

Hong Kong 企業家才 Entrepreneurs

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贏在AI+時代
Thriving in the Age of AI+

廠商會「十五五」論壇
CMA Forum Explores the 15th Five-Year Plan Opportunities

傳承濟公濟世精神
Preserving the Spirit of Ji Gong



駱百強
變局中的韌性營商哲學

Robert Lok
Navigating a Shifting World





Hong Kong Export Credit
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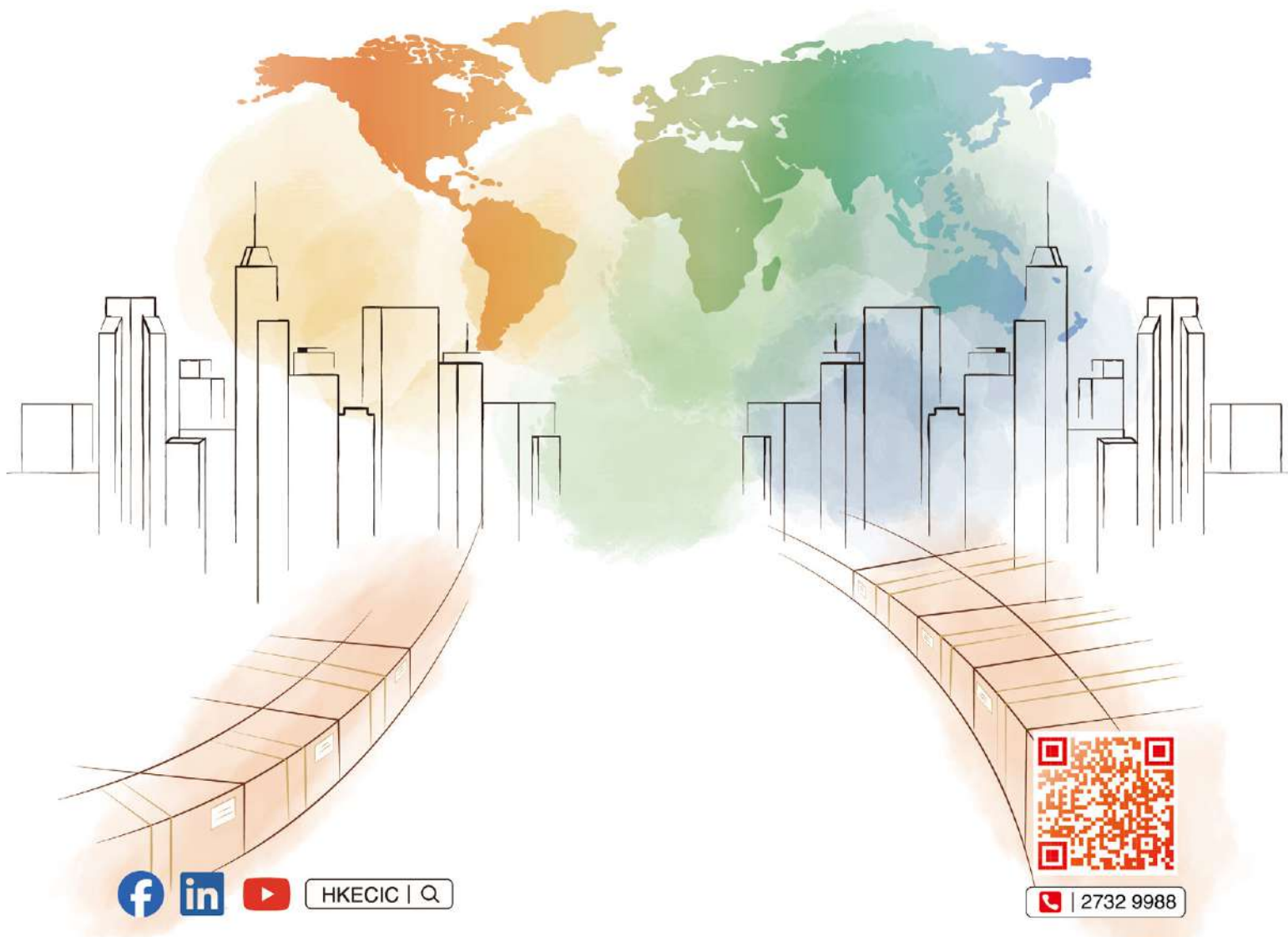


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Selective Placement Division, Labour Department

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The Chinese Manufacturers' Association of Hong Kong

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企業靈活應對油價高企壓力

Businesses Adapt Flexibly to High Oil Prices

中東地區衝突已持續了一段日子，正擾動全球能源及石化供應鏈。為掌握香港企業所受影響，廠商會於4月中旬進行快速調研，訪問數十家會員企業，並綜合部分行業委員會召集人的意見。

調查顯示，受訪企業大多表示業務遭受衝擊，但受影響程度則因行業而異。對製造業而言，壓力來自多個層面，其中最直接的是物流成本上升：短中途航運及本地陸運加幅約一至三成；跨洲長途航線升幅更為顯著，部分前往中東、歐洲及南美的航線運費上升五成甚至倍增，航運保險與燃油附加費亦同步攀升。此外，在航班短缺、艙位緊張及船期不穩的情況下，有企業訂單交付延遲2至3周。

除了物流，原材料價格上揚同樣形成壓力，當中以石油化工類最為突出。有紡織服裝業代表指出，化纖原料上升約三成；塑膠原料亦普遍上升兩至三成。銅、鎢等金屬價格亦受能源成本推動而走高，升幅介乎10%至30%。

值得注意的是，多個行業的受訪企業均反映上游供應商的原材料供應出現延遲或者供應短缺。有機械製造業受訪者甚至表示，少數關鍵原材料「有錢也買不到」，面臨停產風險之餘，更有可能延誤對下游客戶的訂單交付，引發連鎖違約的風潮。另一方面，供應鏈運作不穩令企業被迫採取「囤貨」策略，但這不可避免地加大了企業資金周轉壓力。

目前，香港及內地能源供應仍相對穩定，但部分東南亞地區已出現能源供應短缺的跡象，對港資企業在海外的產能構成了挑戰。

除直接成本壓力外，油價上升亦透過推高全球通脹與整體營運成本，增加經濟下行風險。客戶下單趨於審慎，終端消費者購買力受壓；加上匯率波動與運輸成本攀升，產品價格競爭力亦被削弱。

面對衝擊，受訪企業並未消極觀望，而是從多方面加快調整並落實應對措施，包括優化供應鏈安排（例如延長進貨周期、與合作物流商簽訂中長期合約）、調整物流路線以減輕運費、提升生產效率和嚴控營運開支，以及與客戶協商分擔部分成本等。亦有企業採取更進取的方式提升抗震能力，例如增加太陽能使用、運用金融工具對沖風險，或調整用料以降低對受影響原料的依賴。



我們十分歡迎政府推出柴油及石油氣燃料補貼等短期紓困措施，金管局亦聯同銀行推出新一輪融資支援，相信可在一定程度上緩解企業的即時營運壓力。

不過亦須留意，現時戰事影響仍主要集中於個別行業及特定原材料；倘若油價高企繼續延長，受影響範圍或將擴大，屆時或有更多企業直接面對原材料採購成本急升、庫存消耗後供應不穩，以及市場需求轉弱等多重壓力。再者，中小企議價能力向來相對較弱，上游加價難以完全轉嫁至下游及消費者，當利潤被嚴重擠壓，企業的持續經營能力與信心勢必受到更大考驗。

因此，特區政府未來可考慮因應形勢變化，適時推出覆蓋面更廣、力度更大的支援措施，協助中小企渡過成本高企與供應不穩的難關。長遠而言，企業除做好短期防守，更應把本輪衝擊視為轉型動力：加速推動經營模式綠色化、供應鏈多元化及能源結構的低碳轉型，從根本提升抵禦能源價格波動的能力。畢竟，當外部不確定性成為新常態，能在變局中保持韌性、並快速重組資源的企業，才更有機會把危機轉化為下一輪競爭優勢。

The ongoing conflict in the Middle East has persisted for some time, causing significant disruption to global energy and petrochemical supply chains. To gauge the impact on Hong Kong businesses, the CMA conducted a rapid survey in mid-April, interviewing several dozen member companies and consolidating views from convenors of selected industrial committees.

The survey found that most respondents have been affected, though the severity varies by sector. Manufacturers, for example, are facing multi-layered pressures, with the most immediate coming from higher logistics costs. Freight rates for short- and medium-haul shipping and local road transport rose by around 10% to 30%, while increases on long-haul routes were more pronounced. On certain routes to the Middle East, Europe and South America, ocean freight charges rose by 50% or even doubled. Marine insurance premiums and fuel surcharges also climbed in tandem. In addition, amid flight shortages, tight cargo capacity and unstable sailing

schedules, some companies reported delivery delays of two to three weeks.

Beyond logistics, rising raw material prices have added further strain, particularly for petrochemical-related inputs. Representatives from the textiles and apparel sector noted that synthetic fibre materials rose by about 30%, while plastic raw materials generally increased by 20% to 30%. Prices of metals such as copper and tungsten have also been pushed up by higher energy costs, with increases ranging from 10% to 30%.

Notably, respondents across multiple sectors reported delays and shortages in upstream supplies of raw materials. Some interviewees in the machinery manufacturing sector said that certain critical inputs are unavailable even with money, raising the risk of production stoppages. This, in turn, could delay deliveries to downstream customers and trigger a chain of contractual defaults. Meanwhile, supply chain instability has forced firms to stockpile inventory as a buffer. This approach inevitably increases working capital pressure.

At present, energy supplies in Hong Kong and the Mainland remain relatively stable. However, signs of energy shortages have emerged in parts of Southeast Asia, creating challenges for the overseas production capacity of Hong Kong enterprises.

In addition to direct cost pressures, high oil prices have broader knock-on effects. They can raise global inflation and overall operating costs, thereby increasing downside risks to economic growth. Clients are placing orders more cautiously, end-consumer purchasing power is under strain, and, amid exchange-rate fluctuations and rising transport costs, product price competitiveness is being eroded.

In response, surveyed companies have not remained passive. Instead, they have accelerated adjustments and implemented mitigation measures on multiple fronts, including optimising supply-chain arrangements (e.g., extending procurement cycles and signing medium- to long-term contracts with logistics partners), rerouting shipments to reduce freight costs, improving production efficiency and tightening operating expenses, and negotiating with customers to share part of the cost burden. Some companies have taken more proactive steps to

strengthen resilience, such as increasing the use of solar energy, using financial instruments to hedge risks, or adjusting material specifications to reduce reliance on affected inputs.

We welcome the SAR Government's short-term relief measures, including diesel and LPG fuel subsidies. The Hong Kong Monetary Authority has also worked with banks to roll out a new round of financing support, which should help ease companies' immediate operating pressures to some extent.

Nevertheless, it should be noted that the current impact of the conflict remains concentrated in certain sectors and specific raw materials. If elevated oil prices persist for an extended period, the impact could broaden, and more businesses may face multiple pressures, including sharply higher procurement costs, supply instability once inventories are depleted, and weakening market demand. Moreover, SMEs generally have limited bargaining power, making it difficult to fully pass cost increases on to downstream buyers and end consumers. With profit margins severely squeezed, business sustainability and confidence will be tested further.

Accordingly, the Government may consider, in light of evolving circumstances, rolling out broader and more forceful support measures to help SMEs navigate the dual challenges of high costs and supply instability. Over the longer term, businesses should treat this shock as a catalyst for transformation by accelerating greener operating models, diversifying supply chains, and advancing the low carbon transition of the energy mix. Ultimately, as external uncertainty becomes the new normal, enterprises that remain resilient and can rapidly reconfigure resources amid disruption will be better placed to turn crisis into their next competitive advantage.



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中西合璧 打造國際醫療創新樞紐

Bridging East and West: Positioning Hong Kong as a Global Hub for Medical Innovation

香港中醫醫院去年底投入服務，不僅標誌着本港中醫藥發展邁進新里程，更揭開「中西醫合璧」新一頁！

這是一家多功能醫院，主打中醫診療，還提供中西醫協作臨床服務，且肩負教學、科研兩大使命，既為修讀中醫及中醫藥課程的大學生提供臨床實習機會，亦聯同內地及海外院校進行中成藥開發研究。憑着「中西合璧」、「醫教一體」的理念，絕對有實力領航中醫藥科研發展。

善用優勢 培育「中西醫全才」

2022年，國務院辦公室印發《「十四五」中醫藥發展規劃》，提出建設高素質中醫藥人才隊伍，培育中醫藥特色人才，並實施「西醫學習中醫」人才專項。

事實上，本港擁有大量優秀西醫，特區政府應主動對接國家規劃，用好香港中醫醫院的教學功能，培訓「特色中西醫全才」。

要推動「中西合璧」醫療發展，藥物及儀器十分關鍵。早前當局向立法會提交文件，建議成立「香港藥物及醫療器械監督管理中心」，以理順監管系統，統一中、西藥與醫療器械的審批職能，使本港從依賴海外認證的「第二層審批」，轉向獨立審查的「第一層審批」。有關《條例草案》將於下半年提交立法會審議。

拆牆鬆綁 構建創新產業鏈

全面推行「第一層審批」，踏出「拆牆鬆綁」重要一步，意味日後本地研發的創新藥械無須再等待海外註冊，有助加快推進生命健康科技和生物醫藥發展的進程，從而構建創新醫療產業鏈。

現時，本港兩所大學（香港大學、香港中文大學）設有醫學院，香港科技大學亦已獲批籌辦第三間醫學院，加上三所大學（浸會大學、港大、中大）開辦中醫本科課程，為建設「中西醫學人才庫」打穩基礎。下一步，當局須積極對接國家「十五五」規劃，促進「中西融合」，並與國際標準接軌，全力打造「國際醫療創新樞紐」。

The inauguration of the Chinese Medicine Hospital of Hong Kong (CMHHK) late last year marks far more than a milestone for traditional Chinese medicine (TCM); it heralds a new era of integrated healthcare, establishing a synergistic model that seamlessly merges Chinese and Western clinical practices.

As a multi-functional institution, the CMHHK serves as a premier hub for TCM-focused diagnostics and collaborative clinical care. Beyond its clinical services, the hospital is deeply committed to two core missions: education and research. Through clinical practicums for university students and collaborative research on proprietary Chinese medicines with Mainland and international institutions,

the hospital is poised to advance TCM science by championing its dual philosophy of integrated medicine and clinical-academic excellence.

Cultivating integrated medical specialists

The State Council's "14th Five-Year Plan for the Development of Traditional Chinese Medicine" issued in 2022, underscores the critical need for high-caliber TCM talent. It specifically emphasises programmes that enable Western-trained physicians to gain proficiency in TCM.

Hong Kong possesses an exceptional pool of world-class Western medical professionals. To fully harness this expertise, the HKSAR Government should proactively align with national development strategies. By leveraging the educational role of the CMHHK, the city can systematically cultivate a new generation of dual-trained specialists equipped to bridge Eastern and Western medical paradigms.

The evolution of integrated medicine is fundamentally dependent on the availability of advanced pharmaceuticals and medical devices. In response, the HKSAR Government has proposed establishing the Preparatory Office for the Hong Kong Centre for Medical Products Regulation. This initiative is designed to modernise the regulatory landscape by consolidating the approval processes for Chinese medicine, Western medicine, and medical devices under a single, unified framework.

A cornerstone of this strategy is the transition from a secondary evaluation approach—traditionally reliant on overseas certification—to a robust, independent primary evaluation process. This shift represents a landmark policy change, with the relevant Bill slated for introduction to the Legislative Council later this year.

Dismantling barriers to foster an innovation ecosystem

Transitioning toward a primary evaluation mechanism is a vital step in streamlining governance. By removing the prerequisite for prior overseas registration, local innovations can reach the market with significantly greater agility. This acceleration is the fundamental catalyst required to foster a premier life sciences and biotechnology ecosystem in Hong Kong.

Hong Kong's academic landscape has never been more robust. With two long-standing medical faculties at the University of Hong Kong and the Chinese University of Hong Kong, the newly approved medical school at the Hong Kong University of Science and Technology, and three universities offering undergraduate TCM degrees, Hong Kong has assembled a formidable talent pool to drive integrated medicine forward.

Looking ahead, the government must proactively align with the national 15th Five-Year Plan. By fostering deeper integration between Chinese and Western medical sciences and upholding international standards, Hong Kong is well-positioned to cement its status as a premier global hub for medical innovation.

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贏在 AI+ 時代

Thriving in the Age of AI+

人工智能 (AI) 正以空前速度顛覆傳統生產、商業與消費模式，重塑全球經濟格局。為此，特區政府正積極推動「AI+」戰略，透過 AI 產業化和產業 AI 化，賦能工商界升級轉型。今期《企業雄才》將深入剖析企業和勞動力如何擁抱這場科技變革，抓住發展新機遇。

Artificial intelligence (AI) is redefining production, business, and consumption models at an unprecedented pace, fundamentally reshaping the global economic landscape. To lead this transformation, the Hong Kong Government is actively promoting its AI+ strategy, which empowers the industrial and commercial sectors to evolve through the dual pillars of "industries for AI" and "AI for industries". This issue of *Hong Kong Entrepreneurs* explores how the business community and workforce can navigate this shift and seize the vast opportunities of the new digital era.

根 據香港生產力促進局（生產力局）今年初的調查，工商界的整體 AI 使用率持續上升，55% 受訪中小企曾使用或計劃於未來一年使用 AI 工具。按行業劃分，以資訊及通訊業的應用最為普及，佔比達 92%；其次分別為專業及商用服務業（72%）、金融及保險業（62%），以及製造業（60%）。

從業務痛點出發 避免 AI 應用誤區

生產力局首席數碼總監黎少斌注意到，企業應用 AI 時容易陷入本末倒置的誤區，過度關注科技工具，而非從自身的業務痛點出發。他建議管理層規劃數碼轉型時，應先審視現有營運流程，找出最需要改善的環節，再對症下藥選擇合適的 AI 方案。「若企業只是『為用而用』而無法解決實際問題，便容易產生 AI 效果不彰的錯覺，並迅速放棄。」





企業宜先確立數碼轉型藍圖，再分階段實施，避免改革過急而超出管理負荷；同時也需制定 AI 使用指引，管控風險。

Enterprises should establish a digital transformation blueprint for phased implementation, avoiding overly ambitious reforms that exceed organisational capacity. At the same time, to mitigate risk, the enterprise needs to formulate AI usage guidelines.

黎少斌
Mr Edmond Lai

數碼準備度不足是企業另一大挑戰。黎少斌解釋，AI 高度依賴數據基礎，雖然近年的技術已逐步降低對數據量的要求，但要訓練出切合業務需求、能預測營運瓶頸的模型，仍需一定的歷史數據。然而中小企的數據往往散落於不同系統，甚至仍以紙本形式保存，他們需要先進行數碼化與系統整合，加強數據的準確性與完整性。



生產力局提供「HKPC 天工開物」平台及「數碼不求人」等多元化服務，支持本地企業數碼化及應用 AI（生產力局圖片）
Through initiatives such as "HKPC Picasso" and "Digital DIY Portal (DDIY)", the HKPC empowers local enterprises to accelerate digitalisation and AI adoption (Photo courtesy of the HKPC)

生產力局多元化支援 賦能數碼轉型

為協助企業克服這些障礙，生產力局推出多項針對性支援。其中，新推出的「HKPC 天工開物」平台不僅可作為數據池整合企業內部數據，也配備 6 個大語言模型模組及超過 30 種常見功能模組，如視覺檢測、語音識別及自然語言處理等。平台同時提供 40 多個現成應用程式，支援各類智能化方案的快速開發與部署，最快只需半天便可完成原型開發，大大縮短開發周期和成本。

將傳統中醫藥智慧數據化

AI 的應用範圍廣泛，不少傳統行業正積極探索 AI 潛力，藉此突破行業瓶頸和提升營運效能。其中在中醫藥行業，位元堂藥業正推動中醫科學數碼化，以解決中醫標準化困難等痛點。

位元堂藥業執行董事鄧蕙敏解釋，中醫學重視個人化差異，面對相同病症，處方亦會因患者的體質、生活節奏及壓力等因素而異，令人誤解中醫過度依賴醫師的個人經驗。加上中醫理論與術語深奧，大眾往往難以理解。「AI 正好打破這些局限，將醫師的臨床經驗轉化為顯淺易懂的數據，讓傳統中醫智慧以現代化方式延續。」

位元堂去年將旗下 80 間門市的病歷系統數碼化，並引入「智慧 AI 體質分析儀」。系統分析顧客的面診、舌診及問診數據後，會生成個人化的體質報告與養生建議，再由註冊中醫師把脈問診來驗證。

鄧蕙敏指，這種「AI+ 醫師」的模式為臨床診斷提供更豐富的病歷和參考基準，不僅有助年輕中醫師學習前人智慧，提升臨床能力，也讓顧客了解自身體質及調理進度，提升診療體驗。更重要的是，透過數據分析市民在不同節氣下的常見病症，公司能針對性地開發保健產品，貫徹中醫「治未病」的理念。

培育跨界 AI 人才 克服轉型難關

在數智化轉型的過程中，鄧蕙敏坦言最大的挑戰在於「人」，尤其資深中醫師累積了數十年臨床經驗，不適應數碼化流程與工作模式的轉變。為此，公司投入不少時間與醫師溝通，並先以試點形式推行，再配合針對性培訓與技術支援，確保醫師順利過渡。

鄧蕙敏認為，AI 無疑能推動傳統行業轉型革新，但要充分釋放其潛力，關鍵在於培育跨界別數碼人才。她呼籲政府增加資源，培養既精通中醫藥理論，又熟悉 AI 應用的複合型人才。此外，香港應用 AI 輔助中藥研發尚處於起步階段，她期望政府盡快制定合規準則，為業界提供更大試驗空間與實務支援。



鄧蕙敏指，除了臨床服務，位元堂也在中藥品生產層面引入智慧製造系統，提升品質

Ms Vivian Tang, Executive Director of Wai Yuen Tong Medicine, explained that the company has implemented smart manufacturing systems to enhance Chinese medicine production

AI 賦能 提升僱員競爭力

為回應工商界對 AI 人才的需求，特區政府在今年《財政預算案》提出「全民 AI 培訓」，其中一項重要政策，是將僱員再培訓局（ERB）升格為「技能提升局」，提供包括 AI 應用的「技能為本」培訓，協助勞動人口適應新經濟格局。

僱員再培訓局主席黃傑龍教授表示，AI 技術正重塑工作模式、工種結構和技能需求。打工仔對此感到陌生，甚至憂慮被取代，這是可以理解的。「正如汽車面世時，車夫肯定也面對過同樣的擔憂。但歷史證明，新科技最終會創造更多新工種和機會。」因此，ERB 的理念是協助打工仔接觸和學習 AI，當他們體會到當中的便利，自然會以積極心態擁抱這些新工具。

去年初，ERB 取消了參與培訓課程人士的學歷上限，並推出了約 50 項新技能及較高階培訓課程，內容涵蓋 AI 基礎知識應用、圖像與影片設計，以及自動化工具和大型語言模型等實務應用培訓。數據顯示，2025 至 26 年度首三季 ERB 課程的整體入讀人次約 14 萬，較上年度同期增加約 4%，其中約 1.7 萬人次持有副學位以上學歷，佔總數約 12%，反映不同背景的勞動人口均積極提升技能。



ERB 積極推廣包括 AI 應用在內的「技能為本」培訓，鼓勵市民進修增值（再培訓局圖片）

ERB actively promotes "skills-based" training, including AI applications and encourages workforce upskilling. (Photo courtesy of ERB)



ERB 作為本地勞動力的後盾，會透過適切的技能培訓，支持打工仔提升技能，擁抱 AI 新時代。

In our role shielding the local workforce from market challenges, ERB will continue to provide relevant skills training to help employees upskill and embrace the AI era.

黃傑龍教授
Professor Simon Wong

構建「技能為本」的培訓框架

黃傑龍表示，ERB 升格強調的是思維模式的根本轉變，「以往的『再培訓』多被視為補救性質，側重於失業後的轉型；但在 AI 浪潮下，我們提倡的是『時刻提升技能』的文化，鼓勵在職人士持續增值，鞏固競爭力。」

有別於大學專注培育高端科研及管理人才，黃傑龍強調，ERB 著重支援勞動人口特別是前線及中層員工的培訓需求。ERB 會以「八大中心」及「九個關鍵產業」作為優先發展的培訓領域，檢視市場的技能

與課程缺口，並為學員構建清晰的進修階梯。此外，ERB 計劃為課程釐訂「技能級別」，方便學員選擇合適程度的課程，持續進修。

黃傑龍表示，ERB 會成立「技能研究部」，應用 AI 識別新興技能需求；同時主動與不同的政策局對接，並優化和重組「行業諮詢網絡」，以掌握產業發展脈搏，開發更多切合市場需求的課程，實現勞動力與產業升級的雙贏。

提防 AI 浪潮背後的安全隱憂

企業在擁抱 AI、提升營運效能的同時，亦必須警惕這項新技術背後的安全隱患。根據生產力局轄下的香港網絡安全事故協調中心（HKCERT），本港去年錄得超過 1.5 萬宗網絡安全事故，按年大幅上升 27%，創下歷年新高。

生產力局首席數碼總監黎少斌指出，有別於傳統攻擊針對系統漏洞，由 AI 驅動的攻擊更具針對性與破壞力。例如騙徒深度偽造（Deepfake）技術製作仿真度極高的欺詐影片或音訊，誘使員工在毫無防備下主動交出數據。

AI 工具衍生數據外洩風險

不當使用 AI 也會衍生私隱數據洩露風險。黎少斌指，中小企缺乏資源建立內部 AI 系統，往往會使用公開 AI 工具進行數據分析。他提醒，「即使平台方承諾數據保密，企業仍需評估其可信度，建議在上傳數據前應剔除個人身份資料。」此外，如輸入涉及原創構思或商業機密，一旦被大語言模型學習，也有可能間接洩露予競爭對手。



罪犯借助深度偽造技術進行詐騙的情況日趨普遍
The rise of deepfake technology has led to a surge in sophisticated fraudulent activities

黎少斌續指，雖然不少中小企已部署基本防護措施，但在技術應用與資源投入上仍遠遠落後於大型企業。超過 30% 的中小企更完全沒有人手專責網絡安全，僅依賴個別員工的自覺意識，不足以抵禦日益頻繁的攻擊。他建議企業指派具備基本網安知識的人員負責日常監察，釐清職責分工，確保能及時應對突發情況。此外，企業須制定 AI 政策與操作指引，清楚列明可使用的工具、資料輸入的限制以管控風險。

A recent survey published by Hong Kong Productivity Council (HKPC) earlier this year underscores the accelerating momentum of AI adoption across the industrial and commercial sectors. The findings reveal that 55% of small and medium-sized enterprises (SMEs) have either integrated AI tools into their daily operations or plan to do so within the next year. The highest adoption rate was found in the “information and communications” sector (92%), followed by “professional and business services” (72%), “financing and insurance” (62%), and “manufacturing” (60%).

Start with business pain points to sidestep AI pitfalls

Mr Edmond Lai, Chief Digital Officer of HKPC, observed that when adopting AI, many companies fall into the same trap: excessive focus on the technology rather than on their core business challenges it is meant to solve. He advises management to review their operational workflows to identify critical areas for improvement and then select a targeted AI solution. As Lai cautioned, “If a company adopts AI just for the sake of it, this may create the misconception that the technology doesn’t work, potentially causing the firm to abandon its efforts prematurely.”



黎少斌指，翻譯、圖文與語音處理及聊天機器人是中小企最常應用 AI 的場景

According to Mr Edmond Lai, Chief Digital Officer of HKPC, the most common AI applications among SMEs are translation, multimedia processing, and chatbots

Mitigating Risk: Security Blind Spots of AI Adoption


As enterprises embrace AI to enhance their operational efficiency, they must remain vigilant about the associated security risks. According to the Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT), managed by HKPC, Hong Kong recorded over 15,000 cybersecurity incidents last year, a significant 27% year-on-year surge that marks an all-time high.

Mr Edmond Lai, Chief Digital Officer of HKPC, noted that unlike traditional cyberattacks, which target system vulnerabilities, AI-driven attacks are far more sophisticated and destructive. “Modern adversaries leverage deepfake technology to create highly convincing fraudulent video and audio,” Lai explained. “These tactics manipulate employees into voluntarily handing over sensitive information before they even realise that they are under attack.”

AI tools pose data leakage risks

Improper use of AI can also lead to sensitive data exposure. When SMEs lack the resources to develop in-house

AI systems, they may turn to public AI platforms for data analysis. “Even with assurances of confidentiality, enterprises must rigorously evaluate a platform’s trustworthiness,” Lai cautioned. “We recommend removing all personally identifiable information before uploading any data.” Furthermore, if prompts include original concepts or trade secrets, there is a risk that this information could be absorbed by LLMs and indirectly disclosed to competitors.

Lai noted that while many SMEs have implemented basic protective measures, they remain significantly behind large corporations in technical adoption and resource allocation. Over 30% of local SMEs lack dedicated cybersecurity personnel and rely solely on staff vigilance, a defence that is increasingly insufficient against the rising frequency and sophistication of attacks. Lai recommended assigning staff with basic security knowledge to oversee daily monitoring and clearly defining roles to ensure a rapid emergency response. To mitigate risks, businesses should also formulate AI-related policies and operational guidelines that specify authorised tools and data-input boundaries. 

Digital readiness poses another significant challenge. Lai noted that while recent AI technology is less data intensive than in earlier generations, historical data remain vital for training models to accurately predict operational bottlenecks. However, many SMEs are constrained by fragmented data silos or manual paper-based records. To fully harness the power of AI, these businesses should prioritise digitisation and systems integration to ensure the accuracy and integrity of their data.

How the HKPC is empowering digital transformation

To help enterprises navigate these obstacles, the HKPC has introduced a range of targeted support initiatives. A standout feature is the newly launched “HKPC Picasso” platform, which serves as a unified data repository and a comprehensive AI toolkit. The platform offers six large language model (LLM) modules and over 30 commonly used functional modules, such as computer vision, speech recognition, and natural language processing. With over 40 ready-to-use applications supporting rapid development and deployment of smart solutions, the platform allows businesses to develop prototypes in as little as half a day, drastically reducing development cycles and costs.

AI 可以將中醫藥傳統智慧及經驗系統化、數據化，有助推動中醫藥國際化和標準化。
In the field of Chinese medicine, AI can systematise and digitise traditional expertise, accelerating the industry's standardisation and global reach.

鄧蕙敏
Ms Vivian Tang



Digitising traditional wisdom in the TCM sector

Given its vast potential, even traditional industries are turning to AI to overcome long-standing bottlenecks and boost operational efficiency. In the traditional Chinese medicine (TCM) sector, Wai Yuen Tong Medicine is driving the digitalisation of TCM practices to tackle key challenges, particularly difficulties in standardisation.

Ms Vivian Tang, Executive Director of Wai Yuen Tong Medicine, highlighted how AI can support TCM despite its highly individualised approach to treatment. In practice, prescriptions often vary significantly based on the patient's constitution, lifestyle, stress levels, and other personal factors, even for identical diagnoses, which can lead to the misconception that TCM relies too heavily on the practitioner's subjective experience. The complexity of TCM theories and terminology are also often difficult for the general public to understand.

“AI is perfectly positioned to break through these limitations,” Tang stated. “By transforming physicians’ clinical expertise into clear, data-driven insights, we can keep traditional wisdom accessible and relevant in today’s modern healthcare landscape.”

Last year, Wai Yuen Tong digitised the medical records across its 80-store network and introduced an AI-powered constitution analysis system. The analyser synthesises client data collected via traditional diagnostic methods—including facial, tongue, and symptomatic examinations—to generate personalised health profiles and wellness recommendations. These AI-driven insights are then rigorously validated by registered TCM practitioners through traditional pulse diagnostics and clinical consultations.



以 AI 整合資深醫師臨床經驗可促進知識傳授，提升年青醫師臨床水平
By distilling the expertise of veteran practitioners, AI bridges the knowledge gap with junior TCM talent and accelerates their development

Tang noted that this “AI + physician” model significantly enhances clinical diagnostics by providing a comprehensive data foundation and reliable reference points. It also has the dual benefit of accelerating junior practitioners’ professional growth by giving them immediate access to their predecessors’ expertise while empowering patients to better understand their health profiles and track their wellness progress. The result is a more transparent and engaging consultation experience. Strategically, the data allow Wai Yuen Tong to identify patterns in common ailments across different solar terms. By analysing these trends, the company can develop targeted healthcare products that embody the foundational TCM principle of preventive care, treating disease before it occurs.

Cultivating cross-disciplinary AI talent

In the journey towards digital transformation, Tang sees human capital as the primary hurdle. This challenge is particularly acute among veteran TCM practitioners, who, despite decades of clinical mastery, may find it difficult to adapt to digital-first operations. To address this, Wai Yuen Tong has prioritised clinician engagement through a phased implementation approach, gradually introducing new systems. By combining these changes with tailored training and dedicated technical support, the company has ensured that practitioners can navigate the transition smoothly.

While AI is undoubtedly a powerful catalyst for transformation in traditional industries, Tang believes that the key to unlocking its full potential lies in cultivating cross-disciplinary digital talent—professionals who possess deep TCM knowledge and strong AI capabilities. She has called on the government to increase resources to nurture such talent. As Hong Kong’s application of AI in TCM research and development is still in its infancy, she has also urged the government to promptly establish clear regulatory frameworks. These measures would give the industry greater room for experimentation and stronger practical support.



位元堂引入全港首部「智慧 AI 體質分析儀」，幫助顧客了解個人體質及調理進度
Wai Yuen Tong introduces Hong Kong’s first AI-powered constitution analysis system, which helps customers track their health profiles and recovery progress



AI 浪潮下，在職人士需時刻提升技能，鞏固競爭力（再培訓局圖片）
To maintain a competitive edge in the AI era, there is a need for the workforce to prioritise continuous upskilling (Photo courtesy of ERB)

Strengthening workforce competitiveness through AI training

To meet the rising demand for AI-skilled talent across the industrial and commercial sectors, the Hong Kong government introduced the “AI Training for All” initiative in this year’s government budget. A key element of this policy is the upgrading of the Employees Retraining Board (ERB) to Upskill Hong Kong, which emphasises on promoting continuous learning for people from diverse backgrounds. The organisation will offer practical, skills-based training covering AI applications to equip the workforce with the capabilities needed to thrive in the rapidly evolving digital economy.


Professor Simon Wong, Chairman of ERB, observed that as AI fundamentally reshapes work patterns, occupational structures, and skill requirements, it is natural for the workforce to feel somewhat reserved or concerned about being replaced. “Much like the carriage drivers who faced the emergence of the automobile, workers today may experience similar uncertainty,” Wong remarked. “Yet history proves that new technologies ultimately create even more diverse jobs and opportunities.” From this premise, ERB believes in demystifying AI by encouraging hands-on learning and experience. By helping the workforce experience AI’s tangible benefits, the mindset will be shifted towards proactive adoption.

Since early 2025, ERB has lifted the restriction on the educational attainment of trainees, expanded the service targets to the entire workforce, and developed around 50 higher-level and new skills training courses. The curriculum covers the fundamentals of AI applications, image and video design, practical applications in automation tools and LLMs, and more. In the first three quarters of 2025-26, overall enrolment reached approximately 140,000—a 4% year-on-year increase. Of these, approximately 17,000 participants (12% of the total) held qualifications above the sub-degree level, reflecting a broad-based demand for upskilling across diverse backgrounds.

Establishing a “skills-based” training framework

Wong emphasised that ERB’s strategic reform represents a fundamental shift in institutional mindset. As he explained, “Historically, retraining was largely viewed as a remedial measure focused on the post-unemployment transition. However, in the era of AI, we are advocating a culture of continuous upskilling. We encourage those currently in the workforce to consistently enhance their expertise and solidify their competitive edge.”

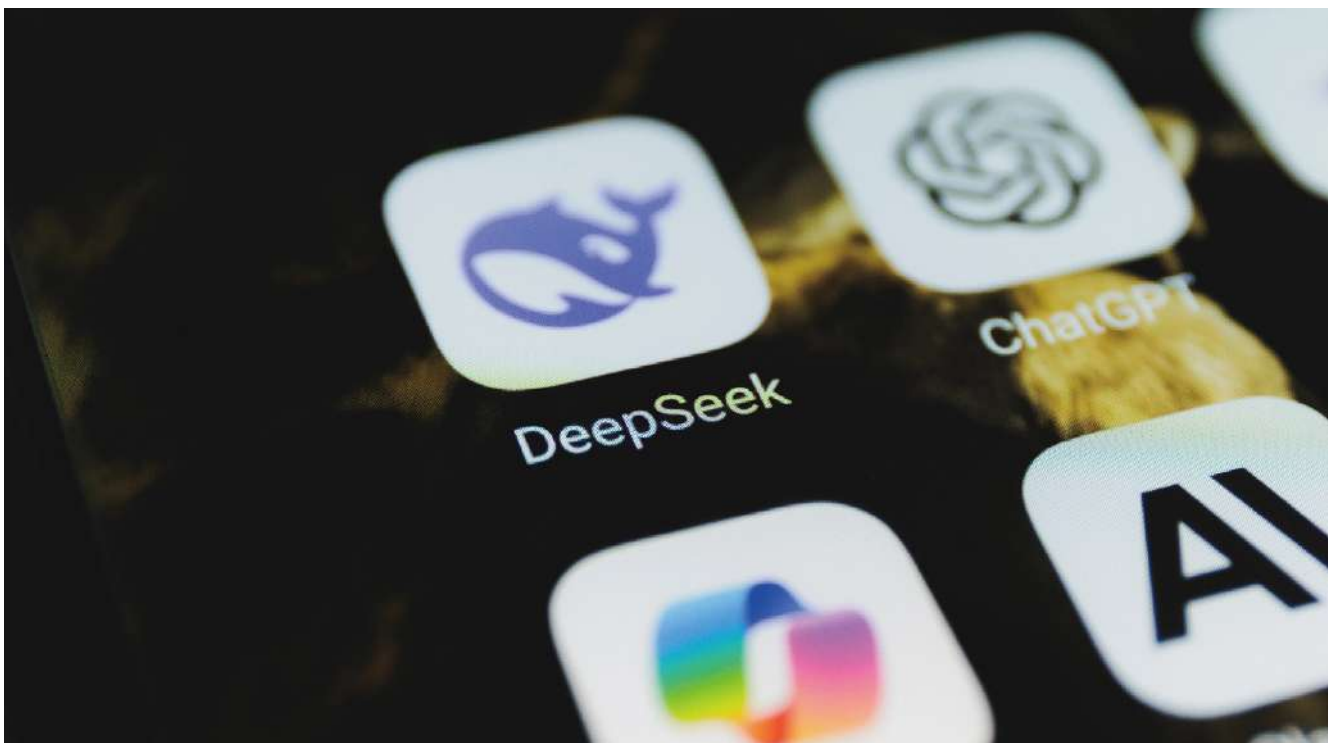
Distinguishing ERB's mission from that of universities, which focus primarily on higher-level research and management education, Wong highlighted that ERB emphasises the training support for the workforce, particularly frontline and mid-level employees. It is set to align its course development with the "Eight Centres" and "Nine Significant Sectors", as outlined by the government, identifying critical skill gaps in the market and developing structured learning pathways to help trainees pursue their skills progression. ERB also plans to establish "skill levels" for its courses so that participants can select training courses that best suit their lifelong learning needs.

ERB will also set up a research division and leverage AI tools to identify emerging skill demands while strengthening coordination with various government bureaus and optimising its "Industry Consultative Networks". As Wong explained, these initiatives are designed to keep pace with industrial development and facilitate market-responsive curriculum planning, achieving a synergy that benefits workforce development and industrial upgrading. 



ERB 於今年公布有序落實各項中長期改革措施，推動培訓服務創新發展。現時，ERB 提供超過 800 項「技能為本」的培訓課程，當中包括新技能及較高階課程，協助學員提升職場競爭力（再培訓局圖片）

This year, ERB announced the phased rollout of its medium- to long-term reform measures to drive innovation in its training services. ERB currently offers over 800 skills-based training courses, including new skills and higher-level courses, helping trainees boost their workplace competitiveness (Photo courtesy of ERB)







駱百強
Robert Lok

變局中的韌性營商哲學

Resilience in Motion: Navigating a Shifting Global Landscape

在複雜多變的全球地緣政治局勢中，企業能否在挫折中迅速復原，並於變局中掌握先機，關鍵在於企業家的「韌性思維」。信達國際執行董事駱百強深明此道，憑藉敏銳的市場洞察與靈活的供應鏈布局，帶領企業跨越無數挑戰。身兼廠商會副會長及 CMA 檢定中心主席的他，正積極推廣「韌性營商」理念，支持香港工業在變局中重塑競爭優勢。

In an era of volatile global geopolitics, an enterprise's ability to recover from setbacks and seize opportunities hinges on the entrepreneur's resilient mindset. Robert Lok, Executive Director of Shun Tat International, embodies this characteristic. Leveraging sharp market insights and a flexible supply chain, he has steered his company through countless global challenges. In his dual roles as Vice President of the CMA and Chairman of CMA Testing, Lok actively champions "resilient business", supporting Hong Kong's industrial sector to redefine its competitive edge in a shifting global landscape.

紡織及製衣業曾是香港輕工業的重要支柱。上世紀 70 年代，本港以代工生產中檔成衣為主，是國際成衣生產中心。隨着 1980 年代內地改革開放，港商相繼北上設廠，以獲取成本優勢。駱百強家族經營的信達國際也是循此發展模式蓬勃成長，專攻歐美市場的女裝及童裝出口業務。

利基突圍 挖掘產品獨特性立足市場

不過隨時代演變，內地代工模式優勢逐漸減弱，加上 2005 年世界貿易組織取消全球紡織品及成衣配額制度，駱百強意識到單純追求廉價成本的「價格戰」已難以為繼，唯有提升產品獨特性才能在「後配額」時代站穩陣腳。「我們留意到市場對童裝的安全要求極高，消費者也願意為高質量的產品支付溢價。因此我們以此為切入點，轉型研發技術門檻較高、且符合美國嚴格安全規定的『阻燃』童裝睡衣。」2009 年，信達國際成功推出美國童裝品牌 Tweenklz，躍升為行業領跑者。

洞悉先機 優化供應鏈布局

除了產品競爭力，駱百強對全球貿易政策的敏銳觸覺，使公司在風暴來臨前搶佔先機。2017年特朗普上任美國總統，陸續對中國商品加徵懲罰性關稅，「當時我們意識到『中美貿易戰』是一場持久戰，不會因為個別美國總統任期而終結，必須要及早部署，優化供應鏈管理，減低風險。」

2018年，駱百強果斷在越南設廠，其後於2023年，與柬埔寨生產商建立策略夥伴關係。自此，信達國際將核心研發、供應鏈管理及技術支援等後勤工序留在香港，物料採購及品質控制則由肇慶廠房把關，最後將布料出口至越南或柬埔寨進行生產。

駱百強解釋，「越南地理位置鄰近原材料供應地，勞工技術水平較高，且具備完善的交通物流與成熟的紡織產業集群，是紡織及成衣製造業最理想的戰略基地。」這種跨地域的分工模式，充分善用了香港生產性服務業的優勢，大大增加企業的抗風險能力。



面對地緣衝突，駱百強建議港商加強供應鏈「動態管理」，透過多據點布局保留靈活應變的空間

Amid growing geopolitical conflicts, Lok advises Hong Kong manufacturers to reinforce dynamic supply chain management. By adopting a multi-point geographic strategy, enterprises can preserve the strategic latitude necessary for flexible response and operational resilience



駱百強深信港商的靈活應變與應變能力，是跨越全球貿易風暴的關鍵基石

Lok is convinced that the inherent agility and adaptability of Hong Kong enterprises will allow them to navigate and overcome the current turbulence in global trade

科技賦能 鞏固優勢

在駱百強看來，供應鏈重組並非一勞永逸。面對日益頻密、影響日趨廣泛的地緣衝突，供應鏈的「動態管理」已成為港商的生存必修課。企業不應將所有產能集中於單一地區，應採取多據點布局，保留靈活應變的空間。他舉例指，即使越南近期已被美國納入部分關稅措施，公司仍能透過柬埔寨的策略夥伴，靈活調配訂單，降低關稅衝擊。未來公司計劃將此模式延伸至印尼，進一步提升供應鏈的韌性。

在布局全球的同時，駱百強強調，真正的競爭力需回歸產品本質，而科技正是製造業升級的最強大引擎。信達國際近年引入由本地大學初創團隊研發的AI驗布機(WiseEye)，能精準識別布匹的色差與瑕疵，偵測速度比肉眼快近3.5倍，並能透過數據分析減少重複性瑕疵。降低成本的同時，更顯著提升了生產效能及產品質量。

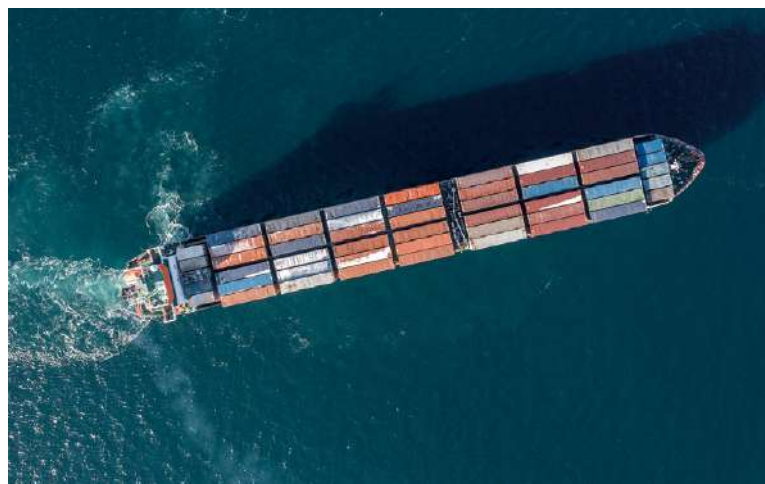
靈活應變 樂觀審慎的營商心態

從供應鏈管理到科技升級，支撐信達國際逆流而上的，是駱百強「樂觀而審慎」的營商哲學。面對持續不明朗的外圍環境，他建議港商投資布局不宜激進，亦無須過度悲觀；「港商的核心優勢在於靈活性與應變能力，現階段我們必須緊貼市場脈搏，盡量縮短從策劃到執行的反應時間，減低對業務的影響。」

行業共贏 廠商會助中小企開創新局

駱百強深明，在波譎雲詭的貿易浪潮中，製造業若要提升整體韌性，單打獨鬥遠遠不夠。作為廠商會副會長，他致力讓商會發揮「領航員」與「避風港」角色，既為企業在前方開路，也要在後方提供戰略支撐，搭建香港企業與全球市場之間的橋樑，共同化解全球動蕩局勢帶來的波動。

廠商會已制定一系列策略及服務，協助港商分散風險。一方面透過外訪交流建立合作夥伴關係，另一方面推出「企業出海策劃師」服務，協助企業高效開拓新興市場機遇。




廠商會提供度身訂造的出海方案，全方位協助企業開拓國際市場
The CMA facilitates seamless global expansion through customised market-entry strategies and comprehensive support, enabling enterprises to thrive on the world stage

身兼 CMA 檢定中心主席的駱百強，也將自身多年來的轉型經驗轉化為提升服務的動能。在他帶領下，檢定中心已由傳統檢測機構，轉型為連接科研與生產的橋樑，扮演「產學研」協同發展的關鍵樞紐。2021年，CMA 檢定中心成立了「CMA+ 科技商品平台」，及後建立「中試轉化平台」（PMC），旨在填補學術成果與工業規模生產之間的應用「斷鏈」。駱百強舉例指，檢定中心已協助本地初創研發的「真空低溫無菌包裝」技術落地，可讓食物在室溫下保存長達兩年而不損營養價值。未來該公司將會在中試平台設立生產線，切實將實驗室的創新成果轉化為可量產、具商業價值的商品。

創新認證塑造可靠企業形象

檢定中心亦與時並進，開展多項具社會價值的創新檢測認證計劃，包括清真認證、「照護食」產品認證、寵物友善場所認證，以及棚網及建築輔料「阻燃測試」等項目。這些創新認證不僅提升產品的市場辨識度，更協助企業將業務與社會責任緊密結合，在競爭激烈的環球市場中，塑造專業、可信的品牌形象。

駱百強的營商藍圖，不僅是家族企業轉型的成功寫照，更是香港工業在動盪時代的生存縮影。他深信：「地緣變局雖是嚴峻挑戰，卻也是促使港商重新審視全球戰略定位、加速自我迭代的催化劑。這股韌性將能引領香港製造業在風浪中破浪前行。」



CMA 檢定中心洞察社會多元需求，推出「照護食」產品認證、寵物友善場所認證等計劃
Responding to evolving social demands, CMA Testing has launched certification schemes for care food and pet-friendly premises

In the 1970s, when Hong Kong served as a global garment production hub, specialising in mid-range original equipment manufacturing (OEM), the textile and garment industry was a pillar of Hong Kong's light manufacturing sector. However, following the Mainland's reform and opening up in the 1980s, many Hong Kong manufacturers moved their production north to capitalise on cost advantages. Shun Tat International, operated by the Lok family, flourished under this model, specialising in women's apparel and children's clothing exports for the European and American markets.

Niche breakthroughs: Establishing market presence through product uniqueness

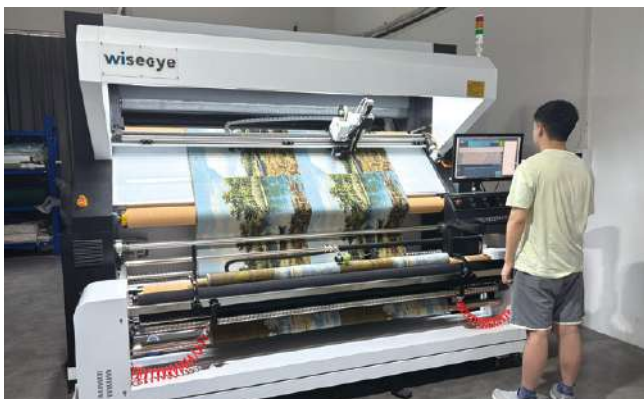
As the global landscape evolved, the advantages of the traditional OEM model began to diminish. With the World Trade Organization's abolition of the global textile and garment quota system in 2005, Lok realised that competing solely on price was unsustainable; instead, the company needed to enhance product uniqueness.

"We observed exceptionally high safety requirements for children's clothing, where consumers were willing to pay a premium for quality," Lok noted. "So, we pivoted to flame-retardant children's sleepwear—a niche with high technical barriers that meets stringent U.S. safety regulations." In 2009, Shun Tat International successfully launched its U.S. children's brand, Tweenklz, establishing itself as an industry frontrunner.



駱百強早已預見地緣政治波動，2018年便於越南設廠，強化企業的供應鏈管理能力

By establishing a presence in Vietnam in 2018, Lok successfully diversified his company's manufacturing footprint, staying ahead of geopolitical volatility and strengthening the company's global supply chain



在駱百強的帶領下，信達國際引入AI驗布技術(WiseEye)，實現傳統工序智能化，顯著提升生產效能與產品質量
Under Lok's leadership, Shun Tat International has integrated AI-based fabric defect detection system to modernise legacy processes. This digital transformation has yielded significant improvements in operational efficiency and product consistency

Anticipating market shifts: Optimising the supply chain

Lok's sensitivity to global trade policy further enabled the company to pre-emptively navigate market disruptions. Following the 2017 U.S. presidential inauguration and the subsequent imposition of tariffs on Chinese goods, Lok recognised a fundamental shift in the geopolitical landscape. "We realised the US-China Trade War was a long-term strategic reality that would transcend any single political cycle," Lok remarked. "It was imperative to act decisively by optimising our supply chain to mitigate systemic risks."

In 2018, Lok formalised a sophisticated regional division of labour by establishing a manufacturing facility in Vietnam and a strategic partnership with a Cambodian production plant in 2023. With this move, Shun Tat International centralised R&D, supply chain management, procurement, and technical support in Hong Kong, while maintaining quality control oversight in its Zhaoqing facility and completing production in Vietnam or Cambodia using exported fabrics.

As Lok explained, “Vietnam serves as an ideal base for textile and garment manufacturing due to its skilled labour force, proximity to raw materials, and mature industrial cluster supported by robust logistics infrastructure.” This operating model leverages the city’s strengths in producer services, bolstering the enterprise’s resilience against external shocks.

Strengthening competitive advantages through technology

In Lok’s view, supply chain restructuring is an ongoing evolution rather than a singular event. With increasingly frequent and far-reaching geopolitical conflicts, “dynamic supply chain management” has emerged as an essential survival skill for Hong Kong manufacturers. Lok suggested that rather than concentrating capacity in a single region, enterprises should adopt a multi-point strategy to maintain the agility required for rapid response. At Shun Tat International, the company has been able to mitigate the tariff impacts on some of its exports by flexibly reallocating orders through its strategic partners in Cambodia. It plans to extend this model to Indonesia to increase its supply chain resilience.

While expanding the company’s global footprint, Lok emphasised that sustainable competitiveness must be rooted in the product itself, with technology serving as the engine for manufacturing upgrades. In recent years, Shun Tat International has integrated an AI-based fabric defect detection system called “WiseEye,” developed by a local university startup. This technology identifies colour discrepancies and material defects 3.5 times faster than the human eye. By utilising data analytics to eliminate recurring flaws, this integration has lowered operational costs while markedly enhancing efficiency and quality.



秉持「樂觀而審慎」的態度，駱百強強調，港商應緊貼市場脈搏，以靈活性縮短決策和執行的反應時間。

Lok emphasised that Hong Kong manufacturers must remain attuned to the market’s pulse, leveraging inherent agility to shorten response times.



廠商會去年組織了考察團深入中東四個海灣國家，為港商搭建經貿合作橋樑

The CMA delegation's visit to four Gulf nations last year helped forge the economic and trade ties, unlocking new market opportunities for Hong Kong enterprises

Agility and resilience: An optimistic yet prudent philosophy

From supply chain diversification to technological integration, the driving force behind Shun Tat International's resilience in the face of global headwinds is Lok's "optimistic yet prudent" business philosophy. He advises Hong Kong manufacturers to avoid aggressive overextension while remaining wary of excessive pessimism. "The core strength of Hong Kong enterprises lies in our inherent agility and adaptability," he observed. "In the current climate, we must remain attuned to the market's pulse and minimise the lead time between strategy and execution."

Industry synergy: CMA empowering SMEs to navigate new horizons

Lok understands that individual effort is insufficient to bolster the collective resilience of the manufacturing sector. As Vice President of the CMA, he is committed to ensuring that the association serves as both a "navigator" and a "safe haven" for its members. He envisions the CMA as a dual force, clearing paths for enterprises at the frontlines of expansion while providing strategic support from the rear. By bridging the gap between Hong Kong enterprises and the global market, he aims to cultivate a unified ecosystem capable of neutralising the volatility of an unstable global landscape.

Sharing Lok's vision, the CMA has developed a comprehensive suite of strategies and services to assist Hong Kong manufacturers in diversifying their risk profiles. On one front, it has established strategic partnerships through overseas delegations and collaborations with international chambers of commerce. On another, it has launched a global expansion advisor service, offering tailored expert guidance to help enterprises identify and seize opportunities in overseas markets.

As Chairman of CMA Testing, Lok has leveraged his experience in business transformation to innovate the organisation's services. Under his leadership, CMA Testing has evolved from a traditional laboratory into a vital bridge connecting scientific research with industrial production—a strategic hub for “industry-academia-research” collaboration.

In 2021, CMA Testing established the Technology Commercialisation Centre CMA+ and later launched the Pilot Manufacturing Centre (PMC) to bridge the gap between academic breakthroughs and large-scale manufacturing. One recent success story involved a local startup's “vacuum low-temperature aseptic packaging” technology, which enables food to be stored at room temperature for up to two years without compromising nutritional value. The company is set to establish a production line at the PMC, which will allow it to transform a laboratory innovation into a scalable, commercially viable product.



CMA 檢定中心打造中試轉化中心，填補科研與量產間的斷層
CMA Testing has established a pilot manufacturing centre to bridge the critical divide between R&D and mass production



CMA 檢定中心協助本地初創研發的「真空低溫無菌包裝」技術落地，可讓食物在室溫下保存長達兩年而不損營養價值
CMA Testing has successfully facilitated the commercialisation of locally developed vacuum-sealed aseptic packaging—a breakthrough that enables a two-year shelf life at room temperature while fully preserving nutritional integrity

High-value certifications for emerging demands

CMA Testing continues to evolve alongside market demands, launching high-value certification schemes that address emerging social needs. These specialised schemes include halal certification, care food product certification, pet-friendly environment certification, and flame-retardant testing for scaffolding nets and construction materials. Beyond enhancing product differentiation, these innovative certifications empower enterprises to align their commercial objectives with social responsibilities. This allows companies to cultivate a professional and credible brand identity in an increasingly competitive global marketplace.

Lok's transformation strategy is more than a successful case study of family enterprise transformation; it is a reference point for Hong Kong's industrial sector within a turbulent era. This experience makes him prudently optimistic about Hong Kong's future: “While geopolitical shifts present challenges, they also serve as a catalyst for Hong Kong manufacturers to reassess their global strategic positioning and accelerate self-evolution. It is this inherent resilience that will lead Hong Kong's manufacturing sector to navigate the storms and forge ahead.” 商

「十五五」 香港的新機遇

“The 15th Five-Year Plan
New Opportunities for Hong Kong”

對接國家「十五五」規劃

廠商會高峰論壇 為香港把握「十五五」機遇貢獻智慧

CMA Hosts High-Level Forum
to Shape Hong Kong's Future under the National 15th Five-Year Plan

今年是國家「十五五」規劃開局之年，廠商會於4月27日假香港君悅酒店舉辦「『十五五』規劃與香港的新機遇」高峰論壇，吸引接近1,200名政商界領袖及行業專家親身或以線上形式參與，共同探討香港在國家發展布局中的新定位、新機遇，為香港制定首份「五年規劃」建言獻策。

This year marks the opening year of the national 15th Five-Year Plan. The CMA hosted a high-level forum titled “The 15th Five-Year Plan and New Opportunities for Hong Kong” on 27 April at the Grand Hyatt Hong Kong. Attracting nearly 1,200 political, business, and industry leaders both in person and virtually, the forum served as a vital platform for stakeholders to contribute insights and policy recommendations for the formulation of Hong Kong's inaugural five-year plan.

廠商會會長盧金榮致歡迎辭時表示，面對複雜多變的全球政經格局，國家正深化改革和推動科技創新，以激發內生動力，香港必須精準對接國家戰略，主動作為。例如加快北部都會區建設以打通粵港澳大灣區要素流動，促進協同創新，並積極打造成為「中國品牌」出海的首選平台，以回應國家對香港建設「高增值供應鏈服務中心」的期許。

陳茂波：兩大主線 為港五年規劃蓄能

擔任主禮嘉賓的財政司司長陳茂波在開場發言時表示，「十五五」規劃綱要有兩大主線尤為值得商界關注：一是以新質生產力引領現代化產業體系建設；二是以擴大內需與高水平雙向開放重塑經濟循環。他指出，香港作為大灣區的國際「超級接口」，可從多方面探索新機遇，包括透過「金融+」策略將金融業升級為支撐產業發展的關鍵基建；深化「AI+」以賦能千行百業；以及借助香港的制度與國際優勢，發展成柔性供應鏈的中樞節點與調度網絡。

他呼籲各界深刻思考國家未來發展方向，並以此協助確立對環球發展的大局觀，從而在推動香港的「五年規劃」時確立錨點、蓄積動能。

規劃與 新機遇 高峰论坛

開啟高質發展新格局



地緣政治的重塑對香港貿易中心不是威脅，而是進化的信號。當全球供應鏈趨於區域化，反而更凸顯香港作為超級聯繫人的價值。

The reshaping of geopolitics landscape is not a threat to Hong Kong's status as a trade hub, but rather a signal for its evolution. As global supply chains become increasingly regionalised, Hong Kong's value as a 'super connector' is only further accentuated.

財政司司長陳茂波
Mr Paul Chan

香港必須精準對接國家戰略，主動將自身優勢轉化為貢獻國家的實際動能，並為本地經濟開創新局。

Hong Kong must precisely align with national strategies, proactively transforming our unique advantages into tangible benefits to contribute to national development and open new horizons for our local economy.

盧金榮會長
Dr Wingco Lo





論壇邀得港區全國人大常委、立法會主席李慧琼（左），以及創新科技及工業局局長孫東（右）作主旨演講
Dr Starry Lee (left), Member of the Standing Committee of the NPC and President of the LegCo, and Professor Sun Dong (right), Secretary for Innovation, Technology and Industry, delivered their keynote speeches at the forum


驅動新質生產力推進「香港五年規劃」

在主旨演講環節中，港區全國人大常委、立法會主席李慧琼透過視頻發言，指香港在「十五五」期間應更積極作為，包括鞏固及提升香港國際金融中心地位，一方面彰顯「安全避風港」角色以吸引海內外資金，同時加大力度推動人民幣國際化。此外，香港也應著力建設國際創科中心，深化與大灣區城市優勢互補。她續指，行政及立法機關將廣納社會意見，攜手推進「香港五年規劃」。

而另一主旨演講嘉賓，創新科技及工業局局長孫東表示，香港是國家重要的科技力量，當局將循三大方向，推動香港創科發展，助力國家高質量發展：建設「三大創科園區、五大研發機構」發展格局；高水平構建現代化產業體系、推動新型工業化；以及深化人工智能的全方位應用與發展。他補充，在國家大力支持下，香港正推動建設首個境外的國家製造業創新中心，聚焦新一代功率半導體相關研發。香港會加強國際合作，研究在港打造全球先進製造業與人工智能卓越中心。

國家「十五五」規劃亦支持香港打造「國際高端人才集聚高地」，論壇期間，盧會長和香港職業訓練局主席林健鋒在陳茂波司長、孫東局長、廠商會永遠名譽會長施榮懷、吳宏斌博士以及史立德博士的見證下，簽署「商校共同培育人才」合作備忘錄。雙方將攜手培育更具应用能力、面向產業需要的高質量人才，以支持香港產業轉型升級。

深化香港優勢 高質量共建「一帶一路」

在廠商會副會長莊家彬議員主持的專題討論環節，「一帶一路」專員何力治、北部都會區統籌辦事處主任蘇惠思、大灣區國際信息科技協會會長楊德斌、香港科技大學利豐供應鏈研究院執行總監張家敏、一國兩制研究中心研究總監方舟博士展開深度對話。他們圍繞拓展「一帶一路」經貿合作、加快北都發展、推動創技創新、建設跨國供應鏈管理體系，以及促進大灣區產業協同發展五大領域，深入探討香港如何對接「十五五」規劃以激發經濟發展動能。 



In his welcome remarks, Dr Wingco Lo, President of the CMA, noted that as the nation deepens reforms and prioritises technological innovation to drive internal growth amidst a volatile global landscape, Hong Kong must proactively and precisely align with national strategies. Specifically, he highlighted the need to accelerate the Northern Metropolis development to streamline the flow of resources within the Guangdong-Hong Kong-Macao Greater Bay Area (GBA) and foster collaborative innovation. Furthermore, he suggested that Hong Kong should position itself as the premier platform for “Chinese brands going global”, fulfilling national expectations for the city to involve into a high-value-added supply chain hub while unlocking new growth for trade and professional services sectors.

Paul Chan: Two main directions powering Hong Kong's five-year plan

In his opening remarks, the Guest-of-Honour, Financial Secretary Mr Paul Chan identified two primary strategic pillars within the 15th Five-Year Plan that merit close attention from the business community: first, the advancement of a modernised industrial system driven by new quality productive forces; and second, the restructuring of economic cycle through expanded domestic demand and high-level two-way opening up. He pointed out that as the GBA's



活動吸引接近 1,200 名政商界領袖及行業專家親身或以線上形式參與

The event attracted nearly 1,200 political and business leaders, alongside industry experts, participating both in person and virtually



在廠商會副會長莊家彬議員（左一）主持的專題討論環節，「一帶一路」專員何力治（右三）、北部都會區統籌辦事處主任蘇惠忠（左三）、大灣區國際信息科技協會會長楊德斌（右二）、香港科技大學利豐供應鏈研究院執行總監張家敏（左二）、一國兩制研究中心研究總監方舟（右一）等分享嘉賓展開深度對談

At the panel discussion moderated by Mr Albert Chuang (first from the left), Vice President of the CMA and Member of the LegCo, a group of distinguished guests engaged in an in-depth dialogue, including Mr Nicholas Ho (third from the right), Commissioner for Belt and Road; Ms Linda So (third from the left), Director of Northern Metropolis Co-ordination Office; Ir Allen Yeung (second from the right), President of the Greater Bay Area International Information Technology Association; Mr Ka Mun Chang (second from the left), Executive Director of HKUST Li & Fung Supply Chain Institute; and Dr Fang Zhou (first from the right), Research Director of One Country Two Systems Research Institute



活動吸引超過 50 個國家的駐港領事參與
The event drew the participation of consuls from more than 50 countries stationed in Hong Kong



international super connector, Hong Kong is uniquely positioned to explore new opportunities across multiple fronts. These include implementing a "Finance+" strategy to elevate the financial sector into a critical infrastructure for industrial upgrades, deepening "AI+" integration to empower diverse industries, and leveraging the city's institutional strengths and international advantages to evolve into a central hub and orchestration network for flexible supply chains.

Chan called on all sectors to reflect deeply on the national trajectory and cultivate a broader global perspective. By aligning with these strategic directions, stakeholders can establish a firm foothold and contribute to the formulation of Hong Kong's own five-year plan.



廠商會會長盧金榮（前排左）與職訓局主席林健鋒（前排右）簽署合作備忘錄，攜手培育應用型人才
Dr Wingco Lo (left, front row), President of the CMA, and Mr Jeffrey Lam (right, front row), Chairman of the VTC, signed a MoU to collaboratively cultivate applied talents

Driving new quality productive forces to advance Hong Kong's five-year plan

During the keynote session, Dr Starry Lee, Member of the Standing Committee of the National People's Congress (NPC) and President of the Legislative Council (LegCo), delivered a pre-recorded address emphasising that Hong Kong must adopt a more proactive role during the 15th Five-Year Plan period. She noted that the city should consolidate and enhance its status as an international financial hub, positioning itself as a "safe haven" for global capital while simultaneously accelerating the internationalisation of the renminbi. She also stressed the importance of developing Hong Kong as an international innovation and technology (I&T) centre by deepening synergies and leveraging complementary advantages with other GBA cities. Lee concluded by affirming that the executive and legislative authorities will broadly consult the community and join forces to advance Hong Kong's five-year plan.

Another keynote speaker, Professor Sun Dong, Secretary for Innovation, Technology and Industry, underscored Hong Kong's role as a vital force in the nation's technological landscape. He outlined three strategic directions to drive the city's I&T development in support of high-quality national growth: first, establishing a robust framework centred on "three major I&T parks and five key research and development (R&D) institutions"; second, building a sophisticated, modernised industrial system while promoting new industrialisation; and third, deepening the comprehensive application of AI across all sectors. Professor Sun further noted that, with the strong support of the central government, Hong Kong is pressing ahead with the establishment of its first national manufacturing innovation centre outside the Mainland, focusing on next-generation power semiconductor R&D. Moving forward, the city aims to strengthen international cooperation and explore the establishment of a global centre for advanced manufacturing and AI.



The national 15th Five-Year Plan also supports Hong Kong's transformation into an international hub for high-calibre talent. During the forum, Dr Lo and Mr Jeffrey Lam, Chairman of the Vocational Training Council (VTC), signed a Memorandum of Understanding (MoU) to strengthen industry-academic collaboration. Witnessed by Mr Paul Chan, Professor Sun Dong and Mr Irons Sze, Dr Dennis Ng, and Dr Allen Shi, Permanent Honorary Presidents of the CMA, the agreement commits both organisations to nurturing a workforce with practical and industry-ready skills, ultimately accelerating the modernisation and transformation of Hong Kong's industrial landscape.

Deepening Hong Kong's strengths in high-quality Belt and Road development

A dynamic panel discussion followed, moderated by Mr Albert Chuang, Vice President of the CMA and Member of the LegCo. The panellists included Mr Nicholas Ho, Commissioner for Belt and Road; Ms Linda So, Director of Northern Metropolis Co-ordination Office; Ir Allen Yeung, President of the Greater Bay Area International Information Technology Association; Mr Ka Mun Chang, Executive Director of HKUST Li & Fung Supply Chain Institute; and Dr Fang Zhou, Research Director of One Country Two Systems Research Institute.

The dialogue focused on five strategic pillars: Belt and Road cooperation, the Northern Metropolis, technological innovation, the multinational supply chain ecosystem, and industrial synergies in the GBA. The panellists explored how aligning these initiatives with the national blueprint can open up new economic frontiers for Hong Kong. (完)





養龍蝦，不是追熱潮： 企業能力重構的契機

Lobster and the Rewiring of Enterprise Capability in the AI Agent Era

「養龍蝦」不應被視為一場科技玩具熱潮。它真正代表的，是企業由「人加軟件」走向「人加 Agent」的混合勞動力模式。

“Raising lobsters” should not be seen as just another tech-toy craze. What it really represents is a shift in the corporate operating model from “people plus software” to a hybrid workforce of “people plus Agents.”

近月「養龍蝦」成為企業管理層熱門話題。有人視之為新一代 AI 工具，有人擔心它取代白領工作，也有人認為只是短暫潮流。然而，若只把 Lobster 或 OpenClaw 理解為「另一個聊天機械人」，便大大低估了它對企業營運的影響。

管理層真正要關注的，不是 AI 是否懂得回答問題，而是它已經由「會答」走向「會做」。過去生成式 AI 多停留在單次互動；今天的 AI Agent 開始具備記憶、排程及跨平台執行能力。換句話說，AI 正由知識助手，變成可被授權、可持續運作、可參與流程的「虛擬員工」。

這正是「養龍蝦」背後的意義。它不是多裝一個工具，而是重新設計企業的工作方式、決策模式和治理框架。

AI Agent 的突破：由聊天視窗變成執行系統

Lobster 之所以引起廣泛討論，是因為它把 AI 應用帶入一個新的階段。傳統 AI 主要負責理解和生成；AI Agent 則可進一步連接瀏覽器、文件、電郵、API、企業知識庫與通訊平台，接收任務、拆解步驟、調用工具並修正行動。企業不再只是「使用 AI」，而是開始與 AI 共同工作。

其潛力不止提升單一部門效率，而是跨部門重構流程。例如：銷售團隊可自動生成簡報並更新 CRM；市場部可快速產出多版本內容並作受眾配對；營運部可整合報表並標註異常；管理層則可要求 AI 進行情景推演、競爭分析和壓力測試。

企業購買的，其實是更快的反應能力、更低的學習成本，以及可以即時落地的解決方案。

AI 不只是秘書，而是 CEO 的第二大腦

不過，不少管理層使用 AI 時，仍停留在「寫電郵、改文案」，但這並未發揮 AI 的真正潛力。管理者最應該訓練的能力，是把 AI 變成思考夥伴。舉例說，當開拓新市場時，AI 可反駁假設、模擬競爭對手反應、比較不同方案風險；與投資者、客戶或合作夥伴會面前，AI 可扮演對方角色，提升談判準備度。

這代表企業決策模式正在改變。由過去是同事搜集資料、老闆拍板，轉為 AI 快速搜集、拆解問題、模擬場景及壓力測試，再由人作最終判斷。AI 不會取代企業家的判斷力，但能大幅提升思考密度。

管理層若不親自使用 AI，企業轉型往往難以深入。因為 AI 不是單純的 IT 項目，而是一種新的管理語言。

AI 搜尋時代：看不見你，就不會選你

除了內部營運，AI 亦改變客戶尋找供應商的方式。愈來愈多人直接向 ChatGPT、Gemini、Perplexity 提問推薦。這意味着企業正面對一個新風險：在傳統搜尋引擎仍然可見，卻在 AI 推薦中「被消失」。

YouFind 近年在協助企業推動數碼營銷、AI 搜尋優化及 AI 轉型部署的過程中，看到一個明顯趨勢：SEO 仍然重要，但已不足夠。企業需升級至 AIPO (AI Platform Optimisation)，讓品牌內容與數據能被 AI 理解與引用。

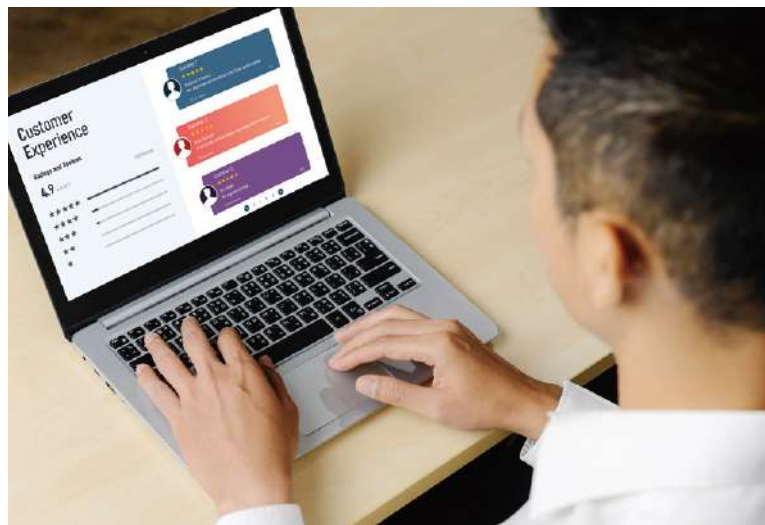
未來競爭，不只比排名，而是誰能成為 AI 答案中的可信選項。

治理不是煞車，而是安全跑道

當 AI Agent 開始能夠執行任務，風險亦同步上升，尤其當公司沒有提供安全工具和清晰指引時，員工往往會自行尋找免費或個人版 AI 工具，結果造成資料外洩、AI Agent 被過度授權或形成未經批准的「影子 AI」。

治理不是限制創新，而是劃定安全邊界。企業應建立工具白名單、數據分級、最小權限原則，而關鍵決策、資金操作、對外發布和敏感資料處理等則必須由人類最終把關確認。

創新需要速度，但速度必須建立在可控基礎之上。



90 日路線圖：由試用走向能力建設

面對 AI Agent，企業不必一開始追求重型系統，可用 90 日建立能力。首 30 日應聚焦探索與防護，成立跨部門小組，發布使用守則，並選定 2 至 3 個高頻痛點作為 PoC。第 31 至 60 日則進入建設與賦能階段，建立知識庫雛形，系統整理內部 SOP、產品資料、客戶常見問題及行業情報，同時培訓各部門的 AI 應用大使，並提供安全合規的工具。到了第 61 至 90 日，企業應把成功的 PoC 轉化為標準流程，收集員工反饋、評估 ROI，並制定下一階段推廣計劃。

效率提升，來自把 AI 嵌入核心流程，而非零散使用。

CEO 今天可以開始的五件事

對管理層而言，行動可以很簡單。首先，盤點最耗時、最重複的流程；其次，整理企業知識庫，為 AI 準備「糧草」；第三，選一團隊作 30 日試點；第四，制定安全邊界；最後，檢查品牌在 AI 平台上的能見度。

在 AI 時代，企業的護城河不再只是資產、渠道或人手，而是學習速度、流程重構能力，以及治理成熟度。率先行動的企業，會把 AI 變成增長槓桿；遲疑觀望的企業，則可能在客戶、人才和決策速度上逐步被拉開距離。

養龍蝦，不是追熱潮；是重新設計企業能力。🐉

(本文由 YouFind 董事及創辦人朱俊昌撰寫)

In recent months, “raising lobsters” has become a buzzword in executive circles. Some view it as the next generation of AI tools; some worry it will displace white-collar roles; others assume it will be short-lived. Yet if Lobster or OpenClaw are understood as simply “another chatbot,” their operational implications are being seriously underestimated.

The real issue for management is no longer whether AI can answer questions, but that it has progressed from “answering” to “executing.” Earlier waves of generative AI were largely confined to single, prompt-based interactions. Today’s AI Agents increasingly offer memory, scheduling, and cross-platform execution. In effect, AI is evolving from a knowledge assistant into a “virtual employee” that can be delegated authority, operate continuously, and participate proactively in business processes.

That is the essence of “raising lobsters.” It is not about adding one more IT tool. It is about redesigning ways of working, decision-making practices, and governance frameworks.

The AI Agent breakthrough: from chat interfaces to execution systems

Lobster has sparked widespread discussion because it moves enterprise AI into a new phase. Traditional AI has largely focused on comprehension and generation. AI Agents go further by connecting with browsers, documents, email, APIs, corporate knowledge bases, and collaboration platforms. They can receive tasks, break them into steps, call the right tools, and adjust actions based on outcomes. Companies are no longer merely “using AI.” They are beginning to work alongside AI.

The upside extends beyond incremental productivity gains in a single function or department. AI Agents can enable cross-functional process redesign. Sales teams can generate presentations and update CRM records automatically. Marketing teams can produce multiple content variants quickly and match them to target audiences. Operations teams can consolidate reports and flag anomalies. Senior management can commission scenario modelling, competitive analysis, and stress tests to support strategic choices.

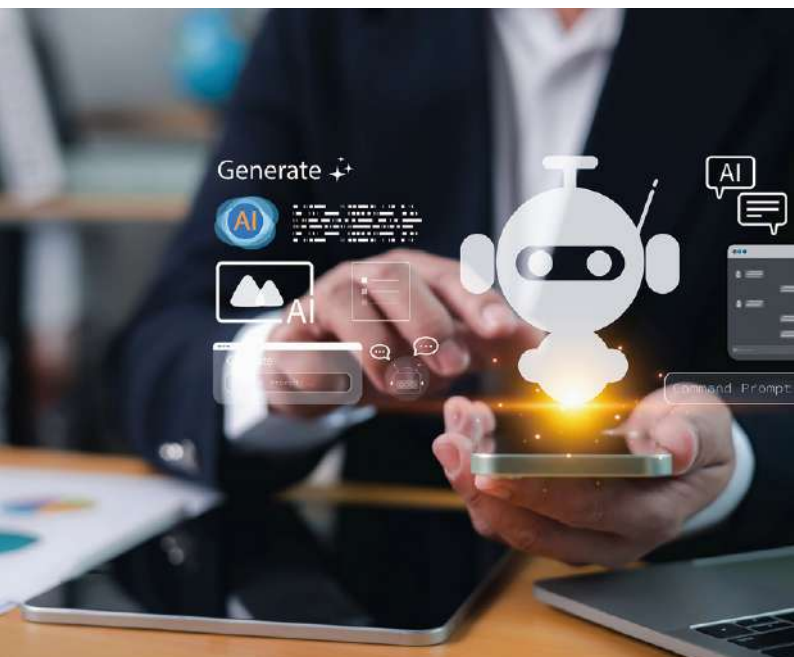
What companies are effectively investing in is faster responsiveness, lower learning costs, and solutions that can be deployed with minimal delay.

AI is not just a secretary, but the CEO’s second brain

In practice, many leaders still use AI primarily for tasks such as drafting emails or polishing copy. That captures only a small fraction of its value. The most important capability leaders should develop is the ability to use AI as a thinking partner. For instance, when exploring a new market, AI can challenge assumptions, simulate competitor responses, and compare the risk profiles of different strategies. Ahead of meetings with investors, customers, or partners, AI can role-play the counterparty and strengthen negotiation readiness.

This points to a broader shift in organisational decision-making. The traditional model relies on colleagues gathering information and leaders making the final call. The emerging model has AI collecting inputs at speed, structuring problems, simulating scenarios, and testing assumptions, with humans retaining final judgement. AI will not replace entrepreneurial judgement, but it can materially increase the depth and intensity of analysis.

If senior management does not adopt AI personally, transformation efforts often remain superficial, because AI is not simply an IT initiative. It is becoming a new language of management.



The AI search era: if you are not visible, you will not be chosen

AI is also reshaping how customers discover suppliers. Increasingly, buyers ask tools such as ChatGPT, Gemini, and Perplexity for recommendations directly. This creates a new risk for businesses: remaining visible in traditional search while disappearing from AI-generated recommendations.

From YouFind's work supporting digital marketing, AI search optimisation, and AI transformation programmes, one trend is clear. SEO still matters, but it is no longer sufficient. Companies need to move towards AIPO, or AI Platform Optimisation, ensuring that their content and data are structured in ways AI systems can understand, trust, and cite.

Future competition will not be determined only by rankings, but by who becomes a credible option in the AI's answer set.

Governance is not a brake, but a safe runway

As AI Agents gain the ability to act, risks rise accordingly, especially where organisations lack approved tools and clear guidance. Employees may turn to free or personal AI tools, increasing the likelihood of data leakage, excessive permissions granted to Agents, or unapproved "shadow AI" deployments.

Governance should not be framed as restricting innovation. It is about setting boundaries that allow innovation to scale safely. Organisations should maintain an approved tool list, implement data classification, and enforce least-privilege access. For high-stakes decisions, financial transactions, external communications, and sensitive data handling, human review and sign-off must remain mandatory.

Innovation requires speed, but speed must be built on control.



朱俊昌
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Director and Founder of YouFind, has long supported enterprises in advancing digital marketing, AI search optimisation, and AI transformation implementation

A 90-day roadmap: from experimentation to capability building

Organisations do not need to begin with large, complex systems. Capability can be built in 90 days.

In days 1 to 30, focus on exploration and risk controls. Establish a cross-functional working group, issue usage guidelines, and select two to three high-frequency pain points for proof-of-concept pilots. In days 31 to 60, move into build and enablement. Create a baseline knowledge base and systematically organise internal SOPs, product information, customer FAQs, and industry intelligence. Train AI champions in each department and provide secure, compliant tools. In days 61 to 90, standardise what works. Convert successful pilots into repeatable processes, gather employee feedback, assess ROI, and define the next-phase rollout plan.

Sustainable efficiency gains come from embedding AI into core workflows, not from scattered, ad hoc usage.

Five actions CEOs can take today

For leadership teams, the first steps can be straightforward. First, identify the most time-consuming and repetitive processes. Second, organise the corporate knowledge base so the AI has high-quality inputs. Third, select one team for a 30-day pilot. Fourth, define clear safety boundaries. Fifth, review the brand's visibility across AI platforms.

In the AI era, competitive advantage will be shaped less by assets, channels, or headcount, and more by learning speed, process redesign capability, and governance maturity. Those who act early can turn AI into a growth lever. Those who hesitate risk falling behind in customer acquisition, talent attraction, and decision velocity.

"Raising lobsters" is not about chasing a trend. It is about redesigning organisational capability. 🦞🦞

(This article was written by Jeffrey Chu, Director and Founder of YouFind)

解鎖 IP 經濟無限商機

Unlocking IP Economy Potential

全球知識產權（IP）授權市場規模近年持續擴張，不但為創作者提供將設計「變現」的商機，也可從多個領域為經濟增長注入新動能。香港品牌發展局日前舉辦研討會，從發展文創產業、盛事經濟、跨地域協作，探討香港 IP 經濟的發展潛力。

The global intellectual property (IP) licensing market has expanded significantly in recent years, providing creators with opportunities to commercialise their designs while stimulating broader economic growth. To explore the potential of Hong Kong's IP economy, the Hong Kong Brand Development Council held a seminar focusing on three strategic pillars: cultural development, the mega-event economy, and cross-regional collaboration.



IP 所構建的產業生態鏈廣闊，涵蓋創作、設計、生產、宣傳、授權，繼而促成跨界別合作，不僅能創造優質就業機會和刺激經濟增長，也有助提升城市形象與文化影響力。以近年風靡全球的 LABUBU 為例，它透過提供療癒心靈的情緒價值，成功連繫全球消費者，吸引世界各地的民眾排隊購買其周邊及聯名產品，甚至登上國際時裝秀，是 IP 成功轉化為經濟收益的佼佼者。

現任星光文博總經理、香港恒生大學藝術設計系及文創產業系兼任教授吳秋全認為，香港有不少具「變現」潛力的 IP 項目，但需建立完善的商品化機制，才能全面釋放它們的經濟效益。他舉例指，電影《尋秦記》透過與零食品牌進行聯乘活動，推出限量版零食及電影角色珍藏卡，吸引大批本地及內地粉絲為集齊「小卡」而大量購買產品，推高銷售額。可見只要運用得宜，香港的 IP 作品都有可觀的商品化潛力。

將 IP 經濟紅利拓展至旅遊業

吳秋全說，香港也應將有潛力的 IP 在旅遊景點展示，提升 IP 知名度，以及帶動旅遊經濟，「從日本的大熱動漫角色，到近期熱門的內地大熊貓 IP，他們均透過在旅遊景點展示，成功掀起觀光熱潮，他們的經驗值得香港借鑒。」他補充，香港近年致力推動「盛事經濟」，舉辦各類型國際體育比賽、展覽、文藝、嘉年華等吸引遊客，這些活動是很好的 IP 聯乘機會，將本地設計的 IP 角色融入周邊產品及餐飲服務中，藉此向更多旅客推廣本地 IP。

除此之外，香港的鐵路站、地標、商場等也可成為展示 IP 的場所，透過氣球展示、快閃店等聯乘活動，打造為打卡熱點，將城市形象轉化為實體的消費力和流量，發揮跨行業協同效應，將 IP 經濟的紅利拓展至旅遊業。

他續指，IP 的發展潛力並不局限於流行文化領域，更包括傳統文化、建築、技術等多個方面。例如黃大仙信俗是國家級非遺代表性項目之一，薈色園黃大仙祠早前設計了各類結合傳統信仰的文創毛絨公仔、福袋、手繩等可愛風格的「助緣文創品」，將非遺文化打造成 IP 向市民推廣，為傳統文化賦予經濟價值。



香港品牌發展局日前舉辦研討會，探討香港 IP 經濟的發展潛力，邀得吳秋全教授作分享

The Hong Kong Brand Development Council held a seminar to explore the potential of Hong Kong's IP economy, and invited Professor Charles Ng sharing his insight

香港與內地攜手推動 IP 走向國際

近年特區政府銳意將香港建設為「區域知識產權貿易中心」，吳秋全認為，香港應善用自身的國際化優勢及專業服務，與大灣區協同合作。「內地重點發展『中國智造』，香港可以為內地的先進製造業及新興產業提供 IP 相關的法律仲裁、資產估值及融資服務。」除此之外，他也提及香港擁有豐富的品牌建設及管理經驗，同時也是亞洲會議展覽中心，可以打造成內地 IP 出海以及海外 IP 落地內地的核心樞紐，實現共贏。🇭🇰🇨🇳



The IP value chain is expansive, spanning creation, design, production, promotion, and licensing. This ecosystem fosters cross-sectoral synergy, creates high-quality job opportunities and bolsters a city's cultural influence. A prime example is the global sensation Labubu, which leverages emotional value to forge a deep connection with consumers. By translating its soul-soothing aesthetic into high-demand merchandise, brand collaborations, and appearances at international fashion show, Labubu represents a masterclass in converting IP into substantial economic gain.

Charles Ng, the incumbent General Manager of Starlite Holdings Limited and the Adjunct Professor of Art & Design and Cultural & Creative Industries of the Hang Seng University of Hong Kong, emphasised that while Hong Kong possesses numerous high-potential IP projects, a robust commercialisation mechanism is essential for success. He cited the movie *Back to the Past* as an example. Through collaboration with a snack brand to launch limited-edition products and collectible character cards, this project triggered a surge in purchases from fans across Hong Kong and the Mainland eager to complete their collections. This success underscores that Hong Kong's creative IPs hold immense commercial promise when backed by sophisticated marketing and distribution strategies.

Extending IP potential to tourism

Professor Ng suggested integrating these economic benefits into the tourism sector by showcasing high-potential IPs at key attractions to enhance their visibility. "Drawing inspiration from the success of Japanese anime characters or Mainland China's giant panda IP phenomenon," he explained, "Hong Kong can spark similar tourism booms. The city's burgeoning mega-event economy—comprising international sports events, exhibitions, and art festivals—presents an ideal stage for IP collaborations. Integrating locally designed characters into event merchandise and catering services allows Hong Kong to showcase its creative identity to a global audience.





Furthermore, urban landmarks, including railway stations and shopping malls, can be reimagined as IP engagement platforms through pop-up stores and installations. These activations effectively convert foot traffic into tangible consumer spending.

Professor Ng further noted that the potential of IP extends well beyond popular culture into areas such as traditional heritage, architecture, and technology. For instance, he highlighted the Wong Tai Sin belief, one of national intangible cultural heritage items. Sik Sik Yuen Wong Tai Sin Temple has launched a line of “blessing-themed” cultural and creative products—including plush toys, lucky bag, and bracelet— that blend traditional spiritual elements with modern appeal. Transforming this intangible heritage into a recognisable IP successfully imbues traditional culture with economic value.

Synergising with the Mainland for global expansion

As the Hong Kong government strives to establish Hong Kong as a regional IP trading hub, Professor Ng believes the city should leverage its international advantages and professional services in collaboration with the Greater Bay Area. “While the Mainland focuses on intelligent manufacturing, Hong Kong can provide essential support through IP-related legal arbitration, asset valuation, and financing services,” he explained. Given its extensive experience in brand management and its status as a premier convention hub in Asia, Hong Kong is uniquely positioned to serve as a bridge for the Mainland IPs seeking global expansion and for international IPs looking to enter the Mainland market, achieving a win-win outcome. 



香港勞動力轉型： 迎向人工智能、人才流動與審慎增長新格局

Hong Kong's Workforce in Transition: Navigating AI, Talent Mobility and Cautious Growth

香港勞動力市場正經歷一場靜默而深刻的轉型。在全球經濟前景不明朗、人工智能（AI）急速發展，以及區域人才競爭日趨激烈的背景下，本地機構正重新審視招聘、留才與人才培育策略。

對製造、貿易及工業界的企業領袖而言，準確把握這些變化，將是未來數年保持競爭力的關鍵。

Hong Kong's workforce is undergoing a quiet but significant transformation. Against the backdrop of global economic uncertainty, rapid advances in artificial intelligence (AI) and intensifying regional competition for skilled professionals, organisations in Hong Kong are rethinking how they recruit, retain and develop talent.

For business leaders across the manufacturing, trade and industrial sectors, getting to grips with these workforce shifts will be essential to staying competitive in the years ahead.

畢馬威最新發表的《香港就業市場展望》調查，於2026年初訪問了近300位企業高管及專業人士，結果顯示，當前市場比近年任何時候都更趨審慎、策略更具針對性，並更重視科技應用。

更聚焦創造收入職位

企業大規模擴充人手的做法，或已告一段落。僅19%受訪者預期2026年會增聘人手，為2020年以來最低。在管理層方面，首席級高管對人手「增加」與「減少」的預期比例同為29%，反映企業正全面加强成本控制。

然而，這不代表招聘完全停頓。許多公司由過往追求人數增長，轉為優先招聘能直接帶動收入，或支援日趨複雜、科技驅動營運模式的關鍵人才。招聘需求主要集中於銷售、業務發展等創收職能；精簡人手則主要集中於財務、會計、人力資源及行政等營運支援角色。

對製造與貿易企業而言，這趨勢凸顯了投資商業人才的重要性，即招募能開拓新市場、鞏固客戶關係，並將營運效能轉化為收入增長的專業人士。

香港人才樞紐地位持續鞏固

儘管招聘態度轉趨審慎，調查結果顯示香港正持續鞏固其區域與全球人才樞紐的地位。

企業積極從中國內地及海外引入人才，以填補專業缺口並支持國際業務拓展。對外來人才需求最為殷切的範疇包括：銷售及市場推廣（43%）、科技及資訊科技（37%）、營運及供應鏈（28%），以及研發（24%）。

香港特區政府持續優化並擴展各項人才入境計劃，積極吸引全球高端人才來港發展。在全球人才競爭白熱化之際，香港於國際管理發展學院（IMD）發布的《2025年世界人才排名》中，由第九位躍升至第四位，創下歷來最佳成績，並位居亞洲首位。

靈活工作模式與區域流動性，進一步提升香港吸引力。隨着混合工作模式普及，大灣區內跨境通勤與人才流動日益頻繁。「粵港澳大灣區人才通」正打通區內十一個城市的人才、技能與機遇流動，並逐步由政策構想走向實踐。

對於在深圳、東莞、廣州等地設有生產基地或業務據點的香港企業而言，這股流動性為建立更靈活及具區域整合能力的團隊帶來重大機遇。

香港高度國際化的營商環境、健全法制、優越聯通性，以及對國際人才與其家庭日益完善的支援配套，共同構成其獨特優勢。這些結構性條件對貿易及工業至關重要。因為跨境網絡、多元文化管理能力與全球市場觸角，正是成功的基石。



人工智能興起及其對勞動力的影響

調查中最值得關注的發現之一，是人工智能融入企業營運的速度顯著加快。廣泛應用AI的機構比例由2025年的8%大幅上升至2026年的24%，標誌着應用從試驗階段邁向全面整合。AI不再只是技術部門的議題，其應用已躍升為董事會層面的重要議題。

這一轉變亦正重塑企業對人才的要求。近半數受訪者（47%）將AI的理解與應用列為2026年的關鍵技能，比例遠高於一年前的20%。

無論是在生產線應用AI進行品質檢測、透過預測分析優化庫存與物流，還是在後勤流程引入智能自動化，能否有效運用相關技術，正逐漸成為企業突圍而出的關鍵因素。

然而，擴展AI應用並非毫無挑戰。企業普遍反映難以評估供應商質素、對數據私隱與網絡安全的憂慮持續，且內部專業人才不足。當前挑戰已不僅在於引入技術，更在於如何有效管理「人機協作」的混合型勞動力，並建立能負責任且高效推動變革的組織能力。

展望未來 穩中求進

畢馬威的調查顯示，香港正處於勞動市場轉型期——招聘更具針對性、更注重商業成果，並對科技變革潛力保持高度敏銳。

這些趨勢為僱主與僱員帶來挑戰，但同時亦蘊藏機遇。香港憑藉其人才樞紐的固有優勢、與大灣區不斷深化的互聯互通，以及AI在企業中的加速應用，為本地企業在轉型與競爭中奠定穩固基礎。🚫

（本文由畢馬威中國香港特別行政區稅務個人服務主管蕭維強撰寫）



Findings from KPMG's latest Hong Kong Employment Outlook survey, which gathered insights from close to 300 business executives and professionals in early 2026, reveal a market that is more cautious, more targeted and more technology-aware than at any point in recent memory.

A sharper focus on roles that drive revenue

The days of broad-based headcount expansion appear to be behind us, at least for now. Only 19% of survey respondents forecast headcount growth in 2026, the weakest reading since 2020. At the senior level, C-suite respondents were as likely to anticipate headcount reductions as increases, each at 29%. This notable shift in sentiment reflects tighter cost discipline across the board.

Yet it does not mean organisations have stopped hiring altogether. Rather than pursuing volume-based recruitment, many companies are prioritising roles that directly support revenue growth or help manage increasingly sophisticated, technology-enabled operations. Hiring intentions are concentrating on sales, business development and other fee-earning functions, while reductions are centred on operations and support roles such as finance, accounting, HR and administration.

For manufacturers and traders, this trend underscores the importance of investing in commercial talent who can open new markets, deepen client relationships and translate operational capabilities into top-line growth.



Hong Kong's enduring strengths as a talent hub

Despite the cautious hiring environment, the survey findings affirm that Hong Kong continues to consolidate its position as a regional and global talent hub.

Organisations are actively sourcing skills from the Chinese Mainland and overseas markets to fill specialised capability gaps and support international expansion. Demand for external talent is strongest in sales and marketing (43%), technology and IT (37%), operations and supply chain (28%), and research and development (24%).

The Hong Kong SAR Government's expanding suite of talent admission schemes are playing a meaningful role in supporting this pipeline and attracting high-calibre professionals from around the world to live and work in the city. At a time when the global race for talent has never been more intense, Hong Kong's ranking recently leapt to fourth globally from ninth in the IMD World Talent Ranking 2025 - marking Hong Kong's highest-ever ranking and first place in Asia.

Flexible working models and regional mobility are further enhancing Hong Kong's attractiveness. With hybrid working now more established, cross-border commuting and talent mobility within the Greater Bay Area are on the rise. The "GBA Talent Connect" - which allows professionals and enterprises to seamlessly transfer and access skills, experience and opportunities across the eleven cities of the Greater Bay Area - is becoming a practical reality rather than a policy aspiration.

For Hong Kong-based companies with manufacturing operations or commercial interests in Shenzhen, Dongguan, Guangzhou and beyond, this growing fluidity of talent movement presents a significant opportunity to build more agile, regionally integrated teams.





Hong Kong's highly international business environment, robust legal framework, strong connectivity and increasingly supportive ecosystem for global professionals and their families continue to set the city apart. These structural advantages matter enormously for the trade and industrial sectors, where cross-border relationships, multicultural management capabilities and access to global markets are fundamental to success.

The rise of AI and what it means for your workforce

Perhaps the most striking finding from the survey is the pace at which AI is being embedded into business operations. The proportion of organisations widely deploying AI has tripled from 8% in 2025 to 24% in 2026, signalling a shift from experimentation to integration. AI is no longer a niche technology concern; its application in enterprises across sectors is becoming a board-level priority.


This is, in turn, reshaping what employers look for in their people. Nearly half of respondents (47%) identified AI understanding and application as a priority skill for 2026, up from just 20% a year earlier.

Whether it is deploying AI-powered quality control on production lines, using predictive analytics to optimise inventory and logistics, or leveraging intelligent automation in back-office processes, the ability to harness these tools will increasingly distinguish market leaders from the rest.

However, scaling AI is not without challenges. Organisations report difficulty assessing vendor quality, persistent concerns around data privacy and cybersecurity, and a shortage of internal expertise. The challenge now lies not solely in acquiring technology but in managing a hybrid workforce of humans and machines, and in building the organisational capabilities to do so responsibly and effectively.

Looking ahead with confidence

The picture that emerges from KPMG's survey is one of a market in transition - more selective in its hiring, more focused on commercial outcomes and more attuned to the transformative potential of technology.

These trends present a challenge for employers and employees alike - but they also point to a real opportunity. Hong Kong's strengths as a talent hub, its deepening connectivity with the Greater Bay Area, and the growing application of AI in enterprises give businesses here a strong foundation to build on as they adapt and compete. 

(This article was written by David Siew, Head of People Services, Tax, Hong Kong SAR, KPMG China)



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中文調查報告全文



Complete report
in English

傳承 濟公 濟世精神

Preserving the Spirit of Ji Gong

在影視作品中時常看見濟公的蹤影。他衣衫襤褸、手持破扇，被民間冠以「濟顛」之名，同時也以濟世為懷，救急扶危的善行，獲尊為「活佛」深受後世敬拜。濟公信俗在香港已有逾百年歷史，國際濟公文化協會持續透過舉辦文化節、創造世界紀錄等形式，希望將濟公的慈悲精神延續下去。

Often portrayed in media as a dishevelled figure wielding a tattered fan, Ji Gong—the “Mad Monk”—transcends his eccentric persona through profound acts of mercy. His compassionate spirit earned him the title of “Living Buddha,” sparking a spiritual tradition that has flourished in Hong Kong for over a century. To safeguard this legacy, the Ji Gong International Cultural Association actively promotes his values through cultural festivals and world record attempts, ensuring his spirit remains a vibrant part of the city's identity.

相 傳濟公是南宋人，原名李修緣，出身於浙江天台的官宦世家，年輕時在靈隱寺出家。他平易近人，性格好打不平，是不拘小節的僧人。濟公傳說流傳至今已有800多年，衍生出無數影視和文學作品，2006年更被列為首批國家級非物質文化遺產代表性項目名錄。

八百年濟公傳說警醒世人

國際濟公文化協會理事長暨美燕 (Gloria) 指，濟公以不修邊幅形象示人，而且酒肉不離口，故有「酒肉僧人」稱號。「濟公曾說『酒肉穿腸過，佛祖心中留』，他看似不守戒律，但其實這是為了拉近與貧苦大眾的距離，是他高深修行境界和特殊慈悲手段的體現。」此外，濟公醫術精湛，經常走訪大街小巷，扶助有需要的人，這「貼地」行為被後世神化，成為一位主動助人的神明。

Gloria 指濟公信仰主張入世和出世，入世讓濟公形象親民，而出世是希望大家可以傳承濟公「濟世救人、扶弱助貧」的慈悲心懷。在濟公聖訓中，有很多警醒語，提醒人們向善、修身和如何做人處世。



位於灣仔迪龍里的濟公廟 (圖片由國際濟公文化協會提供)
Ji Gong Temple in Tik Lung Lane, Wan Chai (Photo courtesy of the Ji Gong International Cultural Association)

濟公來港逾百年 趨瘟護民

相傳濟公百多年前南下香港，被奉為消災和驅瘟之神，分別在灣仔和上環的廟宇受到供奉。Gloria 指，濟公信仰具體何時傳入香港已不可考，但普遍認為是在香港開埠初期，經來港謀生的華人傳入。

香港最早有記載的濟公廟位於灣仔迪龍里12號，傳說中，當時香港鼠疫橫行，有灣仔街坊由家鄉將濟公請來坐鎮，因此整個港島區只有灣仔未見廣泛疫情。後來在1899年，紅磡也受鼠疫影響，居民於是邀請濟公等神明渡維港到紅磡驅疫，令疫情得以紓緩。

此外，一些家長更會「契神」及「寫紅紙」，將孩子過契給濟公，保佑孩子快高長大、聰明伶俐、健康平安。在濟公廟內的文物「虎門」正是用來進行契神儀式，孩子踏過虎門，寓意驅邪避災。

1984年，灣仔迪龍里濟公廟因市區重整而搬遷至上環太平山街38號，後來因再度清拆，遂向毗鄰廣福祠的管理機構東華三院求助。1991年廣福祠經「問杯」僅濟公獲准置主殿，與地藏王同為主神，故又被坊眾俗稱為太平山街濟公廟，凸顯濟公地位，部分原廟文物也隨之遷移。

傳承濟公文化與創造世界紀錄

為了傳承濟公文化和精神，國際濟公文化協會2013年起，在維多利亞公園舉行濟公文化節，透過攤位遊戲、開筆禮、飄色巡遊等形式，向大眾推廣濟公文化。其中，濟公誕敬師儀式是文化節的重要項目之一，儀式包括敲鼓、誦經持咒，並上六供（花、香、燈、果、茶、酒等貢品），着信眾時常惦記濟公的心思。



濟公的標準服飾包括濟公帽、濟公袋、破蒲扇、酒葫蘆及羅漢鞋
The standardised attire of Ji Gong is defined by five symbolic items: the Ji Gong hat, the cloth sack, the tattered palm-leaf fan, the wine gourd, and Arhat shoes



用來進行契神儀式的「虎門」
The "Tiger Gate" used for the "Qi Shen" ritual

協會籌辦的活動屢次創造及刷新健力士世界紀錄，包括2015年「萬指千人印濟公」刷新手指印畫紀錄、以及在2024年組織733人參與「弘揚中華文化及傳承濟公精神·樂頌世界和平」大典，刷新最大規模裝扮成濟公的聚會紀錄等。這些活動不但喚起市民的關注，更確立濟公服的標準，包括濟公帽、濟公袋、破蒲扇、酒葫蘆及羅漢鞋，傳承濟公形象。

去年起，協會在上環舉辦「濟公文化在香港」活動，今年度活動以「笑」的文化為主題。Gloria指，朗朗的笑聲和對世俗浮華的通透，是濟公文化的核心靈魂，希望活動可以將開心和喜悅帶給每一個人，「濟公遇到甚麼事都好像不形於色，其實他會巧妙地將事情化解，警醒人們就算遇到不如意的事情時，都要樂觀面對。」

Gloria提到，多年前有善信捐出一幅位於屯門，面積約5000多呎的地皮，協會正構思建設濟公文化公園的可能性，未來也會加強與其他濟公團體之間的交流，一同探討和傳承濟公信俗。👉

Tracing its origins to the late Southern Song Dynasty, the legend of Ji Gong began with Li Xiuyuan, who was born into a prominent family of officials in Tiantai, Zhejiang. Although he took his monastic vows at Lingyin Temple in his youth, he was far from a conventional monk; he was approachable, lived beyond rigid formalities, and was known for his fierce sense of justice. For over 800 years, Ji Gong's lore has inspired countless literary works and screen adaptations. His enduring cultural significance was formally recognised in 2006, when "Ji Gong Beliefs and Customs" were inscribed on the inaugural list of National Intangible Cultural Heritage.

Ji Gong's 800-year legacy: A moral compass

Gloria Ki, the Chairman of Ji Gong International Cultural Association, noted that Ji Gong is often portrayed as dishevelled and defiant of traditional monastic rules, including the consumption of alcohol and meat. "Ji Gong is famous for the saying, 'Wine and meat pass through the intestines, but the Buddha's heart remains.'" she explained. "His unconventional lifestyle was actually a profound expression of his spiritual depth and served as a compassionate bridge to connect with the common people." Highly skilled in medicine, Ji Gong frequently walked through streets and alleys, helping those in need. His down-to-earth approach ultimately led to his deification as a deity known for proactively assisting the suffering.



廣福祠於1856年落成，初為安置客死異鄉華人靈位及垂死者暫居之所，現轉為純供奉神靈的空間
Established in 1856, Kwong Fook Tsz originally served as a sanctuary for the dying and a repository for the tablets of Chinese migrants who died abroad. Today, it has transitioned into a dedicated space for deity worship

光緒二十五年（1899），濟公為紅磡驅疫後，街坊相贈了一幅「威伏炎瘟」的牌匾
In 1899, after Ji Gong quelled the plague in Hung Hom, grateful residents presented a commemorative plaque inscribed with the words "Subduing the Fierce Pestilence"



Gloria explained that the Ji Gong faith balances two core concepts: “worldly engagement” and “transcendental spirit”. The former makes Ji Gong relatable to the mass, while the latter inspires followers to uphold his legacy of serving the world and aiding the vulnerable. She noted that Ji Gong’s sacred teachings offer profound moral guideposts, encouraging us to practice kindness, cultivate our inner character, and navigate life’s complexities with integrity and grace.

Ji Gong’s century in Hong Kong: Warding off pestilence

Legend has it that Ji Gong travelled south to Hong Kong over a century ago. Revered as a deity who dispels disasters and wards off disease, Ji Gong is enshrined in temples in Wan Chai and Sheung Wan. According to Gloria, while the exact dawn of Ji Gong beliefs in Hong Kong remains lost to time, it is widely believed to have been introduced by Chinese labourers seeking a livelihood during the city’s early colonial era.

Hong Kong’s earliest recorded Ji Gong Temple was established at No. 12, Tik Lung Lane in Wan Chai. According to local lore, when the bubonic plague ravaged Hong Kong Island, Wan Chai residents invited Ji Gong from their hometown to bless and protect the district. As a result, Wan Chai was the only area on the island to escape a major outbreak. This reputation for divine protection grew rapidly. In 1899, when the plague hit Hung Hom, residents invited Ji Gong and other deities to cross Victoria Harbour to cleanse the area, successfully helping to contain the epidemic.



化「紅紙」是濟公習俗之一，而「寫紅紙」習俗是東井圓佛會的法門（圖片由國際濟公文化協會提供）
“Red paper” is one of the Ji Gong customs. This custom allows believers to sincerely convey their wishes or thoughts to Ji Gong by writing them on “red paper” printed by the Tung Cheng Yuen Buddhist Association (Photo courtesy of the Ji Gong International Cultural Association)



太平山街濟公廟內掛有濟公聖訓，提醒人們向善和做人處世之道
Ji Gong Temple on Tai Ping Shan Street displays Ji Gong’s maxims, urging benevolence and proper conduct

Beyond seeking protection from disease, many parents participate in the tradition of “spiritual kinship” (Qi Shen). They write their children’s names on red paper to formally establish a spiritual bond with Ji Gong, seeking his blessing and protection for good health, wisdom, and a smooth journey to adulthood. The “Tiger Gate,” a significant cultural relic inside the Ji Gong Temple, plays a central role in this ritual. Children are guided to step through the gate—a symbolic act believed to ward off evil and prevent future misfortunes.

In 1984, urban redevelopment led to the relocation of the Tik Lung Lane Ji Gong Temple to No. 38 Tai Ping Shan Street in Sheung Wan. When the site later faced demolition, the temple sought assistance from the Tung Wah Group of Hospitals, the managing body of the adjacent Kwong Fook Tsz. In 1991, through the Jiaobei ritual at the Kwong Fook Tsz, only Ji Gong was granted the rare honour of being placed in the main hall, sharing the altar with Ksitigarbha as a principal deity. The temple was subsequently renamed the Tai Ping Shan Street Ji Gong Temple. This move not only underscored Ji Gong’s elevated status but also allowed several historical relics from the original temple to be preserved and relocated to the new site.

Inheriting Ji Gong culture and setting world records

To preserve and promote the spirit of Ji Gong, the Ji Gong International Cultural Association has held the Ji Gong Cultural Festival at Victoria Park annually since 2013. The event engages the public through a variety of activities, including booth games, the Kaibi (“first writing”) ceremony for students and a vibrant Piu Sik (“floating colours”) parade. A highlight of the festival is the Ji Gong Birthday Master-Respecting Ceremony. This ritual includes drumming, sutras chanting and the mantras recitation, alongside the presentation of “Six Offerings” (flowers, incense, lamps, fruits, tea, and wine). These traditional tributes serve as a profound reminder for devotees to keep Ji Gong’s compassionate teachings and wisdom close to their hearts.

The Association’s initiatives have repeatedly achieved international acclaim, setting and breaking Guinness World Records. In 2015, a massive collaborative effort saw thousands of participants create the world’s largest finger painting, depicting the image of Ji Gong. In 2024, the Association organised the world’s largest gathering of people dressed as the deity, featuring 733 participants in full regalia. Beyond raising public awareness, these events have been instrumental in standardising the Ji Gong attire. The official ensemble—comprising Ji Gong’s hat, cloth sack, tattered palm-leaf fan, wine gourd, and Arhat shoes—ensures that his traditional image is faithfully preserved and passed down through generations.

Since last year, the Association has hosted the “Ji Gong Culture in Hong Kong” in Sheung Wan, with this year’s edition centred on the theme of “laughter”. According to Gloria,



敬師着信眾時常惦記濟公的心思，以紀念濟公出家、成道、聖誕
(圖片由國際濟公文化協會提供)

Master-respecting ceremony reminds devotees to keep Ji Gong’s spirit in their hearts (Photo courtesy of the Ji Gong International Cultural Association)

hearty laughter and a profound detachment from worldly vanity are the cornerstones of Ji Gong’s legacy. “Ji Gong appeared unfazed by life’s hardships, yet he possessed the divine wit to resolve them,” She explained. “Through this event, we hope to share that sense of joy, reminding everyone to remain resilient and optimistic even in the face of adversity.”

Looking ahead, the Association is exploring ambitious new projects to expand its reach. Gloria noted that several years ago, a devotee donated a 5,000-square-foot plot of land in Tuen Mun, which the Association envisions transforming into a Ji Gong Cultural Park. To further this mission, the Association plans to strengthen ties with other Ji Gong organisations, collaboratively exploring and preserving the rich heritage of the faith for future generations. (續)



2024年，733人穿上濟公服飾，刷新最大規模裝扮成濟公的聚會紀錄

In 2024, 733 participants gathered to set the Guinness World Record for the largest gathering of people dressed as Ji Gong



廠商會赴重慶訪問 把握西部機遇

Seizing Opportunities in Western China: CMA Leads Delegation to Chongqing

廠商會於4月22日至24日組織近40人的訪問團前赴重慶，與當地政府領導、龍頭企業及創新平台代表深入交流，藉此加強渝港兩地產業及經貿聯動，並協助港商把握國家推進西部大開發戰略下的發展機遇。

訪問團由盧金榮會長率領，成員包括副團長梁兆賢副會長、駱百強副會長、施榮恆副會長、秘書長行政總裁吳潔貞等。


3天行程中，盧金榮會長獲重慶市委書記袁家軍接見，雙方就深化渝港產業合作、推動港企赴渝投資發展等議題交換意見。訪問團亦出席各項懇談會和投資推介會，並與重慶市委常委、市委統戰部部長商奎、渝中區區委書記謝東等領導會面，進一步探索合作空間。



訪問團考察賽迪奇智人工智能科技有限公司
The delegation visited the CISA Tech

訪問團亦到訪了賽力斯超級工廠、賽迪奇智人工智能科技有限公司、重慶信息與智慧醫學研究院等機構，了解當地在工業智能化、人工智能以及生物醫藥等領域的最新成果。

交流期間，盧會長表示，近年重慶在現代製造、高新技術及數字經濟等領域成果顯著，並依託成渝地區雙城經濟圈及西部陸海新通道的戰略優勢，逐步躍升為區域協同發展及內陸對外開放的重要樞紐。他認為渝港兩地可在科創與產業融合方面拓展務實合作、優勢互補，尤其可聚焦人工智能、新能源等重點領域，加快原始創新攻關及科研成果落地轉化，帶動兩地產業鏈升級。

此外，重慶作為西南商貿重鎮，具備強大的物流樞紐功能，對港商布局西南、拓展「一帶一路」沿線市場具有重要意義。廠商會期望重慶市政府為港商在渝拓展市場提供更有力量支援；同時鼓勵渝企善用香港平台優勢，加快開拓國際市場，推動內外循環相互促進，實現互利共贏。 



訪問團與渝中區區委書記謝東（右五）等領導會面交流
The delegation met with Mr Xie Dong (fifth from the right), Secretary of the CPC Yuzhong District Committee, and other leaders

A 40-member delegation from the CMA visited Chongqing from 22 to 24 April to strengthen regional industrial and trade cooperation. Through exchanges with government leaders and key enterprises, the visit aimed to help Hong Kong businesses capitalise on opportunities arising from the national strategy of advancing the development of western region.

Led by President Dr Wingco Lo, the delegation included Vice Presidents Mr Jackson Leung, Mr Robert Lok, Mr Ivan Sze, and CEO Ms Ida Ng.

During the three-day visit, Dr Lo met Mr Yuan Jiajun, Secretary of Chongqing Municipal Committee of the Communist Party of China (CPC). They exchanged views on deepening industrial cooperation and promoting Hong Kong enterprises to invest and grow in Chongqing. The delegation also participated in roundtables, networking sessions, and investment promotion events. Furthermore, they met with Mr Shang Kui, Member of the Standing Committee of the Chongqing Municipal Committee of the CPC and Director of the United Front Work Department of the CPC Chongqing Municipal Committee, and Mr Xie Dong, Secretary of the CPC Yuzhong District Committee, to further explore avenues for collaboration.

To gain insights into local advancements in industrial intelligence, artificial intelligence (AI), and biomedicine, the delegation visited several key institutions and tech

giants including the SERES Super Factory, CISAI Tech, and Chongqing Institute of Intelligent Medicine.

During the exchange, Dr Lo commended Chongqing's significant achievements in modern manufacturing, high-tech sectors, and the digital economy. He noted that by leveraging the Chengdu-Chongqing economic circle and the New International Land-Sea Trade Corridor, the city is rapidly emerging as a vital hub for regional synergy and inland opening-up. Dr Lo emphasised that Chongqing and Hong Kong can expand pragmatic cooperation by complementing their respective strengths in technology and industrial integration. Specifically, both places can focus on key sectors such as AI and new energy to accelerate breakthroughs in original innovation and commercialisation of research outcomes, thereby driving industrial chain upgrades.

Furthermore, as a major commercial and trade hub in southwest China with robust logistical capabilities, Chongqing serves as a vital gateway for Hong Kong businesses looking to establish a presence in the region and expand into "Belt and Road" markets. The CMA looks forward to enhanced support from the Chongqing government for Hong Kong enterprises operating in the city. Dr Lo also encouraged Chongqing firms to utilise Hong Kong's strengths to go global, fostering "dual circulation" between domestic and international markets to achieve mutual benefits. 



訪問團出席由重慶市委常委、市委統戰部部長商奎主持的「知名港商重慶行」懇談會

The delegation attended a roundtable and networking session hosted by Mr Shang Kui, Member of the Standing Committee of the Chongqing Municipal Committee of the CPC and Director of the United Front Work Department of the CPC Chongqing Municipal Committee

廠商會赴湖南省訪問 推動湘港深化合作

CMA Delegation Visits Hunan to Promote Deeper Cooperation

廠商會於4月7日至9日組織訪問團前赴湖南，與當地政府領導及多家龍頭企業交流，以發掘當地的產業優勢及合作潛力，助力港商拓展市場。

訪問團分別與湖南省商務廳副廳長劉素月、長沙市副市長康鎮麟、株洲市政府副市長方靖，以及香港特區政府駐湖南聯絡處主任李錦雄會面。訪問期間，長沙市政府向盧金榮會長頒發「長沙市招商顧問」證書，冀深化兩地經貿對接與產業合作。

The CMA led a delegation to Hunan Province from 7 to 9 April to facilitate exchanges with local government departments and businesses. The visit aimed to explore Hunan's industrial strengths and cooperation potential, helping Hong Kong companies expand their reach.

The delegation met with key governmental officials, including Ms Liu Suyue, Deputy Director General of the Department of Commerce of Hunan Province; Mr Kang Zhenlin, the Vice Mayor of Changsha Municipal People's Government; Mr Fang Jing, the Vice Mayor of Zhuzhou Municipal People's Government; and Mr Li Kam Hung, the



訪問團與株洲市副市長方靖（右五）等株洲市政府領導會面交流
The delegation met with Mr Fang Jing (fifth from right) and other leaders from Zhuzhou city's government

Director of Hunan Liaison Unit of the government of the HKSAR. A highlight of the trip was Dr Wingco Lo, President of the CMA, receiving the title of "Investment Promotion Advisor" from Changsha City, which aims to deepen economic, trade and industrial collaboration between the two regions.



廠商會江門市食品及高新科技考察團

CMA Explores Jiangmen's Food & High-tech Industries

廠商會於4月16日至17日舉辦江門市食品及高新科技2天考察團，由副會長吳國安帶領會員，深入了解江門在食品科技、先進製造、綠色環保等領域的最新發展，以及當地產業優勢與投資環境。期間訪問團實地走訪市內多家龍頭企業與重點產業，包括李錦記生產基地、中車廣東軌道交通車輛有限公司，並出席「港島企業交流會」，與多位江門市政商界代表共聚交流。

On 16-17 April, the CMA organised a delegation to Jiangmen to explore local industrial strengths, investment environment, and advancements in food technology, manufacturing, and green solutions. Led by Vice President Mr Dennis Ng, the delegation visited leading enterprises and key industries in the city, including the Lee Kum Kee production base and the CRRG Guangdong Co., Ltd. Members also attended the Hong Kong-Jiangmen Enterprise Exchange Session to connect with representatives from Jiangmen's government and business sectors.

共建友善職場 銀齡再展新里程

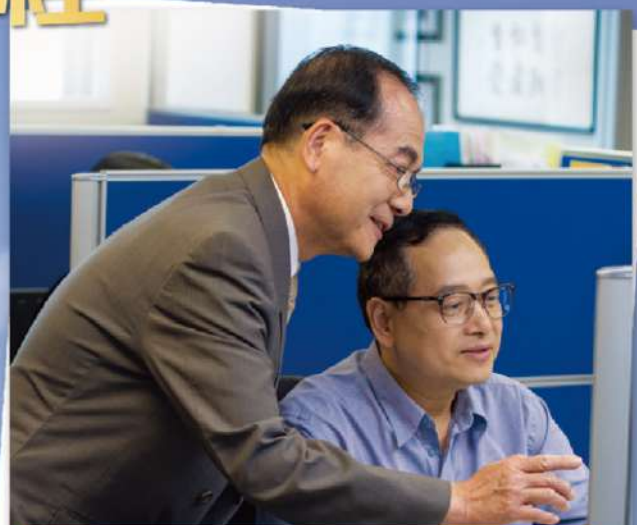


Offer flexible arrangements
Promote employment of the elderly

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Friendly employment practices for the elderly



重視年長僱員的知識、
經驗和技能
Value the knowledge, experience
and skills of elderly employees



給予年長僱員培訓
及再培訓的機會
Offer elderly employees training
and retraining opportunities



提供彈性工作安排、
合適的工作裝備及休息時間
Provide flexible work arrangements,
suitable equipment, outfit and rest breaks

知識 Knowledge

經驗 Experience

人脈 Connections

傳承 Succession



廠商會舉辦全國兩會精神分享會

CMA Holds Seminar on Learning Spirit of the "Two Sessions"


廠商會於3月26日舉行「2026全國兩會精神分享會」，向會董會成員傳達本年度全國兩會的重要精神，吸引近百名廠商會成員出席。

今年是國家「十五五」開局之年，港區全國政協委員盧金榮會長指出，香港須以更主動的姿態服務國家，促進「人工智能+」與製造業深度融合，協助國家實現科技和製造強國的目標。

港區全國人大代表及廠商會立法會代表吳永嘉則建議特區政府應建立監測、評估和動態調整機制，確保後政策方向能與「香港五年規劃」及國家發展大局相契合。

全國政協常委施榮懷永遠名譽會長提到，香港的角色已從過去的「融入國家發展」提升至「服務國家戰略」，建議在金融與科技兩大領域發力，為國家作出新貢獻。

身兼香港科技园公司主席的港區全國政協委員查毅超會董以書面發言，指香港應發揮與大灣區內地城市的優勢互補，打造具全球競爭力的創新高地，支持國家實現高水平科技自立自強。

港區全國政協委員洪明基會董則建議，香港應善用自身優勢協助內地高增值企業融資，並協助內地原創知識產權（IP）進行評估、驗證與交易。

On 26 March, the CMA held a sharing session on learning spirit of the "two sessions", drawing nearly 100 members.

With the national 15th Five-Year Plan officially underway, Dr Wingco Lo, Hong Kong member of the National Committee of the Chinese People's Political Consultative Conference (CPPCC), emphasised that Hong Kong must adopt a more proactive stance in supporting national development. Specifically, he highlighted the strategic integration of AI with manufacturing as a key driver for establishing the Chinese Mainland as a global technological and industrial powerhouse.



分享會吸引近百名廠商會成員出席


Around a hundred of members of the CMA attended the seminar



Mr Jimmy Ng, Hong Kong deputy to the National People's Congress and Legislative Council representative of the CMA, proposed that the Hong Kong government implement a robust monitoring, evaluation, and adjustment mechanism. That would ensure that future policy directions align with the Hong Kong's five-year plan and the broader national development strategy.

Mr Irons Sze, a Standing Committee Member of the CPPCC and Permanent Honorary President of the CMA, noted that Hong Kong's role has evolved from merely "integrating into national development" to "serving national strategy." He recommended focusing efforts on finance and technology to provide new contributions to the country.

In a written statement, Dr Sunny Chai, Hong Kong member of the National Committee of the CPPCC and the Chairman of the HKSTP, stated that Hong Kong should leverage its synergies with Mainland cities in the Greater Bay Area. By doing so, the city can help build a globally competitive innovation hub, supporting the nation's drive toward high-level scientific and technological self-reliance.

Mr Marvin Hung, Hong Kong member of the National Committee of the CPPCC, proposed that Hong Kong utilise its unique advantages to assist Mainland high-value-added enterprises in financing. He also suggested that the city facilitate the evaluation, verification, and trading of domestic original intellectual property (IP) on the global stage.



法定最低工資
Statutory Minimum Wage

法定最低工資 Statutory Minimum Wage

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每小時

\$43.1

PER HOUR

2026年5月1日起實施
Effective from 1 May 2026

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勞工處
Labour Department



廠商會邀孫東局長分享最新創科政策

Secretary Sun Dong Outlines Latest I&T Initiatives

廠商會於4月30日舉行會董晚宴，邀得創新科技及工業局局長孫東教授擔任主講嘉賓，闡述特區政府圍繞國家「十五五」規劃，推動香港建設國際創科中心的整體布局與策略。

孫局長表示，香港首個五年規劃必須緊密對接國家戰略，在規劃期內交出「看得見、摸得着」的創科及產業成果。他指出，「北創科」是香港創科版圖的核心。其中，河套香港園區將成為帶動科技創新的重要策源地，包括透過新成立的生命健康研發院，聚焦「AI + 生命科學」及中試項目，打造內聯外通的轉化平台；而新田科技城則透過「三紐、三帶」產業布局，提供原型研發、中試及量產空間，並結合香港專業服務優勢，推動本地未來產業發展及協助企業出海。

他強調，企業是未來技術突破的主力軍，期望廠商會及工商界積極向政府反映業界需求，共同鞏固並提升香港作為國際創科中心的地位。



創新科技及工業局局長孫東
Professor Sun Dong, Secretary for Innovation, Technology and Industry

The CMA welcomed Professor Sun Dong, Secretary for Innovation, Technology and Industry, as a keynote speaker at its General Committee Dinner Reception held on 30 April. Sun detailed the HKSAR Government's strategy to transform Hong Kong into an international innovation and technology (I&T) centre, as envisioned under the national 15th Five-Year Plan.

Sun emphasised that Hong Kong's first five-year plan must align seamlessly with national strategies to deliver tangible outcomes in I&T and industrial growth. He identified the Northern Metropolis as the primary engine of the city's technological landscape. Within this framework, the Hong Kong Park of Hetao Co-operation Zone is poised to become a vital source of innovation. By leveraging the newly established Life and Health Technology Research Institute, the park will prioritise "AI + Life Sciences" and pilot-scale trials, creating a transformational platform that bridges domestic and international markets. Meanwhile, the San Tin Technopole—utilising its "three hubs, three corridors" industrial layout—will provide critical infrastructure for prototype research and development, pilot testing, and mass production. Integrated with Hong Kong's expertise in professional services, these initiatives are designed to catalyse local emerging industries and empower enterprises to scale globally.

Highlighting the private sector as the primary driver of technological breakthroughs, Sun called on the CMA and industry leaders to communicate their needs to the government. Together, he noted, they can solidify and advance Hong Kong's standing as a premier global hub for I&T.



全國政協港澳台僑委員會訪會

Committee for Liaison with Hong Kong, Macao, Taiwan and Overseas Chinese Visits the CMA

全國政協港澳台僑委員會主任劉賜貴率領代表團一行11人於4月14日蒞臨廠商會訪問，與廠商會領導就國家「十五五」規劃戰略部署，以及推動粵港澳大灣區高質量協同發展等議題進行座談交流。

Overseas Chinese of the CPPCC National Committee, led an 11-member delegation to visit the CMA. During the meeting, the delegation and CMA leadership discussed key topics, including the strategic deployment of the national 15th Five-Year Plan and the promotion of high-quality, coordinated development in the Guangdong-Hong Kong-Macao Greater Bay Area.

On 14 April, Mr Liu Cigui, Director of the Committee for Liaison with Hong Kong, Macao, Taiwan, and



山西省政協代表團到訪

Shanxi Provincial CPPCC Delegation Visits the CMA

山西省政協主席張春林於4月14日率領一行15人代表團到訪廠商會，並與廠商會一眾首長就促進兩地產業及經貿合作等議題進行了深入交流。

張主席表示，晉港兩地互補性強，期望與香港深化經貿合作，結合廠商會強大的企業凝聚力，攜手向外推廣山西優質農產品，推動科技創新促進產業升級，實現共贏。盧金榮會長期望廠商會與山西省建立更緊密的聯繫，為山西企業提供專業出海支援，開拓多元化商機。

On 14 April, Mr Zhang Chunlin, Chairman of the Shanxi Provincial Committee of the Chinese People's Political Consultative Conference, led a 15-member delegation to visit the CMA. The delegation held in-depth discussions with CMA

leadership on strengthening industrial, economic, and trade cooperation.

Mr Zhang highlighted the significant complementary strengths between Shanxi and Hong Kong, expressing the hope to deepen economic and trade cooperation. He noted that by leveraging the CMA's robust business network, business communities from both regions can jointly promote Shanxi's high-quality agricultural products to overseas markets, advance industrial upgrading through technological innovation, and achieve mutual benefits. Dr Wingco Lo, President of the CMA, welcomed the opportunity to forge closer ties with Shanxi Province by providing professional support for Shanxi enterprises going global and explore diversified business opportunities.

廠商會與烏魯木齊深化合作

CMA and Urumqi Forge Strategic Ties


新疆烏魯木齊市人民政府黨組成員、副市長侯詠率領代表團一行6人，於4月28日蒞臨廠商會訪問。訪問團由盧金榮會長、黃家和副會長、吳潔貞行政總裁，以及常董及會董等接待。期間黃家和副會長代表本會，與烏魯木齊市貿促會簽署戰略合作協定書，深化彼此合作。


Ms Hou Yong, Party Member and Deputy Mayor of the Urumqi Municipal People's Government, led a six-member delegation to visit the CMA on 28 April. The delegation was received by CMA President Dr Wingco Lo, Vice President Professor Simon Wong, CEO Ms Ida Ng, as well as members of Executive and General Committees. Representing the Association, Professor Simon Wong signed a strategic cooperation agreement with the China Council for the Promotion of International Trade Urumqi Council to foster closer bilateral ties.



Original Grant Patent System in Hong Kong

香港原授專利制度

 Obtain global priority date quickly and at lower costs
快速、低成本獲取全球優先權日期

 Enjoy 12-month provisional filing flexibility
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 Eligible for "patent box" profits tax concessions at the rate of 5%
可享受「專利盒」5%優惠利得稅率



2026 選民登記/更新資料

Voter Registration / Update of Particulars

6月 JUNE



登記資格 Eligibility

年滿18歲
Aged 18 or above

香港永久性居民
Hong Kong permanent resident

通常在港居住
Ordinarily resides
in Hong Kong

截止日期
Deadline



提交申請 Submit applications



智方便
iAM Smart



查閱 Check details

收到查訊信？
Got an inquiry letter？

限期前回覆 保選民身分
Reply by the deadline
to keep voter status

2891 1001



廠商會推出「企業出海策劃師」服務

CMA Backs Mainland Enterprises Going Global

廠商會於5月4日舉行年度傳媒午宴，介紹最新工作重點，包括全新推出的「企業出海策劃師」服務。該服務旨在整合廠商會多元化服務，為有志「走出去」的內地企業提供全鏈條、一站式、無縫的出海支援方案，一方面協助企業有序應對海外市場合規、標準、營運、品牌及渠道等挑戰，另一方面強化香港「出海平台」功能，呼應國家「十五五」規劃下，香港構建「高增值供應鏈服務中心」的新定位。商

of the global expansion advisory service. By integrating the CMA's diverse range of services, this initiative provides Mainland enterprises seeking to expand overseas with a comprehensive, one-stop, and seamless support solution. The service is designed to help these firms systematically navigate challenges in overseas compliance, standards, operations, branding, and distribution channels. The CMA believes this service can reinforce Hong Kong's role as a premier springboard for global expansion, aligning with the city's new positioning as a high-value-added supply chain service centre under the national 15th Five-Year Plan.商

The CMA hosted its annual media luncheon on 4 May to unveil its latest strategic priorities, headlined by the launch



廠商會中學五十周年校慶晚宴

CMA Secondary School 50th Anniversary Gala Dinner

廠商會中學於5月16日舉行「廠商會中學五十周年校慶晚宴」，近600名師生、現職及退休教職員，以及校友前來祝賀，包括傑出校友陳國邦先生。本屆校慶邀得行政長官李家超、政務司司長陳國基、財政司司長陳茂波，以及教育局局長蔡若蓮等官員於校慶特刊題辭。

the milestone, including outstanding alumnus Mr Power Chan. The commemorative booklet featured congratulatory messages from Chief Executive Mr John Lee, Chief Secretary for Administration Mr Eric Chan, Financial Secretary Mr Paul Chan, and Secretary for Education Dr Christine Choi.

盧金榮會長致辭時表示，半個世紀以來，廠商會中學始終秉持「工業報國、教育興才」的初心，培養具備家國情懷與創新視野的下一代。未來廠商會將繼續支持學校將「廠商會精神」在年輕一代手中發揚光大。商

In his address, Dr Wingco Lo, President of the CMA, emphasised that for half a century, CMA Secondary School has remained steadfast in its founding mission: empowering our country through industrial advancement and talent cultivation. He noted that the school is dedicated to nurturing the next generation with both a sense of patriotism and an innovative mindset. Moving forward, the CMA will continue to fully support the school in passing on the CMA spirit to future generations.商

The CMA Secondary School hosted its 50th Anniversary Gala Dinner on 16 May, drawing nearly 600 teachers, students, current and retired staffs, and alumni to celebrate

3 十 性 工 作 安 排 老 闆 員 工 都 喜 歡

Flexible Work Arrangements
Win-Win for Employers and Employees



彈性工作時間
Flexitime



遙距工作
Remote work



較短工作周
Shorter workweek



混合工作模式
Hybrid work model

詳情請瀏覽上載至勞工處網頁的「工作安排更靈活 勞資雙贏更和諧」小冊子
Please refer to the publication "Flexible Work Arrangements Win-win for Employers and Employees" available on the Labour Department's website for details.

中文

English



勞工處
Labour Department

查詢熱線 Enquiry Hotline: 2717 1771
(此熱線由「1823」接聽 The hotline is handled by "1823")

網頁 Website:
www.labour.gov.hk



使用書面僱傭合約 Using Written Employment Contract



問清問楚
Clarify Terms

睇清睇楚
Read Carefully

雙方同意
Mutually Agreed

合約副本
Copy of Contract

書面合約訂清楚
Clear Terms
of Employment Contract

僱傭雙方保障多
Protect Both
Employers and Employees

中文

English



勞工處
Labour Department

CMA 檢定中心為 「自然資產指數」提供驗證

CMA 檢定中心消息

CMA Testing Verifies the Natural Capital Index

全球市場對 ESG 合規要求持續提升，尤其在環境議題方面，往往要求與國際披露框架保持一致。Napital（指數制定方）與 AECOM（技術主導方）合作，透過「自然資產倡議」推出「自然資產指數」（NCI, Natural Capital Index），作為衡量自然增益表現並引導資金投向具備自然增益項目的工具。

CMA 檢定中心獲委聘開展 NCI 的驗證工作，包括審查計算過程及數據集、將部分已披露數值追溯至原始數據、重新計算相關指標、進行一致性檢查，以及對所採用的方法論、參考文獻、軟件工具、數據收集工具及專家意見的適切性進行驗證。中心期望與市場攜手，以審慎、具公信力並逐步趨於成熟的方式，持續推動本地 ESG 及自然相關財務揭露（TNFD）、尤其是自然資產相關實踐的發展。商標

Global markets face rising demand for robust ESG compliance, particularly on the environmental pillar, and for alignment with international disclosure standards. To address this, Napital, as the index proponent, in collaboration with AECOM, the technical lead, has introduced the Natural Capital Index (NCI) under the Natural Capital Initiative as a tool to measure and finance nature-positive outcomes.

CMA Testing has been engaged to conduct comprehensive verification of the NCI. The scope of work includes reviewing calculations and datasets, tracing selected reported values back to raw data, recalculating indicators, performing dashboard consistency checks, and validating the underlying methodology, literature, software, instruments, and expert inputs. Through this engagement, CMA Testing reaffirms its commitment to working alongside market partners to advance the ESG and TNFD (Taskforce on Nature-related Financial Disclosures) practices, especially those related to nature and natural assets—in a prudent, credible, and evolving manner. 商標

廠商會舉行「AI 創作 × 效益： 廣告生產力新方程式」研討會

品牌局動態

“AI Creative × Efficiency: A New Formula for Advertising Productivity” Seminar

廠商會及品牌局於 4 月 23 日舉行「AI 創作 × 效益：廣告生產力新方程式」研討會，邀請不同領域的行業精英分享人工智能（AI）在市場企劃、品牌宣傳、內容製作與行銷策略的應用，並就 AI 版權保護與風險管控提供建議。與會者也深入探討 AI 在廣告策劃上的創新可能，為整體業務營運創造最大價值。商標

The CMA and the BDC held the seminar titled “AI Creative × Efficiency: A New Formula for Advertising Productivity” on 23 April. The event featured a line-up of industry elites from various fields who shared insights into the artificial intelligence (AI) applications across market planning, brand promotion, content production, and marketing strategies. Beyond technical implementation, speakers provided practical advice on AI-related copyright protection and risk management. Participants also explored the transformative potential of AI in advertising, discussing how these innovations can be leveraged to maximise business value. 商標



主題 Theme



家·職·平衡 與你同行
WORK-FAMILY BALANCE
TOGETHER STRIVE FOR BRILLIANCE

立即參加 Let's Join



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截止報名日期 Enrolment Deadline

2026年5月31日 | 31 May 2026

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好僱主約章

GOOD EMPLOYER CHARTER 2026

支持機構 Supporting Organisations (排名依中文筆劃序 In order of number of strokes of Chinese characters)



僱主守法 勞保買足免刑責

Obey the Law

Take out adequate Employees' Compensation Insurance cover

《僱員補償條例》規定，所有僱主，不論僱員全職或兼職（包括外籍或本地家庭傭工），合約期或工作時數的長短，必須投購足額金額的僱員補償保險。若僱主不依法例投購僱員補償保險，可被檢控，一經定罪，最高可被判罰款十萬元及監禁兩年。
The Employees' Compensation Ordinance provides that all employers are required to take out adequate employees' compensation insurance cover for their employees, regardless of whether they are full-time or part-time (including foreign or local domestic helpers), their contract periods or length of working hours. An employer who fails to comply with the Ordinance to secure an insurance is liable to prosecution and, upon conviction, to a maximum fine of \$100,000 and imprisonment for two years.

僱員如懷疑僱主未有投購僱員補償保險，可向勞工處舉報，電話：
An employee who suspects that his/her employer has not taken out employees' compensation insurance could report to the Labour Department by phone:

2815 2200



May 05



16

廠商會中學五十周年校慶晚宴
CMA Secondary School
50th Anniversary Gala Dinner

19

「多重僱傭下的跨境個人稅收考量」
研討會

Seminar on "Cross-Border Personal
Tax Considerations under Multiple
Employment"

19

廠商會匹克球體驗活動
The CMA Pickleball Experience Day

22 - 25

廠商會貴州省訪問團
CMA Delegation to Guizhou

28

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

29

會員商聚
CMA Members Biz-To-Gather

jun 06



8

北部都會區考察團
Visit to the Northern Metropolis

18 - 22

2026 國際汽車及供應鏈博覽會 (香港)
2026 International Automotive & Supply
Chain Expo (Hong Kong)

23

「中小企行銷精讀：以 AI 打造高曝光廣告
字術」研討會
Seminar on "Leverage Copywriting x AI to
Build High Marketing Exposure For SME"

25

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

26 - 29

第 6 屆工展會購物節
The 6th Hong Kong Brands and Products
Shopping Festival

Jul 07



4

「廠商會獎學金 2026」頒獎典禮
CMA & Donors Scholarship Presentation

4 - 5

第 32 屆香港國際教育及職業展
The 32nd Hong Kong International
Education and Careers Expo

8 - 10

廠商會甘肅訪問團
CMA Delegation to Gansu

30

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

主辦機構



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

合辦機構



香港品牌發展局
Hong Kong Brand Development Council



廠商會「ESG約章」

廠商會「ESG約章」由香港中華廠商聯合會主辦，並由香港品牌發展局作為合辦機構，旨在增強香港工商界對可持續發展理念與實踐的重視，鼓勵業界坐言起行，透過簽署約章和訂立行動承諾提升ESG（環境、社會、公司管治）表現，為創建可持續的未來而共同努力。

對企業好處

- 樹立積極推廣、踐行ESG的先行者形象
- 汲取可持續發展的先進理念
- 未來逐步邁向更高階的碳審計及碳交易等標準

增值及支援

- 引入其他服務機構、專業認證團體等向參與的公司
- 提供升級安排，例如活動、培訓、課程、檢測及專項證書等支援

組別及參加資格

企業組

▶ 申請企業須為在港登記的公司，並在香港有實質業務運作。

機構組

▶ 政府部門、法定機構、商會、專業組織、慈善基金會、大學及專上學院、學校、社福機構及其他性質機構及團體。

每年申請費用

香港中華廠商聯合會及香港品牌發展局會員、
屬下單位及分公司客戶及支持機構客戶

非優惠機構

HK\$1,000

HK\$1,200

計劃查詢

如對本計劃有任何查詢，歡迎致電或電郵至「ESG約章」秘書處

電話：5507 0427
傳真：2544 2406
網址：www.ESGpledge.org.hk

Whatsapp：5507 0427
電郵：info@ESGpledge.org.hk
Facebook：www.facebook.com/ESGpledge

活動贊助

策略伙伴

香港中華廠商聯合會
工業發展基金有限公司



支持機構



(排名不分先後)

Accelerate Your ESG Journey with CMAP

以CMAP平台加速
您的 ESG之旅

**3 months
FREE Trial**
三個月免費試用



AI-Powered Carbon Accounting & ESG Reporting Tool

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- Customized exclusively for CMA ESG Pledge companies:
ESG Performance Evaluation and Recommendations
專為廠商會ESG約章公司度身訂造ESG成效評估與建議

To enhance and implement the sustainable development efforts signed under the CMA "ESG Pledge", CMA Testing, as the strategic partner of the Pledge, offers the first 50 companies participating in the Pledge **three-month FREE trial** of the ESG platform, enabling them to put their ESG journey into practice with simple and concrete actions.

為提昇及徹實執行廠商會「ESG約章」所簽署的可持續發展工作，CMA檢定中心作為約章的策略伙伴，讓首50位參與平台計劃的約章公司，享受**首三個月免費**平台使用權，以簡單和具體的行動實踐您的ESG之旅。

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50 QUOTAS
AVAILABLE
名額僅限50個先到先得



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