 0, 1, 2, 3, 4, 5, 6, 7EC, 7. Level 0 refers to food as thin as water, Level 5 consists of minced and moist food, while Level 7 represents food in its original state. Additionally, the document outlines testing methods to assess food characteristics. These include simple methods that can be performed with a fork, spoon, or syringe, as well as scientific testing method using instruments such as stable micro system and constant temperature bath, ensuring product safety and nutritional integrity.

Representative of the HKCSS stated that the establishment of the Care Food GBA Standard holds multiple strategic significances in addressing the ageing society and developing the silver economy. "It not only improves the quality of life for the elderly and adequately caters to the needs of individuals with swallowing difficulties, thus alleviating caregiver stress, but also fosters regional industrial cooperation, achieving




a win-win goal of 'supporting the elderly' and 'industrial innovation'. Furthermore, as the demand for cross-border elder care in the Greater Bay Area increases, a unified standard will facilitate seamless collaboration among elder care institutions in Guangdong, Hong Kong, and Macao, enhancing continuity of care."



### Standards integration leading regional development

Dr Wingco Lo, President of the CMA, emphasised that the Care Food GBA Standard integrates the expertise from Hong Kong's business sector, social welfare community, and testing and certification industry, demonstrating Hong Kong's leading role in testing and certification and regional industrial cooperation.

Looking into the future, the CMA will join hands with HKCSS to promote the Standard. Leveraging the extensive experience of the CMA Testing, the CMA will assist food manufacturers in developing more elderly-friendly food products that meet the latest international standards in processing, freezing, sterilisation, and nutritional preservation. "We are also committed to expanding the scope of the 'GBA Standards' to include other elderly-friendly products and services, embodying the principle of 'Hong Kong's Advanced Standards, Contributing to National Needs.'" 



《適老易食食品（適老照護食）通用要求》詳情  
Details of General Requirements of  
Dysphagia Diet for Elderly (Care Food)





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# 築動人心

Architecture That Speaks to the Soul

建築是城市的獨特標記，不僅凝結着前人的生活智慧，也承載着不同時代的歷史痕跡。建築師許允恆 Simon 多年來遊走於香港以至世界的建築間，以「建築遊人」之名講述建築物的故事，出版了《築覺》系列書籍。在他眼中，香港是座華洋共處、新舊交織的國際都會，建築呈現出「五花八門」的多樣風貌和魅力。

Architecture is a city's living signature, crystallising the wisdom of past generations while bearing the traces of history. For years, architect Simon Hui has explored the built landscapes of Hong Kong and beyond, sharing their stories as the Architecture Wanderer through his *Architecture Touch* series. In his eyes, Hong Kong is an international metropolis where East meets West, old intertwines with new, and its architecture displays a kaleidoscopic-like charm.



香港曾作為英國殖民地長達一個半世紀，這一背景在建築上留下了深刻的烙印，不少建築融合歐美風格與中式傳統，又因殖民歷史與土地有限等現實條件，逐漸從古典走向現代。有些建築不僅兼具中西特色，還融入了印度、東南亞等多元文化元素，形成獨特的「折衷式」建築風格。

### 建築體現跨文化交融

例如，前身是舊立法會大樓的終審法院大樓，是全港現存唯一全面使用歐洲天然花崗岩建造的建築，屋頂則鋪設雙層中國瓦片，整體比例遵循黃金分割，展現出嚴謹的視覺美學。Simon 介紹，二樓迴廊的設計靈感來自印度，既防止陽光直射，又促進空氣流通，體現出對熱帶氣候的適應性。

位於大坑的聖馬利亞教堂則是文化融合的另一典範。該教堂外觀酷似中國寺廟，採用紅磚牆、綠瓦與飛簷裝飾，卻採用英式的砌磚方式，而非中國傳統的順磚砌法。這種「形中神西」的設計，原是聖公會為融入維園一帶以華人為主的社區，減少居民對外來宗教的排斥，反映出建築在文化對話中的媒介作用。



聖馬利亞教堂外觀看似是一間中式寺廟，綠瓦飛簷下可見斗拱結構（受訪者提供）

The exterior of St. Mary's Church belies its function, mirroring that of a Chinese temple. Its distinctive green tiles and soaring eaves are adorned with traditional dougong brackets (Photo provided by the interviewee)



Simon 以筆名「建築遊人」曾出版多本著作，由香港建築寫到世界各地。下一站，他將到上海，探究當地建築如何融入市民生活

Writing under the name *Architecture Wanderer*, Simon has authored multiple books exploring everything from Hong Kong's buildings to international structures. His next journey takes him to Shanghai, where he will investigate how the city's architecture blends into daily lives of its residents

### 風水與美學的碰撞

除了中外文化交融，傳統風水觀念與現代建築設計之間也存在着微妙的互動。其中一個經典例子是中銀大廈，該建築由華裔建築師貝聿銘設計，其尖銳外型與交叉的「X」型結構被視為「利刀」，引發廣泛的風水爭議。

相傳其「刀鋒」直指當時的港督府（今禮賓府），此後周邊建築紛紛作出「回應」：滙豐銀行大廈頂部安裝了形似「大炮」的擦窗機；長江集團中心將建築一角指向中銀，既擴大海景視野，也巧妙地避開「刀鋒」；花旗銀行大廈以弧形盾牌與反向梯型設計作為抵禦。雖然沒有得到各機構證實，但這些設計調整，恍如一場沒有硝煙的「風水攻防戰」。

然而，貝聿銘本人澄清，其設計初衷是出於結構創新與美學考量，與風水無關。據參與設計的龔書楷回憶，貝氏曾專程向港督府提交設計說明以釋疑慮。這段插曲不僅反映香港社會對傳統信仰的重視，也展現現代建築如何在創新與文化傳統之間尋求平衡。

## 從傳統倫理到現代創新

中式建築強調倫理秩序與內向空間，與西式建築的外向開放形成鮮明對比。例如荃灣三棟屋博物館，原為客家陳氏家族於1786年所建的住宅，外圍以實牆圍合，無外窗設計，形似四合院，體現出強烈的防禦性與內向性。內部結構則嚴格按照長幼次序排列，長房、二房、三房與四房分列中軸兩側，中央祠堂更以「點燈」儀式標誌男丁出生，彰顯儒家倫理與家族香火傳承的觀念。

隨着時代演進，香港建築逐步走向現代化與高密度發展，並成為國際建築師的成名舞台。諾曼·福斯特設計的滙豐總行大廈，以及札哈·哈蒂德為理工大學設計的賽馬會創新樓，均以突破性的結構與造型成為國際性地標。至於香港旅遊熱點——山頂凌霄閣，由建築師法雷爾以半月形設計打造。Simon稱，設計師本來想讓上層半圓形體塊懸浮於底座之上，後來因結構安全與商業動線需求，加建四柱連接，雖削弱了原有的漂浮感，但仍成為維港天際線中不可或缺的標誌。

## 歷史與現代的共生

在城市發展與歷史傳承的拉鋸中，香港的建築活化保育成為關鍵課題。前身為璇宮戲院的皇都戲院曾是50年代的演藝殿堂，其弧形立面與大型浮雕《蟬迷董卓》融合中國、東南亞與西方藝術風格，極具歷史與藝術價值。在民間積極爭取下，戲院被評為一級歷史建築，成為少數由私人發展商主導的保育項目。



皇都戲院是五十年代的舊式大戲院。建築師以圓拱形為主建構，避免阻礙觀眾視線。Simon強調，拋物線型桁架的建築設計靈感來自蘇維埃現代主義，外牆是二、三十年代流行的裝飾藝術風格，極具保留價值（受訪者提供）

The State Theatre, a classic theatre from the 1950s, featured a vaulted design that ensured obstructed views. Its parabolic truss, inspired by Soviet Modernism, and the Art Deco façade from the 1920s and 30s reflect its distinctive architectural value. Simon emphasised that it is highly worthy of preservation (Photo provided by the interviewee)



雷生春處於荔枝角道「夾角」，要加建新消防水管與消防樓梯並隱藏處理；在不破壞原有建築同時滿足現代法規，屬高難度設計與運作（受訪者提供）

Located at the nodal point of Lai Chi Kok Road, Lui Seng Chun posed a paramount design challenge: how to integrate and conceal new fire hydrants and a fire staircase to comply with regulations, while preserving the building's original fabric (Photo provided by the interviewee)

雷生春則是另一成功活化案例。這座建於1931年的唐樓，原為九巴股東家族所有，地面為商舖，樓上為住宅。在改建為中醫藥中心的過程中，建築師面對的最大挑戰是如何在保留原有外觀與結構的基礎上，滿足現代消防與空間法規。最終設計在內圍加建玻璃盒與落地玻璃，並巧妙隱藏消防管線與樓梯，既擴充使用空間，又維持建築原貌，實現了新舊和諧並存。

## 建築應以人為本

在寸金尺土的香港，雖然有不少經典建築物透過活化而「力保不失」，然而也有不少具歷史價值的建築如萬金油花園等相繼被拆除，取而代之的是高密度住宅與商業大廈。Simon指，將黃金地段上老舊殘破的建築物重建確是能改善市民的居住環境，然而「倒模式」的建築設計與「納米樓」的湧現，卻使城市逐漸失去特色與溫度。「建築應以人為本，空間設計須回歸居住本質，而非僅追求利潤極大化。」

從殖民時期的紅磚建築到現代的玻璃幕牆，從風水傳說到活化創新，香港建築以其多元與包容，書寫着這座城市的獨特故事。每一幢建築不僅是工程成果，更承載着人文生活、歷史宗教與商業環境的複雜脈絡。如何在發展中保留記憶，在創新中尊重傳統，將是香港建築持續面對的時代課題。🔒





為節省成本，中銀大廈採用了一種嶄新的建築結構，以四組三稜柱作主要承重點，大幅減少鋼材使用，外觀亦更加創新及劃時代（受訪者提供）

For cost efficiency, the Bank of China Tower pioneered a novel structural approach, utilising four clusters of triangular prisms as its primary supports. This significantly reduced steel usage and resulted in an exterior that was both innovative and iconic (Photo provided by the interviewee)

Hong Kong was a British colony for over 150 years, a background that left deep imprints on its architecture. Many buildings blend Western styles with Chinese traditions, gradually evolving from classical to modern under the constraints of colonial history and limited land. Numerous structures not only combine Chinese and Western characteristics but also incorporate Indian, Southeast Asian, and other multicultural elements, forming a distinctive eclectic architectural style.

### Architecture embodies cross-cultural fusion

For example, the Court of Final Appeal Building, formerly the Old Supreme Court, is the only surviving structure in Hong Kong constructed entirely with European natural granite. Its roof, however, is laid with double-layered Chinese tiles, and its overall proportions adhere to the golden ratio, demonstrating a rigorous visual aesthetic. Simon explained that the design inspiration for the second-floor corridor came from India, which not only prevents direct sunlight but also promotes air circulation, reflecting its adaptability to tropical climates.

Located in Tai Hang, St. Mary's Church is another example of cultural fusion. Its exterior resembles a Chinese temple, with red brick walls, green tiles, and upturned eaves. However, it employs English bonding brickwork instead of the traditional



Simon 指一個城市的建築，反映的不止工程設計，也包括人文生活、歷史宗教、商業元素和空間環境

Simon noted that architecture reflects not just technical design, but also the stories of life, history, religion, commerce, and space

Chinese stretcher bond. This “Chinese in form but Western in spirit” design was originally adopted by the Anglican Church to better integrate into the predominantly Chinese community around Victoria Park. It helped reduce local resistance towards a foreign religion. The building reflects the role of architecture as a medium for cultural dialogue.

### Feng Shui meets aesthetics

Beyond the integration of Chinese and foreign cultures, Hong Kong’s architecture also reveals a subtle interplay between traditional Feng Shui principles and modern design. A classic example is the Bank of China Tower. Designed by Chinese-American architect I.M. Pei, its sharp angles and intersecting X-shaped structures were once perceived as “sharp blades”, sparking widespread Feng Shui controversies.

It was said that its blades pointed directly at the Government House. In response, several neighboring buildings appeared to make various countermeasures: the HSBC Main Building mounted cradle cleaners resembling cannons on its roof; the Cheung Kong Center angled one of its corners towards the Bank of China Tower, simultaneously expanding its sea views and cleverly deflecting the blade; and the Citibank Tower adopted a curved, shield-like form and inverted trapezoid design, as if providing protection. Though these interpretations were never officially confirmed by the respective institutions, these design adjustments have often been read as part of a silent Feng Shui battle.



Simon 表示，英皇書院、西港城採用英國紅磚、磚造結構，使建築物帶強烈殖民地色彩，現今已很少見

Simon pointed out that King’s College and the Western Market, built with British red brick and masonry, carry a strong colonial character, a style that is quite rare today

However, I.M. Pei himself clarified that his design was inspired purely by structural innovation and aesthetic considerations, and had nothing to do with Feng Shui. According to Sherman Kung, who participated in the project, Pei even visited the Government House to submit a design statement to address the concerns. This episode not only reflects the deep-rooted role of traditional beliefs in Hong Kong society but also demonstrates how modern architecture seeks a balance between innovation and cultural tradition.

### Traditional ethics and modern innovation

Chinese architecture emphasises ethical order and introverted space, forming a sharp contrast with the extroverted openness of Western architecture. A prime example is the Sam Tung Uk Museum in Tsuen Wan. Originally a residential house built by the Hakka Chan family in 1786, it is enclosed by solid walls without external windows, resembling a Siheyuan (courtyard house). This design reflects a strong sense of defensiveness and introversion. The internal layout strictly follows the principle of familial order. The living quarters for the first, second, third, and fourth sons are arranged along the central axis, symbolising respect for seniority. The central ancestral hall further highlights Confucian ethics and the continuity of the family lineage. One important tradition practiced here was the lighting of the lantern ceremony, held to mark the birth of a male heir.



三棟屋展現客家早期生活；中軸祠堂、四房分列，體現儒家思想與長幼有序、內外有序的道理。（受訪者提供）

Sam Tung Uk offers a glimpse into early Hakka life. Its axial layout, with the ancestral hall at the center and the four sons’ quarters arranged symmetrically on either side, reflects Confucian principles of seniority and hierarchical order. (Photo provided by the interviewee)



With the passage of time, Hong Kong's architecture has progressively moved towards modernisation and high-density development, becoming a stage for international architects to make their mark. Notable examples include Norman Foster's HSBC Main Building and Zaha Hadid's Jockey Club Innovation Tower at the Hong Kong Polytechnic University, both acclaimed for their groundbreaking structures and iconic forms. Another example is the popular tourist destination, the Peak Tower. Designed by architect Terry Farrell, the building features a crescent-shaped form. According to Simon, the designer originally envisioned the upper semicircular block to appear as if it were floating above the base. However, due to structural safety requirements and commercial circulation needs, four supporting columns were added. While this adjustment reduced the initial floating effect, it has not diminished the Tower's status as an indispensable icon on the Victoria Harbour skyline.

### The coexistence of history and modernity

Amid the ongoing tension between urban progress and heritage conservation, architectural revitalisation has become

a key issue in Hong Kong. The former Empire Theatre, once the State Theatre, was a performing arts hub in the 1950s. Its curved facade and the large relief sculpture "Diaochan Charming Dong Zhuo" blend Chinese, Southeast Asian, and Western artistic styles, holding significant historical and artistic value. Thanks to active advocacy from the public, the theatre was designated a Grade I historic building and become one of the few conservation projects led by a private developer.

Lui Seng Chun is another successful revitalisation case. This tenement building, constructed in 1931, was originally owned by the founding family of Kowloon Motor Bus, with shops on the ground floor and residences above. During its conversion into a Chinese medicine centre, the architects' greatest challenge was meeting modern fire safety and space regulations while preserving the original facade and structure. The final design involved adding a glass box and full-height glass panels in the inner courtyard, while cleverly concealing fire sprinkler pipes and staircases. This approach not only expanded the usable space but also maintained the building's original character, achieving a harmonious blend of old and new.

凌霄閣最初概念為上層半圓獨立，看起來像升在半空；下層為車站與商場，後來加建四柱，連接上下兩層，但失去原本「浮」在半空中感覺（受訪者提供）

The Peak Tower was originally designed with a floating upper section above the terminal and mall. However, the later addition of four supporting pillars diminished this intended effect (Photo provided by the interviewee)



### Architecture should be human-centric

In Hong Kong, where every inch of land is precious, many heritage buildings have been successfully saved through adaptive reuse. Yet, others of significant historical value, such as Tiger Balm Garden, have been lost to demolition, making way for high-density residential and commercial complexes. Simon acknowledges that replacing decrepit structures in golden locations can enhance public housing conditions. Nevertheless, he warns that the rise of cookie-cutter architecture and the flood of nano flats are eroding the city's soul and character. "Architecture must be human-centric," he insists, "and spatial design should return to the fundamental purpose of dwelling, rather than being solely driven by profit maximisation."

From colonial red-brick edifices to contemporary glass facades, from the lore of Feng Shui to the spirit of adaptive reuse, Hong Kong's architectural landscape narrates the city's distinctive tale through its remarkable diversity and inclusivity. Every building is not just a feat of engineering but also a vessel carrying the layered narratives of human life, history, religion, and commercial evolution. The ongoing challenge for Hong Kong's architecture will be how to preserve memory amidst development and respect tradition within innovation.

🚫



## 第12屆香港美食嘉年華圓滿閉幕

The 12th Hong Kong Food Carnival Concludes Successfully

由廠商會主辦的「第12屆香港美食嘉年華」於10月25日至11月2日假香港葵涌運動場舉行，匯聚「飲、食、買、玩」全方位體驗，吸引約20萬人次入場。

今屆展會設有320個攤位，分布於六大主題區，搜羅了各式各樣的食物飲料、糧油麵食、參茸海味、廚具用品等。而兩大皇牌餐飲專區——「為食Guide」與「Chill飲Chill食區」，除了匯聚過百款來自本地及環球美食、各式酒品及佐酒小食，還有專業調酒師即場調製期間限定雞尾酒，配合活力動感的Busking及DJ拌碟表演，讓入場人士在節奏強勁的音樂氛圍中，沉浸於一場多重感官的盛宴。



廠商會首長陪同一眾主禮嘉賓參觀攤位

The officiating guests joined the guided tour of the booths after the opening ceremony



「10蚊開心購」精選產品  
Products in the "\$10 Happy Deals" promotion

購物優惠一向是廠商會展覽的焦點，今屆美食嘉年華推出三重購物優惠，包括全新的「10蚊開心購」，白酒、保健品、各式零食，以及臘腸等數十款精選產品，一律以10蚊發售，讓喜歡「掃平貨」的市民滿載而歸。

此外，大會還準備了總值超過港幣60萬元的豐富獎賞及27場精彩活動，且展會期間適逢萬聖節，大會亦準備了多個萬聖節主題活動，包括嘩鬼巡遊、魔術表演及兒童K-Pop舞蹈大賽等，為市民及旅客帶來「Chill」級零售娛樂新體驗。👻🍷





廠商會會長盧金榮、商務及經濟發展局副局長陳百里、廠商會副會長兼展覽服務有限公司主席施榮恆分別在開幕禮上致辭  
CMA President Dr Wingco Lo, Under Secretary for Commerce and Economic Development Dr Bernard Chan and Vice President of CMA cum Chairman of CMA Exhibition Services Limited Mr Ivan Sze spoke at the opening ceremony

Organised by the CMA, the 12th Hong Kong Food Carnival was held at the Kwai Chung Sports Ground from 25 October to 2 November. This nine-day extravaganza offered an unparalleled experience in dining, shopping, and entertainment, attracting approximately 200,000 visitors.

This year's Carnival featured 320 booths across six thematic zones, offering a diverse range of products, including food and beverages, grains and noodles, ginseng and dried seafood, kitchenware, and daily essentials. Two dedicated catering zones – the Yummy Food Zone and the Chillax Zone – brought together more than 100 local and international culinary delights, along with a curated selection of wines, spirits, and pairing snacks. Professional mixologists crafted limited-edition cocktails in the bar area, complemented by lively busking performances and live DJ sets, delivering a vibrant multi-sensory experience for all visitors.

Shopping discounts have always been a highlight of CMA exhibitions. This year's Carnival launched a brand-new "\$10 Happy Deals" promotion, offering dozens of selected items – from wine and healthcare products to a wide array of foods and snacks – all priced at just HK\$10 each. These irresistible bargains allowed savvy shoppers to head home with armfuls of great-value goodies.

Adding to the excitement were lucky draws and interactive games with prizes totalling HK\$600,000, complemented by 27 captivating performances. Coinciding with Halloween, the Carnival also hosted a series of themed activities, including a spooky parade, magic shows, and a kid's K-Pop dance competition, providing a vibrant and immersive retail-entertainment experience for locals and tourists alike.

🚫



「第12屆香港美食嘉年華」吸引大批市民入場，場面熱鬧  
The 12th Hong Kong Food Carnival attracted huge crowds



## 江西省与香港中华厂商联合会 企业家代表团座谈会



為促進香港與江西的經貿及產業合作，廠商會於11月6日至8日組織16人訪問團赴江西，了解當地的優勢產業，探索投資合作機會。

訪問團由盧金榮會長率領，成員包括副團長吳國安副會長、駱百強副會長以及黃偉鴻副會長、榮譽副團長陳鴻基名譽會長、秘書長吳潔貞行政總裁等。訪問期間，團員獲多位江西省領導接見，包括江西省委書記尹弘、省長葉建春、省委統戰部部長李偉、省委常委、贛州市委書記黃喜忠、省委常委陳敏、副省長夏文勇、省政府秘書長李克堅等，並出席企業家代表團座談會，聽取省商務廳黨組書記、廳長猶瑾等官員介紹當地產業發展策略和招商引資方向。

訪問團亦參觀了贛江新區和贛州經濟技術開發區等，深入了解當地在中醫藥、稀土產業、新能源、電子信息、新材料等產業的發展動態，為未來贛港兩地企業合作奠定堅實基礎。

To foster closer economic, trade, and industrial cooperation between Hong Kong and Jiangxi, the CMA organised a 16-member delegation to visit Jiangxi from 6 to 8 November. The mission aimed to better understand

the province's competitive strengths and explore potential investment opportunities.

The delegation, led by CMA President Dr Wingco Lo, was received by senior provincial leaders including Secretary of the Jiangxi Provincial Committee of the Communist Party of China (CPC) Yin Hong, Governor of Jiangxi Province Ye Jianchun, Head of the United Front Work Department of the Jiangxi Provincial Committee of the CPC Li Wei, Member of the Standing Committee of the Jiangxi Provincial Committee of the CPC Huang Xizhong, Member of the Standing Committee of the Jiangxi Provincial Committee of the CPC Chen Min, Vice Governor of Jiangxi Province Xia Wenyong and Secretary-General of the Jiangxi Provincial Government Li Kejian.

During the visit, delegates attended a business symposium where provincial officials outlined Jiangxi's industrial development strategies and investment policies. The itinerary included tours of Ganjiang New District and Ganzhou Economic-Technological Development Zone, offering valuable insights into the province's priority sectors.



廠商會會長盧金榮（左）與江西省委書記尹弘（右）就如何促進贛港產業合作交換意見

President of the CMA, Dr Wingco Lo (left), and the Secretary of the Jiangxi Provincial Committee of the Communist Party of China (CPC), Yin Hong (right), exchanged views on how to promote industrial cooperation between Jiangxi and Hong Kong



訪問團與省長葉建春（右七）會面交流

The delegation met with Governor of Jiangxi Province, Ye Jianchun (7th from right)



# 廠商會邀律政司及發展局官員作分享

## Top Officials Speak at CMA's GC Dinner Receptions

廠商會 9 月及 10 月的會董晚宴，分別邀得律政司副司長張國鈞及發展局副局長林智文，分享香港在國際仲裁方面的優勢及土地發展策略。

張國鈞副司長表示，香港有穩健的法律基礎設施、全球公認的仲裁制度，以及與內地獨特的司法協助安排，為商界提供強大法律支援。香港一直是解決國際爭議的首選地，其仲裁裁決可直接在內地申請執行，反之亦然。此外，香港司法機構享有國際聲譽，其判決更獲多個司法管轄區包括內地承認。

林智文副局長則闡述了《施政報告》土地發展措施，指其實徹「提速、提量、提效、提質」原則。他重點指出，未來 10 年有七成土地供應來自北部都會區，足以滿足公私營房屋及經濟用地需求，未來產量將呈現幾何式增長。目前，北都發展委員會下設的三個工作組已啟動，2026 年初將就專屬法例諮詢，預料年底前通過。



律政司副司長張國鈞  
Dr Horace Cheung, Deputy Secretary for Justice

The CMA hosted its General Committee Dinner Receptions in September and October, featuring Deputy Secretary for Justice Dr Horace Cheung and Under Secretary for Development Mr David Lam, respectively. The officials shared insights on Hong Kong's strategic advantages in international arbitration and land development.



發展局副局長林智文  
Mr David Lam, Under Secretary for Development

Dr Cheung underscored that Hong Kong boasts a robust legal infrastructure, a globally recognised arbitration system, and unique judicial assistance arrangements with the Mainland, all of which provide strong legal support for the business community. Hong Kong has long been a preferred venue for resolving international disputes, with arbitral awards rendered in Hong Kong enforceable in the Mainland, and vice versa. Furthermore, Hong Kong's judiciary enjoys a strong international reputation, with its court judgments recognised in multiple jurisdictions, including the Mainland.

Mr Lam outlined the land development initiatives in the latest Policy Address, guided by the core principle of enhancing quantity, speed, efficiency, and quality. He highlighted that the Northern Metropolis is expected to provide 70% of Hong Kong's land supply over the next decade, addressing the needs for public and private housing as well as commercial development. He also projected a sharp increase in manufacturing output. Additionally, he noted that the three task forces under the Northern Metropolis Development Committee are now fully operational. A dedicated piece of legislation is slated for public consultation in early 2026, with enactment targeted by the end of that year.



## 廠商會舉行 2025 年度會員大會

CMA 2025 Annual General Meeting Held

廠商會於 9 月 25 日舉行 2025 年度會員大會，匯報了廠商會過去一年的工作成果及未來工作部署，並發表對下半年及 2026 年的經濟預測。

盧金榮會長指，香港經濟上半年保持穩定復甦步伐，首兩季均錄得正增長，但呈現「內外不均、行業分化」的格局。展望下半年，國際環境仍充滿不確定性，利好利淡因素交織，企業經營仍有一定挑戰。預計 2026 年經濟增長會有 3% 左右。

他強調，廠商會堅定走在對外合作的最前線，引領業界用好國家「引進來、走出去」的發展戰略，並實現產業轉型及升級。



廠商會會長盧金榮在廠商會 2025 年度會員大會致辭  
Dr Wingco Lo, President of the CMA, delivered a speech at CMA 2025 Annual General Meeting

The CMA held its 2025 annual general meeting on 25 September, where President Dr Wingco Lo reviewed the association's work over the past year, outlined upcoming work plan, and shared his insights on the city's economic outlook.

President Lo stated that Hong Kong's economy maintained a steady recovery in the first half of the year, achieving positive growth in both the first and second quarters. However, the recovery has shown signs of imbalance between domestic and external sectors, as well as divergence across industries.

Looking ahead, the global environment remains uncertain, with both supportive and challenging factors at play. Economic growth in 2026 is expected to reach around 3%.

He emphasised that the CMA remains at the forefront of international collaboration, guiding the business community to leverage the national strategy of "bringing in" and "going global", and driving industrial transformation and upgrading.





廠商會與全國工商聯新能源商會在9月16日於北京簽署諒解備忘錄，將建立長效協作機制，共同促進粵港澳大灣區的綠色產業發展、技術交流與跨境合作。雙方也會聯合推動全球氣候治理與綠色經濟議題，進一步提升國家新能源產業的國際影響力。 (商) (廠)

On September 16, the CMA and the New Energy Chamber of Commerce of All-China Federation of Industry and Commerce (ACFIC) signed a Memorandum

of Understanding in Beijing. The two parties will establish a long-term collaboration mechanism to jointly promote green industry development, technological exchange, and cross-border cooperation in the Guangdong-Hong Kong-Macao Greater Bay Area. They will also work together to advance global climate governance and green economy initiatives, further enhancing the international influence of China's new energy industry. (商) (廠)



## 品牌局會員大會 BDC's Annual General Meeting

香港品牌發展局於10月22日舉行2025年度會員大會。主席陳家偉回顧該局過去一年的重點工作，包括成功推行「香港·進·品牌大灣區」第二期活動，並舉辦多場研討會、工作坊及證書課程，積極推動品牌知識傳承。

今年品牌局邁進二十周年的里程碑，陳主席表示，未來品牌局將繼續堅守使命，與業界攜手前行，推動香港品牌持續創新與高增值發展。 (商) (廠)

The Hong Kong Brand Development Council (BDC) held its 2025 annual general meeting on 22 October. Chairman Calvin Chan reviewed the Council's major accomplishments over the past year, including the successful implementation of the second phase of the "Hong Kong · IN · Brand Greater Bay" campaign, along with a full calendar of seminars, workshops, and certificate courses designed to advance brand-building expertise across the industry.

Marking the BDC's 20th anniversary this year, Chairman Chan reaffirmed its steadfast commitment to working hand-in-hand with the industry partners to drive continuous innovation and support the high value-added development of Hong Kong brands. (商) (廠)



## 品牌局發布《香港·新質品牌力》電子書

BDC Unveils E-book "Hong Kong: New Quality Brand Power"

香港品牌發展局（品牌局）與廠商會於11月10日舉行《香港·新質品牌力》電子書首發儀式暨「品牌『智』勝研討會2025」，以宣揚香港品牌發展的卓越成就，並探索激發「新質品牌力」的路徑。

電子書邀得財政司司長陳茂波撰寫序言，並收錄15家「品牌選舉」得獎企業將新質思維融入品牌經營的成功案例，以及6位知名學者及專家分享對品牌發展的真知灼見。

為隆重其事，電子書首發儀式邀得商務及經濟發展局局長丘應樺擔任主禮嘉賓，並聯同廠商會會長盧金榮、品牌局主席陳家偉、品牌局榮譽主席楊孫西、知識產權署署長黃福來、品牌局榮譽主席史立德，以及廠商會常務副會長馬介欽一同主持。而同場舉行的「品牌『智』勝研討會2025：香港品牌·新質新視野」，則吸引近120名業界人士參與。

The Hong Kong Brand Development Council (BDC) and the CMA held the launching ceremony for the e-book "Hong Kong: New Quality Brand Power" and the "Branding to Win" Seminar on 10 November. The event aimed to showcase the outstanding achievements of Hong Kong brands and explore pathways to stimulate "New-Quality Brand Power".



一眾主禮嘉賓與研討會講者合照  
Guests of honor and seminar speakers

The e-book, featuring a foreword by Financial Secretary Mr Paul Chan, profiles the success stories of 15 award-winning companies from the Brand Awards and includes insights from six renowned scholars and experts on brand development.

The e-book launching ceremony was graced by Secretary for Commerce and Economic Development, the Hon Algernon Yau, CMA President Dr Wingco Lo, BDC Chairman Mr Calvin Chan, BDC Honorary Chairmen Dr Jose Sun-say Yu and Dr Allen Shi, Director for Intellectual Property Department Mr David Wong, and CMA Executive Vice President Dr Warren Ma. The accompanying seminar, "Branding to Win Seminar 2025: Hong Kong Brand • New Quality New Vision" attracted nearly 120 participants.

品牌局主席陳家偉期望《香港·新質品牌力》電子書對本地品牌有所啟發。Chairman Chan expressed his hope that the e-book will inspire local brands.



商務及經濟發展局局長丘應樺於電子書首發儀式上致辭。Secretary for Commerce and Economic Development, the Hon Algernon Yau, delivered a speech at the e-book launching ceremony.



《香港·新質品牌力》全書：  
Read "Hong Kong: New Quality Brand Power":



# 「香港·進·品牌大灣區 2025」研討會

品牌局動態

“Hong Kong • IN • Brand Greater Bay” Seminar



香港品牌發展局（品牌局）與廠商會在 9 月 26 日於深圳舉辦「香港·進·品牌大灣區 2025」午餐研討會及「品牌『啟』行」企業探訪，旨在助港商從多角度提升品牌塑造與營銷能力，打造新質品牌力，並在競爭激烈的大灣區市場中尋找突圍之道。

會後，品牌局帶領約 30 位香港業界代表前赴位於深圳的「佳寧娜」食品製造廠，深入了解並觀摩香港企業如何結合深、港優勢，打造具競爭力的品牌經營模式。 (商) (廠)

The Hong Kong Brand Development Council (BDC), together with the CMA, co-organised “Hong Kong • IN • Brand Greater Bay” Seminar and “Brand In-Sight-Seeing” corporate visit in Shenzhen on 26 September. The events aimed to help Hong Kong enterprises strengthen their brand-building and marketing capabilities from multiple perspectives, cultivate next-generation brand strength, and develop effective strategies to stand out in the highly competitive Greater Bay Area market.



Following the seminar, the BDC led around 30 Hong Kong industry representatives on a visit to Carrianna's food production facility in Shenzhen. The tour offered valuable first-hand insight into how a Hong Kong enterprise successfully leverages the strengths of Shenzhen and Hong Kong to build a competitive brand management model. (商) (廠)

## CMA 檢定中心助企業取得 DLG 認證

CMA 檢定中心消息

CMA Testing Helps Enterprises Obtain DLG Certification

德國農業協會（DLG）是歐洲農業與食品行業的權威機構，其「符合德國標準」的產品認證在國際間廣受認可。CMA 檢定中心正積極支援寵物食品企業辦理 DLG 認證，服務涵蓋主糧、凍乾、濕糧以及磨牙產品的申請與前期準備工作，協助他們突顯高水平的產品品質及生產流程符合國際標準，從而贏得歐洲市場信心。 (商) (廠)

The German Agricultural Society (DLG) is one of the most recognised and respected authorities in the European agriculture and food industry. Its “German Standard” certification enjoys widespread international recognition. CMA Testing is actively supporting pet food companies in obtaining DLG certification. Its comprehensive services cover the application process and pre-assessment preparations for a range of products, including main meals, freeze-dried products, wet food, and dental chews. This helps enterprises demonstrate superior product quality and internationally compliant production processes, thereby fostering strong confidence in the European market. (商) (廠)





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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

21

會員商聚  
CMA Member Gathering

27

會董會會議及晚宴暨  
廠商會工商體育邀請賽頒獎典禮  
GC Meeting & Dinner Reception &  
Award Presentation Ceremony of  
the CMA Sports Invitational Tournament



13 - 5/1

第 59 屆工展會  
The 59th Hong Kong Brands and  
Products Expo

18

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



29

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



Eligible for "patent box" profits tax concessions  
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Easy communication with local patent examiners  
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Accelerate examination by up to 3 months  
可加快審查進程最多3個月







# 「照護食灣區標準」正式公告

## CMA檢定中心提供全面產品檢測及認證服務



《適老易食食品(適老照護食)通用要求》已納入  
「灣區標準」清單並於今年9月25日正式公告。

**CMA檢定中心助您發展銀髮食品市場，  
搶佔市場先機**

- 作為首個由香港主導的銀髮經濟領域「灣區標準」，香港中華廠商聯合會亦是該標準提出單位之一
- 不單迎合社會老年化的趨勢，更為香港美食之都推廣「與家人同桌同餐」概念
- 讓企業在大灣區市場佔有領先優勢，提供完整的食品安全測試及產品認證服務，協助發展銀髮食品市場



積極制定標準



協助企業研發



檢測及認證相關產品



標準應用方案

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### 聯絡及追蹤我們



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