

工商月刊

# BULLETIN

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JUNE 2017

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## 香港再上路 重塑光明道

本人首先希望借此良機，衷心感謝一眾會員在過去一年的支持，以及理事會給予寶貴機會讓我能夠連任主席。我亦謹此歡迎理事會兩位新成員——陳浩濂先生與尼維利施樂富先生。

自1997年回歸以來，香港經歷了不少高低起伏，包括東方（如亞洲金融危機）及西方（如科網爆破、次按金融海嘯）的經濟危機，還加上我們本身的公共衛生問題（如禽流感、沙士）等。

香港向來善於從經濟及公共健康危機反彈過來。不過，我們卻飽受本地及國家層面的政治議題嚴重影響。這些問題騎劫了我們必須全神貫注，以有效應對競爭的經濟及社會議題，更讓每一個視香港為家的人，為之付上了沉重的代價。在我們迎進新政府之際，總商會亦就來屆政府在未來五年應審慎處理的議題，呈遞了一系列政策建議。

候任特首表示其首要工作是引入新的管治方式，以促進公眾參與及對話，對此我們感到鼓舞。為此，總商會建議把規管影響評估納入為常設機制，以提高政策制定過程的透明度。我們認為，規管影響評估可應用於新增及現有的規例，以彰顯香港貫徹最低程度規管的模式，而這正是我們建立國際聲譽的關鍵所在。

香港需要不斷提升其作為營商之都的競爭力及吸引力。我們欣見候任特首承諾引入總商會提倡多時的雙層利得稅制。本會亦促請新一屆政府推出「集團虧損寬免」及「本年虧損撥回」等額外稅務措施，我們認為現屆政府近日建議設立的稅務政策小組，也應將之納入其議程。

我密切關注的其中一項議題，是本港長期間對勞工短缺的問題。如果我聽起來好像一張舊唱片般不停跳線，嘮嘮叨叨，那是因為人手不足的問題已令我們深受困擾，而建築、護理及款待業的職位更長期懸空。事實上，我們早就需要採取果斷和具體的行動。長遠來說，我們需要確保年輕一代的技能，能與市場所需接軌。與此同時，我們必須改善生活質素，以吸引及挽留本地及全球精英，並加強我們作為商業及旅遊目的地的地位。

香港賴以成功的一項重要因素，是充足的土地供應，惟這個問題已困擾我們多年。就此，我們有不同的可行方案，但要長遠解決問題，政府就必須作出承擔，並取得持分者的支持。

總商會亦建議通過多個跨境合作項目如CEPA、「一帶一路」及近期的大灣區計劃，以促進與內地的關係。這些項目對本港現有和新興的產業皆非常重要，前者有金融服務業，後者則有資訊及通訊科技業，而對中小企更是自不待言。

總商會期望與新一屆政府合力實踐這些政策重點，讓香港趕上競爭者的步伐。✿

## Refocusing Hong Kong for a Brighter Tomorrow

First of all, I thank all Members for their support in the past year and the General Committee for the privilege to serve as Chairman for a second term. I also wish to welcome two new members to the General Committee, Joseph Ho-Lim Chan and Neville S. Shroff.

Hong Kong has experienced more than its fair share of ups and downs since the handover in 1997. Economic problems East (Asian financial crisis) met West (dotcom bubble, sub-prime financial tsunami). To them, add our public health problems (bird flu, SARS).

Hong Kong is very good at bouncing back from economic and health adversities. However, we are hurting badly from domestic and national politics in Hong Kong, which have hijacked the economic and social agenda that we need to focus on to compete. It comes at a heavy cost to everyone who calls Hong Kong home. As we usher in a new government, the Chamber has submitted a list of priorities that we feel the incoming Administration should be looking at over the next five years.

We are encouraged as uppermost on the CE-Elect's "To Do" list is to implement a new style of governance, one that fosters public engagement and dialogue. To achieve that, the Chamber has recommended the infusion of greater transparency in the policymaking process through the adoption of regulatory impact assessment (RIA) as a standing practice. It is our view that RIAs should be applied to both new and existing regulations so as to underscore Hong Kong's commitment to light-touch regulation, lynchpin of our international reputation.

Hong Kong needs to always sharpen its competitiveness and attractiveness as a place to do business. We are very glad to see the CE-Elect's pledge to introduce a two-tiered profits tax, which the Chamber has been advocating for some time. We have also called for additional tax measures such as group loss relief and loss carry-back, which we feel should be on the agenda of the Tax Policy Unit proposed recently by the current Administration.

An issue very close to my heart is the predicament of chronic labour shortage in Hong Kong. If I sound like a broken record, it is because the problem of unfilled jobs, sometimes for extended periods as in the construction, healthcare and hospitality industries, is hurting us very badly. Decisive and concrete action is needed yesterday. Over the longer term, there is the need to hone our young people's skills to align with prevailing market demands. In the meantime, we must strive to improve the quality of life to compete for and retain the best local and international talent, as well as to enhance our standing as a business and tourist destination.

A crucial component underlying Hong Kong's long-term success involves a viable land supply, a problem that we have been struggling with for many years. There are a number of possible solutions but they will necessarily involve government commitment and stakeholder support if Hong Kong is to find any relief.

The Chamber has also recommended augmenting our relationship with the Mainland through the various cross-border initiatives such as CEPA, Belt and Road Initiative and, more recently, the Greater Bay Area. These are crucial to existing and emerging industries in Hong Kong as in the case of financial services for the former and ICT for the latter, not to mention SMEs.

The Chamber looks forward to working with the new Government on fulfilling these policy priorities for Hong Kong to catch up to the competition. ✿

# June 2017 Contents 目錄



## Policy Priorities for the New Administration 來屆政府施政重點

The Chamber submitted its proposals to Chief Executive-elect the Hon Carrie Lam on 15 May outlining what the business community hopes the new Administration will focus on

總商會於5月15日向候任行政長官林鄭月娥提呈建議，闡釋商界對新政府施政重點的期望

# 28



## Taiwan's Technological Development 台灣科技發展

With ever-increasing customer expectations and a slowdown in global economic growth, businesses continue to turn to technology and innovation in order to enhance their competitiveness

面對消費者要求提升及環球經濟增速放緩，企業正不斷求進創新，從而提升競爭力

# 46



## Hong Kong's Next Tech Hub and Economic Catalyst? 香港未來的科技中心及經濟發展催化劑？

The Lok Ma Chau Loop has recently been in the spotlight as a cross-border initiative in technology and scientific research  
落馬洲河套地區，作為一項跨境科研合作計劃，最近一直備受關注

# 66



## HKGCC Annual General Meeting 總商會周年會員大會

Chamber Chairman Stephen Ng expressed his concerns about how internal fighting is allowing our competitors to overtake Hong Kong  
總商會主席吳天海憂慮內部糾紛令香港的競爭對手得以超越我們

# 70

### Talking Points 議論縱橫

- 01 Refocusing Hong Kong for a Brighter Tomorrow  
香港再上路 重塑光明道
- 04 Bright Spots of Opportunity in the Greater Bay Area  
大灣區發展商機新亮點
- 06 Towards a Truly Digital Hong Kong  
就讓「數碼港」名實相符

### Economic Insights 經濟透視

- 18 Greater Bay Area  
What It Means for Hong Kong  
大灣區對港意義深遠

### China in Focus 中國焦點

- 22 Opportunities for Hong Kong From the Greater Bay Area  
「粵港澳大灣區」給香港的機遇
- 50 Guangxi Forges Cooperation with ASEAN  
走訪廣西 前進東盟

### Thoughts from the Legal Front 法律前線

- 26 A Trap for the Unwary?  
「天網恢恢」？



### On the Horizon 談商論政

- 28 Policy Priorities for the New Administration  
來屆政府施政重點

### Member Profile 會員專訪

- 38 Lotus Tours Still Going Strong  
安達旅運 繼續精進

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*The opinions expressed in articles in The Bulletin are those of the individual authors and do not necessarily reflect the views of HKGCC.*

*《工商月刊》刊載的文章內容乃個別作者意見，並不反映香港總商會立場。*



Asia's Fading Economic Demographic  
亞洲邁進「後人口紅利」年代

08

**HKGCC**

Hong Kong General Chamber of Commerce  
香港總商會 1861

The Voice of Business 商界之聲

The Hong Kong General Chamber of Commerce has been representing and safeguarding the interests of business in Hong Kong since 1861.  
從1861年開始，香港總商會一直代表商界及捍衛它們的利益。

Off Business 品味人生

44 French Finesse  
法式風情

Chamber in Review 活動重溫

64 Kicking Off Hong Kong-Australia  
FTA Negotiations  
香港與澳洲展開自貿協定談判

68 Positioning Malls for Success  
in a Challenging Environment  
迎難而上 商場再定位

80 Innovation & Creativity: Co-Innovating,  
Patenting & Clouding Business Invention  
商業創意攻略：  
共同啟發、專利註冊及雲端推廣

82 RMB Value to Be Normalized Gradually  
人民幣值逐步正常化

84 Aircraft Leasing: The Way Forward  
飛機租賃業滑行起航

86 Bitcoin – Our Future Digital Asset?  
發掘未來數碼資產——比特幣

88 Appreciating Fine Craftsmanship  
手袋工藝至美展示

90 The Great Outdoors Luk Keng  
鹿頸樂郊遊

92 Business-School Partnership  
Programme Activities Review  
商校交流計劃活動一覽



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## Bright Spots of Opportunity in the Greater Bay Area

## 大灣區發展 商機新亮點

During the Two Sessions in Beijing this year, Premier Li Keqiang announced in his work report a plan for the development of a city cluster, the Guangdong-Hong Kong-Macao Greater Bay Area, which will be elevated to national strategic level for economic development. This will create a new milestone in regional cooperation between the three places.

On a recent visit with government officials, political and business leaders in Guangzhou, Foshan, Zhaoqing, Jiangmen, Zhongshan and Zhuhai, cities in the Greater Bay Area, I learned about the latest developments and opportunities for cooperation.

With neighbouring regions developing rapidly, and increasingly fierce competition among cities in recent years, it is not enough for Hong Kong to rest on its laurels. The emergence of the Greater Bay Area offers a new avenue for Hong Kong's economic development.

Hong Kong must clearly position itself in the development of the Greater Bay Area to complement our advantages as well as avoid vicious competition. This will help promote a sustainable, diversified economy, build a world-class city cluster which is good to live, work and travel, and create job opportunities, thereby enhancing the quality of life in the three areas.

Hong Kong should grasp this opportunity. I urge the Government to set up a high-level, dedicated committee as soon as possible, led by senior government officials and talent from all sectors to study how Hong Kong can fit into the blueprints of the Belt and Road Initiative and the Greater Bay Area to foster our economic growth.

The Government should also implement "co-location" arrangements for the high-speed rail. Tax incentives such as concession measures should be actively considered. These include a relaxation of the scope of section 39E of the Inland Revenue Ordinance and drawing reference to the special tax provisions for cross-boundary workers in the European Union to handle tax issues concerning the 183-day threshold.

The development of the Greater Bay Area is a once-in-a-century opportunity. The study tour marked a significant step forward for Hong Kong to seize this opportunity. I urge various sectors to put aside their prejudices and open their minds to cooperation with other cities, with the intention of making the economic pie bigger and better for all. I also hope that infrastructure projects related to the plan will be passed smoothly by the Legislative Council, so that Hong Kong can take hold of the development opportunities despite political differences. ✿

今 年兩會期間，國務院總理李克強於工作報告中，明確指出要把「研究制定粵港澳大灣區城市群發展規劃」，提升到國家經濟發展戰略的層面。這意味著粵港澳區域合作將邁進新里程。

早前我跟多位政府官員及政商界人士，隨團到訪了「粵港澳大灣區」中的六個城市，包括廣州、佛山、肇慶、江門、中山及珠海，了解到各市的最新發展及合作商機。

近年來，鄰近地區發展迅速。城市間的競爭愈趨激烈。香港不能只靠「食老本」走下去。「大灣區」規劃的出現，正好為香港的經濟發展開拓新出路。

香港一定要清晰其在「大灣區」發展中的角色定位，互補優勢，避免惡性競爭，從而推動可持續的多元經濟發展，建造「宜居、宜業、宜遊」的世界級城市群，並創造就業，共同提升生活質素。

所以，香港應好好把握這個機遇。我促請政府盡快設立高層專責委員會，群集本港高官及各界精英，研究如何配合「一帶一路」、「大灣區」等國家發展藍圖，藉以推動香港經濟發展。

此外，政府應落實高鐵的「一地兩檢」，並積極考慮提供稅務優惠作誘因，放寬《稅務條例》39E有關條文的約束範圍，並參考歐盟的邊境通勤人士特別稅務條款，以解決有關「183天規定」的稅務問題。

大灣區發展是百年一遇的機遇。是次的考察讓香港在把握這個機遇上踏出相當大的一步。我建議各界放下成見，敞開胸懷讓香港跟各市合作，攜手將經濟做大做強，亦期望相關基建項目在立法會能順利通過，不會因政治掙拗而錯失發展良機。✿



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CEO Comments 總裁之見

# Towards a Truly Digital Hong Kong

Here in Hong Kong, we like to think that society as a whole is progressive and forward looking. Take technology as an example. According to the Government's Office of the Communications Authority, the mobile subscriber and household broadband penetration rates were respectively 230% and 93% as of January 2017. In the 2016 GfK Connected Consumer Index ranking of 78 countries, our city came in first place in terms of the prevalence of internet-connected devices such as smartphones, tablets and desktops, wearables, connected cars and smart-home gadgets. All of this is possible because our digital connectivity is grounded on a highly developed and advanced IT infrastructure, as well as one of the world's fastest internet.

Despite this, we are surprisingly laggard in terms of embracing technology in the workplace. According to a 2016 survey by an international human resources company, just one in ten Hong Kong employees saw technology as having a major impact on their job, which was second-to-last in Asia in the technology adoption stakes. This is in contrast to 95% of workers in India, 92% in Mainland China, 84% in Singapore, and 60% in Japan.

The inherent contradictions do not end there. According to a report published by the Census and Statistics Department in March 2016, only about 60% of medium-sized establishments have set up their own webpages or websites, while close to 30% of small businesses have their own webpages or websites. This reluctance to embrace technology was further underlined by Facebook's Head of e-Commerce for Greater China at the Internet Economy Summit co-organised by the Chamber who said that less than 25% of traditional SMEs sell goods across borders.

Clearly, much needs to be done to address the entrenched conservatism in local businesses, especially SMEs. The mantra that loosely translates to "invest in high-tech and go bust, trade in low-tech and prosper" is so ingrained in the local psyche that technology is often viewed with suspicion. The fact that product lifecycles have become increasingly short due to serial upgrades means that SMEs simply cannot afford to keep up with the pace of technological changes. This has only added to the knee-jerk reaction against technology adoption. In addition, the city's compact nature does not lend itself to the development of e-commerce among local businesses.

On a more encouraging note, innovation and technology have begun to take on greater prominence and credibility in Hong Kong in recent years. This can be ascribed to two developments – the organic proliferation of start-ups and a conscious policy drive that culminated in the creation of the Innovation and Technology Bureau. Since then, we have seen a continuous stream of new and enhanced initiatives to nurture and grow the adoption and development of technology in Hong Kong. These include the \$500 million Technology Voucher Programme to subsidise SMEs in using technology services and solutions, as well as a variety of promotional and education campaigns to help SMEs understand and choose technology solutions that best suit their needs. 🌸

## 就讓「數碼港」 名實相符

香港是個積極進取、高瞻遠矚的社會。以科技為例，根據政府通訊事務管理局辦公室數據，截至2017年1月，流動電話服務用戶及住戶寬頻滲透率分別高達230%及93%。而GfK於2016年發表的「全球消費者連網指數」報告顯示，全球78個國家排名中，香港的上網率位居其首，當中的上網設備包括智能手機、平板電腦、桌面電腦、穿戴裝置、聯網汽車和智能家居設備等。這全有賴本港擁有先進發達的資訊科技基建，以及全球最快的寬頻上網速度，造就強大的數碼網絡。

儘管如此，本港在職場應用科技的落後程度卻令人大感意外。一家國際人力資源公司在2016年的調查結果顯示，每10位香港僱員中，只有1位認為科技為工作帶來重大影響，於亞洲排名尾二。相反，95%的印度員工則認同科技有助工作，其次為中國內地（92%）、新加坡（84%）和日本（60%）。

然而，固有矛盾並不止於此。政府統計處於2016年3月發表的報告顯示，只有約60%的中型企業及近30%的小型企業有為公司設立網頁/網站。Facebook大中華區電子商貿行業總經理亦在總商會協辦的互聯網經濟峰會上，強調企業仍抗拒在業務中應用科技，並指出少於25%的傳統中小企有從事跨境銷售活動。

顯然，我們必須著手應對本地企業根深蒂固的保守主義，尤以中小企為甚。俗語有謂「High tech high嘢，Low tech撈嘢」（投資高科技會破產，低技術貿易可發達），這一觀念深入民心，故科技應用往往備受質疑。事實上，由於產品頻頻升級，產品生命週期變得愈來愈短，中小企根本無法趕上科技變革的步伐，更使中小企質疑科技應用。此外，香港作為高密度的城市，商品垂手可得，亦不利於本地企業發展電子商貿。

不過值得鼓舞的是，創新科技在近年的香港已嶄露頭角，並日漸受到重視，建立了良好信譽。這可歸因於兩大發展——初創企業的普及和政府積極推動相關政策，促成創新及科技局的設立。我們亦樂見有不少新措施加強培育本地科技的應用及發展，當中包括投放5億元的科技券計劃，以資助中小企善用科技服務及方案，以及進行各種推廣及教育活動，協助中小企業了解並選擇最切合業務所需的技術方案。🌸



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# Asia's Fading Economic Demographic

亞洲邁進

「後人口紅利」

年代

Accelerating pace of ageing  
across Asia presents new  
opportunities and ideas in  
businesses and service models

亞洲國家老化步伐再加速，  
亟需商業及服務業新思維





Asia's demographic dividend has long been a key driver of economies in the region. However, that advantage is starting to fade as countries are ageing. Even in India, where the growth boost from its demographic dividend is expected to peak by 2020, economies are ageing rapidly.

In a report released last month, the International Monetary Fund (IMF) issued a stark warning that most major Asian economies will experience significant ageing of their working populations in the coming decades. Faced with the prospect of "getting old before getting rich," many Asian economies are searching for new approaches to accommodate an aged workforce. However, besides challenges, an ageing population also leads to new opportunities.

### Getting old before getting rich

The IMF regional economic outlook analysis as of April 2017 revealed that rapidly ageing populations in Asia is a phenomenon faced by most major economies in the area. It forecasts that by 2050, Asia's population growth will fall to zero, while Japan has already entered negative population growth. Hong Kong's working population is forecast to start contracting as early as next year.

Consequently, Asia's old age dependency ratio, which is the number of elderly people as a percentage of those of working age, is expected to grow from 15% to 20%.

Asia will reach this stage in less than 10 years.

According to the study, it took 26 years for Europe, and 50 years for the U.S., to reach the same ratio.

Asia's once bounding tigers, Hong Kong, Japan, Korea, and Mainland China are among the "post-divi-

dend" group. Both the proportion of their working population to their total population and the absolute number of working-age people are moving downward.

In Hong Kong, statistics issued by the Census Bureau support similar conclusions. The percentage of the population aged 65 or above is forecast to reach 25% by 2047, after which this number is projected to keep rising.

So is Hong Kong ready for ageing? And what are the opportunities? In Hong Kong, both for-profit and social enterprises are starting to capitalise on the trend of serving seniors in this promising "silver-hair market."

### Trends in senior care

In recent years, Hong Kong has certainly felt its share of the ageing trend, with a major hike in the number of senior homes opening. However, the supply is still lagging far behind demand, according to Billy Yim, CEO of the Pine Care Group.

According to research done by global market research firm Ipsos, there will be 75,310 Hong Kong seniors in residential care by 2020.

Listed in early 2017, Pine Care operates nine senior residential care facilities in Hong Kong, making it the second-largest operator of residential caring facilities for seniors in the city.

"The demand for elderly care is rising fast indeed," said Yim. "Several drivers are accelerating the ageing population in Hong Kong, such as more cases of chronic illnesses and a low fertility rate. As a result, the demand for care is rising sharply. Some seniors are even looking for elderly residences by themselves."

Anticipating growing demand for senior residential care facilities over the next 15 years, Yim said he sees opportunities in higher-end residential care facilities, such as a shared apartment facility where three or four seniors will share one unit, equipped with private rooms and a common area.

To supplement the new service, Yim said the chain is developing individualized care programmes combining nurses, social workers and physiotherapists. These are modeled on their general programme, but with higher caring intensity.

Some of the biggest challenges facing retirement home operators is attracting people to take up the work and high rents. To address the former, Yim said that Pine Care provides so-called "soft" welfare, such as scholarships for staff offspring who opt for further studies, in order to retain capable workers. In addition, Pine Care also provides internal training, along with integrating best practices from foreign operators, to help staff upgrade their skills.

Pine Care's experience is echoed by the experience of Med-Pro, which provides extensive home care services for seniors.

“Obviously, the ageing problem in Hong Kong is revealed by the overwhelming needs of quality healthcare service,” said Andy Chan, spokesperson for Med-Pro Service (MPS), a comprehensive healthcare service provider.

“Besides, people are looking for quality healthcare services more than before so it explains why there is an increasing number of healthcare agencies that provide private home nursing service like MPS,” said Chan.

“Using ourselves as an example, we see an increase in revenue of about 20-30% every year,” he added.

### Technology catering to seniors

Chronic illnesses have become major worries for seniors. With a growing senior population, early detection of fatal symptoms has become increasingly important. Aimed at detecting symptoms of mental retardation, a common problem among seniors, Cognix Limited, a Hong Kong-based startup, developed “iCap,” a simple game-like testing system that can be used by individual institutions and even patients’ relatives to help them detect and manage the symptoms early.

Dr Fong Ching-hang, CEO of Cognix, said iCap can alleviate the burden of the medical system by provid-



Billy Yim, CEO of the Pine Care Group.  
松齡護老集團行政總裁嚴沛基。

ing check-ups for a growing ageing population. In the meantime, iCap has been adopted by more than 12 organisations, over half of which are day-care centres, clinics and hospitals. The platform may also be accessed for individual use on a tablet through subscriptions.

According to Dr Fong, the system would require the presence of an expert and equipment for a one-hour session for traditional cognitive tests, with results being released later. With iCap, elderly homes and even relatives may help to evaluate the mental capabilities of seniors through self-help.

“Tools that can spare seniors from feeling embarrassed by relying on others for their daily lives, and tools that can help seniors keep tab of important items or tasks, would be of great value to a growing senior population,” he said.

“It is quite obvious that Hong Kong moves slow in these areas. It is therefore our mission to develop new platforms to alleviate the burden of patients’ lives.”

### Working in our golden years

Though most people would opt for retirement after their 60s, some choose to continue working. Leveraging the lifetime experience of seniors, Gingko House, a social enterprise, may offer a glimpse into how seniors may still contribute to society in their golden years.

Joyce Mak, CEO of the Gingko House chain, said that seniors choose to continue

## Ageing Population Requires More Policy Attention

As one of several major regional economies managing an ageing population, Hong Kong is facing pressure in sustaining a labour supply to ensure continued economic growth.

To this end, HKGCC stressed in its Policy Priorities Submission to Chief Executive-elect Carrie Lam the need for a sustainable labour policy that supports economic prosperity and benefits all members of the society. The Chamber stressed that many businesses already have significant difficulty in hiring staff, and the situation is likely to worsen as Hong Kong’s population ages.

Although some enhancements have been made to the Supplementary Labour Scheme for the importation of foreign workers, these are manifestly inadequate and fall far short of market needs. As a result, positions go unfilled, sometimes for protracted periods as in the case

of the construction, healthcare and hospitality industries. The problem of chronic shortages has been further compounded by narrow interests that have continued to resist the idea of imported labour. This is clearly unsustainable and, if allowed to continue, can have dire consequences for the timely and on-budget completion of infrastructure projects, not to mention the knock-on effects on other sectors and Hong Kong’s long-term economic performance.

The Chamber hopes the Administration will therefore take decisive and concrete action to resolve the issue of labour shortfall, which is throttling growth. This will involve making difficult but necessary choices that are ultimately beneficial to Hong Kong’s development. (The Chamber’s submission can be found elsewhere in this *Bulletin*.)

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### Senior Tourism

A growing senior population also supports growing opportunities for the tourism industry. According to a survey by Horwath HTL, a travel and leisure industry market analyst, seniors will not only live longer, they will also be healthier and more active than previous generations, especially in advanced societies like Japan, New Zealand and Switzerland. Therefore, active senior travelers will be even older in 2020, between 50 and 75.

In the U.S., 97% of the population over 50 was planning at least one domestic trip in 2015, 45% was planning at least one international trip, and 47% planned to travel more than they did in 2014.

working for two main reasons: to earn money to support themselves, and to find purpose in life.

Having started as a simple refreshment stand 13 years ago to help seniors working, the Gingko House now employs 180 seniors in its four restaurants.

Mak is impressed by the synergy and energy that senior staff, who make up 80% of the company's workforce, bring to the workplace, especially in cooperating with their non-senior colleagues.

"They bring a wealth of lifetime experience, as well as a good sense of duty and a hardy spirit. These are the qualities that supplement the rest of the staff body well," she said.

While seniors may need more time for on-the-job training and instruction, Mak said that seniors nowadays tend to be better educated and in better health. Companies may leverage their life experience in their own operations.

"We hope to set an example to help seniors continue to engage in employment," Mak emphasized. "Besides helping seniors regain confidence and live independent lives, extending the period of employment can also help increase the labour supply to the community, and at the same time supplement our social welfare system to take care of seniors more effectively," she added.

### Emerging senior care disciplines

The trend towards ageing also opens new opportunities in healthcare service for young people. Professor Ronald Chung, Deputy Executive Director, the Vocational Training Council (VTC), told *the Bulletin* that VTC has been offering several courses to train future senior care workers, including a Higher Diploma program on Community Care for Senior Citizens for 45 students annually.

On the key services that would be required in the long term, Chung said these included services promoting active ageing and targeting young-old populations in the silver hair market; front-line and integrated long-term care (nursing and social care) supporting residential services and ageing in place (being able to live in one's own home safely while ageing).

In addition, a new programme in "Gerontology" under their BSc (Hons.) in Health Care has been set up to train a new breed of managerial practitioners and administrators for the rapidly expanding elderly care industry.

Speaking of VTC's mission in preparing the society for the ageing trend, Chung emphasized: "VTC has a leading role in training work-ready students and helping organizations of various disciplines."

"It serves to heighten their awareness of creating an age-friendly environment that is safe and respectful," Chung added.

To explore opportunities in the so-called silver hair market, Chung calls for further cross-disciplinary cooperation, "Cross-disciplinary strategic plans should be made to provide new products and services well-catered for their needs. Another possible area is technology-enabled health and social care services that address the demands on ageing in place." ❀



### Technology Solutions for the Elderly

The Gerontech and Innovation Expo cum Summit (GIES) is jointly organized by the Hong Kong Science and Technology Parks Corporation, the Hong Kong Council of Social Service and the HKSAR government. It is to be held at the Hong Kong Convention & Exhibition Centre. The organizers are looking to raise public knowledge of technology and innovative solutions for the elderly and encouraging local development. For more information, visit <http://gies2017.hkcss.org.hk>.

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洲人口紅利一向是地區經濟增長動力。不過，這項優勢已隨著區內國家人口老化而漸次耗盡。縱使是出口業務正受惠於人口紅利的印度，相信到了2020年這項優勢亦會逐漸見頂。

國際貨幣基金會(國基會)上月初發表地區經濟分析報告，再一次把這個議題推上前台，並廣受媒介所關注。該報告指出，大部份主要亞洲經濟體在未來十年都會面對工作人口迅速老化。

面對「未富先老」的問題，亞洲各大主要經濟皆需以新思維兼容一支老化勞動人口。當然，人口老化除了帶來挑戰，亦會帶來前所未有的嶄新機遇。

### 未富先老

國基會在截至2017年4月為止之區域經濟前景報告中，對亞太區人口老化情況作出了專題分析。研究指出，人口老化是全亞洲主要經濟體皆要面對的現象。

橫跨整個亞洲區，預測至2050年時人口增長比率會降至零。與此同時，日本則早已邁入人口負增長階段。香港人口預期亦會在明年開始進入收縮。

因此，有預測指根據亞洲區高齡人口在工作年齡人口中比例所推算的老年人口撫養比率，會在10年間由15%增長至20%。研究指出，歐洲邁進這個階段用了26年時間，而美國則用了超過50年。

香港、日本、南韓、中國等幾個曾被稱為經濟「小虎」的地區，將會成為「後人口紅利」組別一員。在這些國家及地區中，工作人口在整體人口中比例及其淨值將會一路滑落。這些國家及地區在其經濟發展早期階段盡享的「人口紅利」，將會飽受壓力。

本港的統計數字，亦支持同一結論。據估計，本港年齡65歲或以上者至2047年會佔人口25%。這個比例其後預料會繼續上升，在2062年以前相信不會有大不同。

如此說來，亞洲區已準備好應對人口老化問題了嗎？當中又會帶來甚麼機遇？無論是牟利或非牟利機構，皆已準備好迎接一股趨勢，既服務長者所需，亦同時在這個潛力無限的「銀髮市場」中尋找商機。

### 安老服務發展趨勢

近年來，香港亦出現明顯人口老化趨勢。這股趨勢尤其反映在安老宿位大幅增加上。不過松齡護老集團(上市編號：1989)行政



總裁嚴沛基卻指出，目前供應依然遠遠落後於需求。

根據一項由調查機構Ipsos (www.ipsos.com)所作的行業調查，香港至2020年將會有75,310位長者需要入住安老宿位，另外亦預料在2016-2020年間每年需求將會以2.2%速度複合增長。

松齡在2017年初上市。目前該集團在全港轄下有9家安老院舍。現時該集團是本港第二大安老宿位營運商。

嚴沛基向《工商月刊》指出：「安老服務的需求無疑遞增甚速。」他強調：「香港人口老化主要由諸如慢性病日益普遍，以及低生育率等因素所促成。故此，市場上對加護服務的需求大增，有些長者甚至主動尋找安老宿位。」

嚴沛基預料，未來15年市場對安老宿位的需求會保持增長。因此，他對高質素安老宿位的市場持續看好，如發展類似宿舍式的高級單位。其形式是由3至4位長者共享一個單位，當中各有私人房間，同時亦會備有共享設施。

嚴沛基亦表示為推動新服務發展，集團亦會推出個人化護理計劃。計劃會結合護士、社工及物理治療師，分階段提供護理。這項服務主要是根據其現有服務而來，但護理服務次數會更頻密。

嚴沛基並不否認，安老院服務往往並非一般人工作首選。人手短缺，加上租金高企，皆在困擾安老服務發展。嚴沛基指出，松齡為解決這方面的問題，會為員工提供所謂「軟性」福利，如為打算深造的員工子女提供獎學金，以挽留最佳人材。另外，松齡亦會持續提供內部培訓，以及結合海外同業的最佳專業範例，以提升工作人員技能。

## 人口老化與政策配合

香港作為區內其中一個面對壽命延長相關問題的主要經濟體，亦承受著持續勞工供應，以確保經濟維持增長，使人人得以受惠的壓力。

就此，總商會已在提呈予香港特區候任特首林鄭月娥的施政重點建議書中，強調訂訂具體勞工政策的必要，指出香港作為其中一個人口急速老化的亞洲主要經濟體，必須訂立可持續的勞工政策，為香港的經濟繁榮提供支持，讓全港市民分享經濟成果。總商會指出，不少行業已有聲音表示職位空缺仍舊遲遲未能填補。本港人口老化很可能令此問題加劇。

儘管當局已就輸入外勞的「補充勞工計劃」推出優化措施，

惟有關措施明顯不足，遠遠未能滿足市場需求。結果，職位空缺仍舊遲遲未能填補，建造、護理和酒店業尤甚。面對為維護狹隘的利益而反對輸入外勞的聲音，更令勞工持續短缺的現象進一步惡化。顯而易見地，這個情況不能持續下去，若問題得不到解決，除了會直接令基建工程未能按時且在預算成本內竣工，還會引發連鎖效應，為其他行業和香港的長遠經濟表現帶來衝擊。

因此，總商會期望新政府必須採取果斷、具體的行動，以應對勞工短缺，因為此問題正窒礙增長。這需要作出艱難而又必要的抉擇，以惠及香港發展。(總商會政策建議的詳情，請參閱本刊另文)



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網上申請或下載申請表格，請瀏覽 [www.ip.gov.hk/ipcs](http://www.ip.gov.hk/ipcs)

\* 凡在香港從事製造業而聘用少於100名僱員，或從事非製造業而聘用少於50名僱員的公司，均被界定為中小企(資料來源：工業貿易署)。只有中小企獲提供是項免費知識產權諮詢服務。凡屬律師事務所及提供知識產權諮詢或其他專業服務的機構所提出的申請，概不接受。

## 知識產權管理人員培訓課程

基礎課程

- ➔ 此課程為參加者提供基礎知識，由知識產權專業人士教授。內容涵蓋「知識產權基本概念」、「商標、專利、版權及外觀設計的管理與開發」、「知識產權貿易」、「內地的知識產權管理與保護」及「香港的知識產權註冊及申請程序」等
- ➔ 完成課程後可獲發修習證書乙張
- ➔ 下期課程將於**2017年7月5及6日**舉行，兩天課程費用只需**HK\$200**。報名及詳情，請瀏覽 [www.ip.gov.hk/ipmtp](http://www.ip.gov.hk/ipmtp)



## 知識產權管理人員實務工作坊

進階課程

- ➔ 此工作坊為「知識產權管理人員」提供進階培訓，由知識產權專業律師教授，內容包括「認識企業內的知識產權資產及制定相關策略」、「為企業的知識產權制定成本預算及保護準則」及「知識產權商品化的模式」等
- ➔ 完成工作坊後可獲贈「知識產權管理人員實務指南」乙本
- ➔ 下期工作坊將於**2017年8月10日**舉行，費用全免。報名及詳情，請瀏覽 [www.ip.gov.hk/pwipm](http://www.ip.gov.hk/pwipm)

註：此工作坊只限非知識產權中介服務機構參加。如參加者的機構屬律師行或從事知識產權代理業務，其報名申請不會獲接納。



## 「香港-知識產權貿易中心」專題網站



此網站提供一站式有關知識產權貿易的資訊，如知識產權類別、知識產權貿易，管理和保護知識產權及各項支援服務的資訊，助你掌握知識產權貿易的機遇。詳情請瀏覽 [www.ip.gov.hk](http://www.ip.gov.hk)。



香港特別行政區政府知識產權署  
The Government of the Hong Kong Special Administrative Region  
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查看各項服務詳情

### 長者旅遊

**長**者人口日益增長，亦為旅遊業帶來了源源不絕的商機。根據全球酒店、旅遊和休閒市場分析機構Horwath HTL於2015年進行的一項調查，與上一代相比，年長人口不但活得更長壽，亦會更健康、更活躍，特別是日本、新西蘭和瑞士等先進社會。因此到了2020年，活躍的長者旅客之年齡甚至會有所上升，介乎50至75歲。

2015年，美國有97%年逾50歲的人士計劃最少一次國內旅遊，有45%計劃最少一次出國旅遊，而有47%則打算比2014年出遊更多。

有提供居家長者看顧服務的麥迪專業醫療服務的市場經驗，與松齡亦相當接近。

集團發言人陳先生指出：「香港的老化形勢，絕對可以由對高質素護理服務的龐大需求中看得到。」

他補充說：「另外，人們對高質素護理服務亦比前大增，也說了市面上為何愈來愈多像麥迪一般，提供居家長者護理服務的公司湧現。」

「就像我們，我們近年的利潤每年以20%至30%的速度增長。」

### 長者如何受惠科技

承如上述，慢性病是長者面對的最大問題。面對長者人口不斷上升，如何趁早發現致命病變已變得無比重要。

腦退化普遍困擾長者。香港初創企業Cognix為協助長者及早發現腦退化徵兆，特地設計了一套遊戲形式的測試系統i-Cap。長者甚至病者家屬皆可以輕而易舉地使用這套系統，來趁早發現病變徵兆以便迅速就診。

Cognix行政總裁方靖行博士稱，i-Cap可以為整個醫療系統，舒緩老化人口增加所帶來的測試服務負荷。

據說目前已有超過12家機構採納了i-Cap，當中超過一半是日託中心、診所及醫院等。個別用戶亦可通過付費方式在平板電腦上使用服務。

他指出，傳統測試方式需要有專家及有關儀器在場，並需時一小時，而要得出有關結果就需時更久。

方博士又稱，i-Cap可以協助安老院甚至長者家屬，以自助方式測試長者的智能狀態。

他並表示：「能讓長者不用因為依靠他人協助方能正常生活而感到難堪，以及幫助他們管理及跟進重要事情及事務的工具，對日益增長的長者社群來說肯定非常有用。」

他又強調：「香港很明顯地，在這些地方進展甚慢。故此，我們一大重要工作正是要發展新平台，以舒緩病者日常生活所面對的壓力。」

### 老有所為

大多人選擇於60歲後退休，但有部分人仍會繼續工作。社會銀杏館正好利用長者的人生經驗，證明他們如何在花甲之年仍能夠為社會作出貢獻。

銀杏館總監麥敏媚表示，長者選擇繼續就業有兩大原因：賺取生活費，以及尋找人生目標。

銀杏館於13年前開業，原先為一家小食店，為長者提供就業機會，如今已擴展為四間餐廳，僱用180位長者。

談到銀杏館八成的年長員工如何與其他員工協作時，麥敏媚指出長者員工可為企業帶來活力，以及龐大的協同效應。

她解釋：「他們帶來了豐富的人生經驗，體現出良好的責任感和刻苦的精神。這些特質能夠與團隊內的其他員工互相補足。」

儘管企業或需多花時間為長者提供在職培訓和指導，惟麥敏媚表示時下長者的學歷較高、健康也較佳。企業可利用他們的人生閱歷，推動業務運作。

她強調：「我們希望樹立一個榜樣，協助長者持續就業。」她補充：「除了讓他們重拾自信和充實生活，延長工作年期亦助增加勞工供應，紓緩人口老化的趨勢，同時能夠補足我們的社會福利制度，為長者提供更有有效的照顧。」

### 長者護理課程興起

人口老化的趨勢亦為年青人帶來了投身護理服務的新機遇，也帶來銀髮市場新商機。

職業訓練局（職訓局）副執行幹事鍾志杰教授說，該局開辦了若干課程，以培訓未來的長者護理人員，包括每年收生45人的長者社區保健護理高級文憑。

鍾教授認為，社會長遠所需的主要服務包括：推廣積極樂頤年和針對銀髮市場中較年輕長者的服務；前線、綜合長期護理（護理及社區保健），以支援住宅服務和居家安老。

另外，該局還在醫療護理（榮譽）理學士課程下開設了「老人學」的分流，為迅速擴展的醫療保健業培訓具備醫療管理和行政專業知識的新生代。

談到職訓局協助社會為人口老化做好準備的使命，鍾教授強調：「職訓局在協助學生建立職業技能，以及支援各行各業培育人才方面，一直擔當領導的角色。」

他續道：「局方旨在提高社會對締造一個安全、恭敬的長者友善環境（可讓長者在家中健康安全地渡過晚年）之認識。」

要在所謂的銀髮市場探索商機，鍾教授提倡院校開展進一步的跨學科合作，「透過推出跨學科的策略計劃，為市場提供新的產品和服務，滿足長者的需要。」

他又稱：「另一個可行的跨學科合作是科技驅動的保健和社區護理服務，以應對市場對居家安老的需求。」

### 高科技長者支援方案

**樂**齡科技博覽暨高峰會(GIES)由香港科技園公司、香港社會服務聯會及香港特別行政區政府合辦，並即將假座香港會議展覽中心舉行。大會希望喚起公眾注意及認識為服務長者而設的創新科技方案，並鼓勵相關本地發展。如欲了解詳情，請登入<http://gies2017.hkcss.org.hk>。

主辦機構：



香港發明創新總會

執行機構：



資助機構：



# 香港企業內地專利商品化之專屬平台

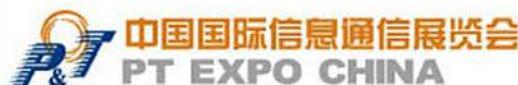
你想推廣你的創新發明專利，在中國內地  
尋找合作伙伴，進行技術授權及市場發展嗎？



香港專利商品化平台，是香港發明創新總會(HKFii)得到 BUD 機構支援計劃資助下推出之平台。以宣傳香港企業在內地註冊的專利及協助其商品化為目的。本平台能方便內地投資者及生產商搜尋行業類別相關的專利，進而聯繫香港及內地投資者發展專利商品化。

本項目將於2017年於兩個展覽會設立香港館

(歡迎到本平台遞交參展專利資料)



## 為什麼加入香港專利商品化平台？

- ◇ 費用全免
- ◇ 透過不同渠道宣傳，吸引投資者瀏覽
- ◇ 一站式平台，方便進入內地專利商品化的龐大市場
- ◇ 列出專利基本資料，擁有者的合作意向及聯絡方法，方便投資者理解專利及聯絡
- ◇ 有機會免費於五個大型內地展覽會展出專利及參與商貿配對



## 加入平台方法

掃描右方QR碼或到平台網站填寫網上申請



<http://patent.hkfii.org>

欲了解更多項目資訊，請瀏覽項目網站 <http://hkfii-bud-patent.wixsite.com/project-website>

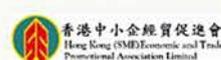
如有任何查詢，歡迎聯絡楊柏標先生(Bill) 電郵：[billyeung@hkpc.org](mailto:billyeung@hkpc.org) 電話：(852) 2788 5869

劉音博女士(Carol) 電郵：[caroliu@hkpc.org](mailto:caroliu@hkpc.org) 電話：(852) 2788 5550



支持機構：

(排名不分先後)



在此刊物上/活動內(或項目小組成員)表達的任何意見、研究成果、結論或建議，並不代表香港特別行政區政府、工業貿易署或中小企業發展支援基金及發展品牌、升級轉型及拓展內銷市場的專項基金(機構支援計劃)評審委員會的觀點。



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# Greater Bay Area What It Means for Hong Kong

Since it was highlighted in Premier Li Keqiang's 2017 Government Work Report released in March, the concept of the Guangdong-Hong Kong-Macao Greater Bay Area (GBA) has been embraced by much of the local business community. As part of the 13<sup>th</sup> Five-Year Plan (FYP), the importance of the Greater Bay Area as a national economic development strategy is apparent.

## Background of the Greater Bay Area

The GBA consists of the special administrative regions of Hong Kong and Macao, as well as nine cities of the Pearl River Delta region (Guangzhou, Shenzhen, Zhuhai, Foshan, Jiangmen, Dongguan, Zhongshan, Huizhou and Zhaoqing). With a total population of 67.65 million residing across a total area of 56,500 sq km, this region is one of the most developed and vibrant areas in China. Featuring three of the world's top ten ports in Shenzhen (3<sup>rd</sup>), Hong Kong (5<sup>th</sup>), and Guangzhou (7<sup>th</sup>) (see *Chart 1*), the GBA represented approximately 12.5% of the country's GDP in 2016.

The development of the GBA initiative is designed to strengthen infrastructure linkages among the cities involved and stimulate economic cooperation. A point in fact is that the existing GBA already possesses notable economic strength and is comparable to the other leading bay areas around the world. With an aggregate GDP of some RMB 9,332 billion (US\$1,345 billion) in

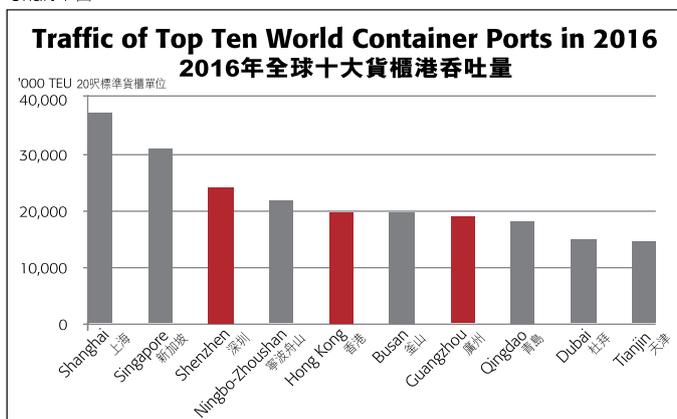
2016, the GBA's economic output was far higher than that of San Jose-San Francisco-Oakland, which is one of the most highly recognised bay areas around the world.<sup>1</sup>

## Hong Kong's role in the development strategy

Over the last 25 years, the 11 cities in the GBA have registered an average of 15.1% annualised growth rate, with Hong Kong recording the lowest (see *Chart 2*). In part a measure to stimulate the economy, Premier Li suggested that the development of the GBA would "give full play to the distinctive strengths of Hong Kong and Macao, and elevate their positions and roles in China's economic development and opening up."<sup>2</sup> To capitalise on the opportunities, we believe Hong Kong could utilise the strength of its pillar industries and actively participate in the nation's drive towards economic growth.

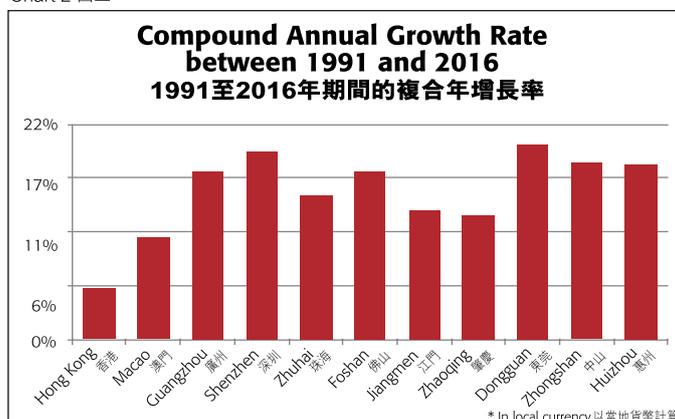
One possible way for Hong Kong to do this is through our service sector, which represents around 90% of our GDP. Comparatively speaking, the service sector represented 56% of the nine cities' aggregate economic output in 2016 (see *Chart 3*), which is slightly higher than the national average of 51.6%. Adhering to international standards, the cumulative expertise and experience of Hong Kong's service sector through years of interactions with global market players is clearly an important asset. Hong Kong can build on such a comparative advantage and contribute to the Mainland's goal of upgrading to a service-oriented economy. A broad-brush recommen-

Chart 1 圖一



Source: Marine Department of the Hong Kong SAR Government  
資料來源: 香港特別行政區政府海事處

Chart 2 圖二



Source: CEIC data  
資料來源: CEIC數據



dation would be for Hong Kong to contribute through knowledge transfer of financial services (17.6% of its GDP in 2015) and professional services (4.9% of its GDP in 2015), as Hong Kong's legal, accounting and other professions are trusted and utilized by international businesses.

Among other attributes, Hong Kong's external-oriented feature is also important for the development of the GBA. In the past, Hong Kong's role in assisting in the build-up of the Mainland's export capacity was commonly attributed as a key driver of the rise of the country's economy. This was done through Hong Kong first serving as a trading hub of goods produced in the Mainland, and later as the "testing field" for nationwide economic development and policy directions.<sup>3</sup> Such a role in the country's economic development and opening up will remain as specified in the 13<sup>th</sup> FYP.

### Conclusion

With improved connections between Mainland cities and the rest of the world, the "front shop, back factory" model of division of labour between Hong Kong and other GBA cities may no longer be fully applicable, and a new mode of collaboration should be sought.

We must bear in mind that the development of the GBA is not at all a zero-sum relationship for the cities

involved, and thus a competing mindset against each other should not exist. Rather, cities within the GBA should utilise their respective comparative advantages in producing certain goods or services to supplement each other. For instance, Xiao et al (2015) asserted that, with close ties with global cities like Hong Kong, Foshan secured linkages to the rest of the world. As a result, the latter could focus on the development of skills and capacity in specialized sectors, such as lighting and furniture manufacturing.<sup>4</sup> Should this recommendation be adopted, the 11 GBA cities can strengthen their industrial upgrading and integration through the utilisation of complementary resources and connections.

By achieving this goal, the development of the GBA will enhance the overall competitiveness of the region, which in turn will contribute to the national economic growth. Being part of the GBA and through the collaboration process, Hong Kong may find a new direction for its economy to develop as well. ✨

1 San Jose-San Francisco-Oakland CSA had a GDP of US\$758.5 billion in 2015

2 Report on the Work of the Government

3 The Greater Pearl River Delta Business Council (2010)

4 Xiao, G., Zhang, Y. S., Law, C. K., Meagher, D. (2015) China's evolving growth model: The Foshan story

# 大灣區 對港意義深遠

**白** 總理李克強於3月發表的《2017政府工作報告》中提出粵港澳大灣區（大灣區）發展規劃，這個概念已引起本地商界的熱切關注。大灣區作為「十三五」規劃的一部分，其作為國家經濟發展策略的重要性毋庸置疑。

## 大灣區背景

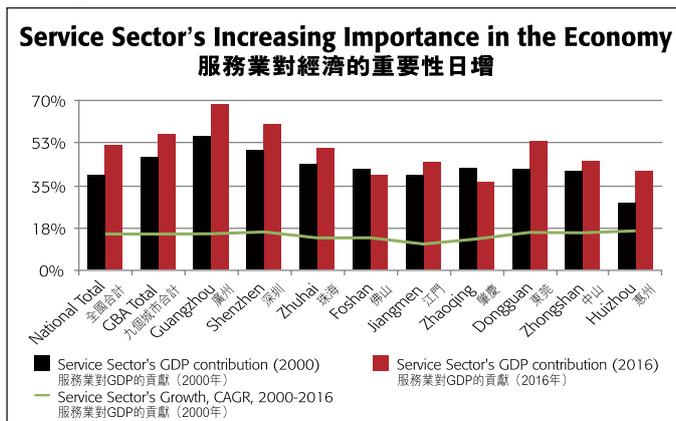
大灣區涵蓋香港和澳門兩個特別行政區，以及珠三角地區的九個城市（廣州、深圳、珠海、佛山、江門、東莞、中山、惠州及肇慶）。區內總面積為56,500平方公里，總人口達6,765萬，是中國其中一個最發達、最活躍的地區。大灣區擁有世界排名前三的三大港口，包括深圳（第3位）、香港（第5位）及廣州（第7位）（見圖1），在2016年佔國家GDP約12.5%。

發展和對外開放中的地位與功能。」<sup>2</sup>為了把握機遇，我們認為香港可善用其支柱產業的優勢，積極參與和推動國家的經濟發展。

其中一個選擇，是好好利用佔本港GDP約90%的服務業。相比下服務業在2016年佔九個城市經濟總產出的56%（見圖3），略高於全國平均51.6%。香港的服務業嚴守國際標準，多年來在與環球市場互動下累積不少專業知識和經驗。這些都是重要的資產。香港可藉此比較優勢，協助內地邁向服務型經濟升級的目標。由於香港的法律、會計和其他專業均得到國際企業的信賴和支持，譬如香港可透過金融服務（2015年佔GDP 17.6%）和專業服務（2015年佔GDP 4.9%）的知識轉移作出貢獻。

此外，香港的外向特色對大灣區的發展亦十分重要。過往，香港曾經是內地貨品的貿易中心，其後又是全國經濟發展和政策方向的「試驗場」，其協助內地建立出口能力的角色，常被視為國家經濟崛起的主要動力。<sup>3</sup>正如「十三五」規劃表明，香港在國家經濟發展及對外開放的過程中，將繼續扮演這個角色。

Chart3 圖三



Source: CEIC data  
資料來源：CEIC數據

## 總結

隨著內地城市與世界各地的聯繫更趨緊密，香港與大灣區內其他城市以往的「前店後廠」分工模式或已不太適用，並應尋求新的合作方式。

在發展的同時，我們必須謹記大灣區的城市之間絕非零和關係，因此不應存在互相競爭的心態。相反，區內的城市應利用各自的比較優勢，生產特定商品或服務以互相補足。例如肖耿教授等學者（2015）指出，憑藉與香港等國際城市的密切關係，佛山得以與全球各地建立聯繫，繼而能夠專注於燈具和傢俱製造等專門領域的技能和產能發展。<sup>4</sup>若這個建議獲得採納，大灣區內11個城市將可透過資源互補和加強聯繫，以促進它們的產業升級和融合。

透過實現這個目標，大灣區的發展將可提升整個地區的競爭力，為國家經濟發展帶來貢獻。香港作為大灣區的一部分，在合作的過程中，或可為經濟發展發掘新的方向。

大灣區的發展旨在加強區內城市之間的基建聯繫，促進經濟合作。事實上，現時的大灣區已具備顯著的經濟實力，並可媲美其他世界級的灣區。2016年，區內GDP達到約93,320億元人民幣（13,450億美元），經濟產出遠高於全球最受認可的聖荷西—舊金山—奧克蘭灣區。<sup>1</sup>

## 香港在發展戰略中的角色

過去25年，大灣區內11個城市平均按年增長15.1%，期間香港的增幅最低（見圖2）。作為刺激經濟的其中一項措施，李總理指出大灣區的發展可「發揮港澳獨特優勢，提升在國家經濟

1 聖荷西—舊金山—奧克蘭聯合統計區於2015年的GDP為7,585億美元  
 2 政府工作報告  
 3 大珠三角商務委員會（2010）  
 4 肖耿、張燕生、羅祥國、多明尼克·米格爾（2015）《中國未來：佛山模式》



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# Opportunities for Hong Kong From the Greater Bay Area

**D**uring the Two Sessions this year, Chinese Premier Li Keqiang announced a plan for the development of a city cluster, the Guangdong-Hong Kong-Macao Greater Bay Area, to leverage the unique strengths of Hong Kong and Macao as well as Guangdong. While this concept has been discussed for a very long time at a regional level, it was the first time that the idea was elevated to a national level to become an important part of the country's regional development planning.

Although there has been cooperation between the three sides, there still exists a gap. Compared to the Pearl River Delta's (PRD) positioning, the national strategy of the Guangdong-Hong Kong-Macao Greater Bay Area emphasizes an even higher standard of industrial synergy. The PRD region, whether as the back factory for the front shop of Hong Kong or the world's factory, is only part of the world economy, but not a leading hub. However, the Greater Bay Area is expected to develop into a world-class economic zone such as the New York, San Francisco and Tokyo bay areas. With a focus on the externally-oriented nature of the "bay" concept, the Greater Bay Area aims to capitalize on the advantages of the three places in major areas such as innovation, finance and transport, so as to play a leading role in the global economic development.

The Greater Bay Area will help enhance industrial synergies which will hopefully bring about break-

throughs in innovation, technology and financial services.

## Innovation and Technology

The advent of a new round of technological revolution has accelerated technological updating and commercialization. The country has also elevated innovation to a strategic level in economic development. In the 13<sup>th</sup> Five-Year Plan, emphasis is put on encouraging entrepreneurship, fostering technological innovation and facilitating the growth of new industries. This suggests that innovation has become a new driving force for development.

With its world-class tertiary institutions, professional talent, robust financial and professional services, comprehensive intellectual property protection system, adequate R&D resources, as well as extensive trade experience and reputation around the world, Hong Kong possess most of the favourable conditions for creating an innovation ecology. However, given that the physical industries that the innovation and technology industry relies on have been relocated to the north and that our market is limited, Hong Kong needs to make use of the high-tech industrial chain already formed in the hinterland of the Greater Bay Area to achieve industrialization, large-scale production and clusterization of the innovation and technology sector.

## Financial Cooperation

Finance is another major area of cooperation, especially with the

issue of trade platform interconnection. Hong Kong has a far more active financing and refinancing market than the Mainland. On the other hand, many cities in the Big Bay Area have built up a strong industrial base, and henceforth global leadership in high-tech fields. Hong Kong will surely become their most vital multi-disciplinary financing partner. Building on the basis of the "Bond Market Connect" vehicle, Hong Kong may seek two additional types of financial market interconnection from the Central Government – one is an interconnection with Grade One Initial Financing Market in Shenzhen; the second is to explore opportunities of interconnection between the Hong Kong and Shenzhen large-scale Commodities Markets.

Secondly, it is imperative to promote financial creativity. The Central Government has set its sights on renminbi internationalization. Hong Kong should join with Qianhai to petition for relevant policy initiatives from the Central Government, especially at a time when Qianhai has launched a new offshore account service for Hong Kong enterprises, and cross-border renminbi capital pool. This would serve to expand the function of Qianhai as a testing ground for diverting Hong Kong and Macau capital back into the local financial channels to other cities in the Big Bay Area, while enlarging the channel for offshore renminbi's re- diversion back into the domestic



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market. Hong Kong's position as an offshore renminbi centre can then be further consolidated.

### One Livable Town

Hong Kong may also leverage its leadership role in formulating the Guangdong-Hong Kong-Macau Big Bay Area to further enhance the internationalization level of all cities. In major areas such as medical services, education, seniors' welfare and communications, Hong Kong can share its advanced expertise. On the other hand, Hong Kong residents still face inconvenience in travelling, working, looking for medical coverage and studying due to residency status. The Big Bay Area initiative provides a framework to achieve "One Liveable Town" that allows universal eligibility for education, medical services, seniors' welfare among all cities, and cross-border interconnection in account opening, ticketing and communications. To quote one example: The current State Council Premier mentioned in this year's government report that he is working on an initiative to eliminate all long-distance and roaming charges so it would therefore be viable to eliminate roaming charges between Hong Kong and the Big Bay Area cities, to alleviate communication costs.

The Big Bay Area is now a hot topic for many experts and officials. However, it is imperative for the governments of all three sides to gain mutual understanding and to coordinate further. ❁

# 「粵港澳大灣區」 給香港的機遇

**位** 於香港和深圳的邊界，佔地 87 公頃的落馬洲河套地區，作為一項跨境科研合作計劃，最近一直備受關注。創新及科技局局長楊偉雄於總商會 5 月 9 日的研討會上，強調計劃可加強兩地的協同及集群效應，以推動香港創新及科技業的發展。

今年全國兩會，國家總理李克強提出「研究制定粵港澳大灣區城市群發展規劃，發揮港澳獨特優勢」。這一概念在地方層面已討論多時，卻是第一次在國家層面提出，成為國家重要的區域發展規劃的一部分。

過去「9+2」的概念，「9」在左邊，「2」在右邊，中間用一個「+」連起來的，兩邊雖有合作的關係，但仍有空隙。粵港澳大灣區的概念，更強調的是更高水準的產業協同效應，和共同生活家園的展望。國家確立粵港澳大灣區戰略，比過去的「珠三角」功能定位提出更高要求。過去講的珠三角，不管是前店後廠還是世界工廠，都是世界經濟體系的一部分，但不是處於領導地位的核心區。但這次提出的「大灣區」，目標是紐約灣區、三藩市灣區、東京灣區等全球經濟重要增長點，更強調的是外向型的「海灣」概念，希望發揮所在區域的創新高地、金融功能發達和交通樞紐等幾大要素的優勢，發揮在全球經濟中的領導功能。

粵港澳大灣區在新的歷史階段，推動高水準的產業協同合作，重點在科技創新和金融領域可有所突破。

## 科技創新

全球新一輪科技革命正在興起，技術更新和成果轉化更加快捷。國家也將創新提升至發展戰略高度，「十三五」規劃重點包含推動大眾創業、技術創新和促進新產業發展，倡議創新成為新發展動力。

香港擁有一流的高等院校和專業人才、發達的金融和專業服務、完善的知識產權保護制度、豐富的研究資源、和遍佈全球的商貿經驗及信譽，這些都是形成完善的創新生態系統的有利因素。但因創新科技產業所依託的實體產業已經北移，本地市場規模又有限，要想令創新科技實現產業化、規模化和群聚化，一定要利用好粵港澳大灣區腹地已經形成的高科技產業鏈。

粵港澳大灣區內的部分城市，如深圳及其周邊地區已形成了具世界影響力的科技產業生態系統，且有多家國際龍頭級科技企業。若在粵港澳大灣區內選址，雙方共同合作，既依托香港的優勢，網羅全球最尖端的高科技人才，又連接內地的廣闊市場，吸引國內外最具價值的高科技企業，將可發展成為與美國矽谷比肩的全球科技創新基地，將源頭創新技術和需求端進行有效的連接，將科技轉化為市場主導的創新產品或服務，轉化為強大的生產力，發揮龐大協同和集群效應。此外，更可引入亞太地區乃至全球較為成熟的孵化器培育中心落戶，與本港和中國內地初創企業進行有效對接，將服務擴展到整條產業鏈的支援性綜合服務，使創新創科服務體系日趨完善。此外，香港還可成為協助內地科技企業到「一帶一路」國家發展的跳板，為其提供投融資、會計、法律、風險評估及顧問等專業服務。

## 金融合作

金融是另一個相互協同的領域。一是交易平台的連通。香港的融資和再融資市場較內地更為活躍，而大灣區內不少城市已擁有優厚的產業基礎，近年已成為國際高科技競技場上的領跑者，香港勢必成為這些城市最需要的廣泛多元的融資夥伴。香港可在「債券通」的基礎上，向中央爭取兩類金融市場的互聯互

通。第一是與深圳股票初次融資一級市場互聯互通；第二是積極探討港深大宗商品交易市場互聯互通的可能性。

二是聯合推動金融創新。從長遠角度看，中央對推動人民幣國際化的方向不會變。香港應聯合前海，積極爭取中央的相關政策，尤其是在前海開通香港企業離岸帳戶和開展跨境人民幣資金池業務，並將前海作為港澳地區資金回流和使用金融的試點進一步擴大到粵港澳大灣區內的多個城市，在客觀上也會進一步拓寬境外人民幣資金回流的通道，有助於鞏固香港作為離岸人民幣中心的地位。

## 共同生活家園

香港可把握粵港澳大灣區建設時機，發揮引領角色，帶動各城市進一步提高國際化水準，提升區內生活社群的福祉。具體而言，香港在醫療、教育、安老、通訊等各個公共服務和社會服務領域都行在前列，均可將當中優秀的經驗輸出。此外，現時港人赴內地旅遊、就業、就醫、就學等各個生活層面，仍面臨不少阻礙，可明顯感覺到身份所帶來的各種不便，現在亦可借著粵港澳大灣區的機會，探討構建共同生活家園，推動教育、醫療、安老等各個領域實現福利可攜帶性，和在開戶、購票、通訊等領域實現跨境使用便利化。僅舉一個小例子，國家總理作政府工作報告期間，提出今年內全部取消手機國內長途和漫遊費，那是否亦可構思也取消香港與粵港澳大灣區內城市的漫遊費，從而進一步減輕兩地人員的跨境成本。

全城皆在討論粵港澳大灣區，熱度一時無兩。各方專家、學者、政府官員各展所長、各抒己見。但若推動粵港澳大灣區進一步從藍圖變為現實，三地政府仍需要進一步溝通理解、協調合作。✿



## **We wish the Chairman and Members of the HKGCC General Committee a successful year ahead**

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Understandably, much of Hong Kong businesses' attention in the last year or so has been focused on Hong Kong's relatively new Competition Law, which took effect in December 2015. Businesses have been engaged in complying with the new law, watching with interest as the enforcer – the Competition Commission – prosecutes its first case (concerning alleged bid-rigging) before the Competition Tribunal, and waiting to see who the next Commission Chief Executive, due to take office by the end of the year, will be.

Against this background, it is important not to lose sight of the significant competition law developments that are taking place in Hong Kong's own "backyard." Across the Asia-Pacific region, new competition laws are being introduced or toughened, and existing laws are being enforced more aggressively. All of these developments pose potential threats for Hong Kong companies doing business in the region.

As regarding new laws, the Philippines introduced a comprehensive new competition law in 2015, shortly before Hong Kong's Competition Law came into force. Like Hong Kong's law, it tackles anti-competitive agreements and abuses of market power. But unlike Hong Kong's law, it also has a cross-sector merger control regime, like most competition laws across the Asia-Pacific. This means that Hong Kong businesses engaging in mergers and acquisitions that may have a connection with the Philippines have to be careful to comply with any applicable requirements to notify the local Philippine authorities, before completing the deal. Otherwise they could be subject to substantial penalties.

Similarly, new competition laws have taken effect in Laos (2016) and Myanmar (2017). The next one is scheduled to be in Cambodia – where a competition law is expected to take effect in 2017.

Much of the momentum for the introduction of competition laws in Southeast Asia stems from an agreement between the ASEAN countries to do just that – to introduce competition laws. Although the initial target to do so by 2015 may have slipped for certain countries, it looks like they will soon catch up.

Some of those countries that already had competition laws are reforming them to make them tougher. For example, Vietnam is lowering its merger notification thresholds so that more mergers, including international ones, come within the scope of its review, and proposing a leniency regime to encourage "whistle-blowers." Thailand is also toughening up its merger control regime, and making it clear that cartel conduct and abuses of dominance will be subject to criminal sanctions including imprisonment. Australia is proposing reforms which will, amongst other things, make it easier



for the authority to prosecute companies who abuse their market power. Taiwan and Indonesia are proposing amendments to their competition laws that will give their authorities long sought-after powers to conduct "dawn raids" (unannounced inspections) of business premises where they suspect anti-competitive conduct.

As well as new laws being introduced or toughened, existing laws are being enforced more aggressively. The Commission in Malaysia is proposing to impose the largest fine it has ever imposed – RM 213 million (approximately US\$49 million) on 22 insurance companies and their trade association for alleged price-fixing. The penalties in Mainland China for breaching the competition rules have been getting higher and higher, and a particular focus recently for penalties has been so-called "gun-jumping" – completing a merger before awaiting approval from the Mainland authorities. Australia has commenced its second criminal prosecution for alleged cartel conduct.

One common feature of all of these laws that has to be borne in mind is their extra-territorial impact. That is to say, they prohibit conduct that has an anti-competitive effect inside the territory, even if it takes place



### Asia-Pacific Gets Tough on Competition

亞太區加強管制反競爭行為

香港大部分企業去年都集中注意自2015年12月起生效、在港相對較新的競爭法。企業都忙於遵從新法例、密切關注執法機關——競爭事務委員會——首次入稟競爭事務審裁處興訟（指稱圍標），並翹首以待競委會下一任行政總裁（預料將於年底上任）的人選。

在這背景下，香港絕不能忽視競爭法在鄰近地區的重要發展。在亞太區，多個國家都相繼引入或收緊了新的競爭法，同時加強執行現行法例。這些趨勢都對在區內營商的香港企業構成潛在威脅。

新法例方面，在2015年，香港的競爭法生效前不久，菲律賓引入了全面的競爭法。跟香港一樣，新法旨在針對反競爭協議和打擊濫用市場權勢。然而，菲律賓還設有跨行業合併規管機制，做法一如亞太區內大多數其他競爭法，但與香港有別。這即是說，香港企業從事或與菲律賓有關聯的併購時，必須小心遵從任何適用的申報規定，在完成交易前先向菲律賓有關當局作出申報，否則或被處以重罰。

同樣，老撾和緬甸已分別在2016年和2017年實施新的競爭法。下一個國家將會是柬埔寨，預料當地的競爭法將於2017年生效。

東南亞國家紛紛引入競爭法的趨勢，主要是因為東盟國家之間互相協定會引入競爭法。儘管某些國家未能在原定的2015年內完成立法，但似乎不久便可從後趕上。

當中部分已實施競爭法的國家正修改和收緊法例。例如，越南正降低其合併申報門檻，將更多的合併活動（包括國際合併）納入檢討範圍，並提倡推行寬待機制，以鼓勵舉報。泰國亦正收緊其合併規管機制，並表明同業聯盟和濫用支配優勢將受到刑事制裁，包括監禁。澳洲亦提出改革，使當局更易檢控濫用市場權勢的公司。台灣和印尼正建議修改競爭法，尋求賦予當局長久以來所爭取的「突襲」權力，以突擊巡查涉嫌從事反競爭行為的商業處所。

除了引入或收緊新法，多國亦加強執行現有的法例。馬來西亞有關當局建議向被指稱合謀定價的22家保險公司及其工會施加歷來最大額的罰款——2.13億令吉（約4,900萬美元）。在中國內地，違反競爭規則的刑罰愈來愈嚴苛，近日尤其針對所謂的「偷步」行為，即在通過內地當局審批前已完成合併。澳洲已就同業聯盟行為第二次提出刑事檢控。

在這些法律中，值得留意的一個共通點是它們的域外影響。也就是說，即使有關行為在境外發生，如其對國家境內形成反競爭效果則同樣犯法。澳洲最近兩宗個案就是良好的例子。其一是兩家日本船公司涉嫌（在日本）就出口往澳洲的汽車合謀定價而被刑事起訴。其二是兩家澳洲銀行近日被判處巨額罰款，理由是他們在新加坡的當地貿易商試圖操縱馬來西亞令吉的匯率。

另一項需留意的因素是區內的競爭規管機構會互相溝通，分享資訊。有人打趣地稱之為一種「規管機構」同業聯盟！他們設有相當於工會的組織——國際競爭規管網絡，定期進行會面，並就競爭執法的國際最佳實務和常見問題等交流看法。

在國際規管合作、「突襲」權、舉報和域外效力的背景下，反競爭行為要避過規管似乎愈發不可能。因此，制訂切合區內所需的競爭法遵從方案日益重要。

outside the territory. Two recent cases from Australia are good examples of this. In the first, two Japanese shipping lines are being criminally prosecuted for allegedly fixing the price (in Japan) of vehicles to be exported to Australia. In the second, two Australian banks have just been fined heavily for the conduct of their Singaporean traders in Singapore, where they tried to manipulate the exchange rate of the Malaysian ringgit.

Another factor to bear in mind is that competition regulators across the region talk to each other and share information. Some people jokingly (and ironically) call this a “regulators’ cartel”! They have their own equivalent of a trade association – the International Competition Network – where they meet regularly and exchange views on international best practices on competition enforcement, common problems, and so on.

Against the background of international regulatory cooperation, “dawn raid” powers, “whistleblowing” and extra-territorial effect, it is increasingly unlikely that anti-competitive behaviour will escape regulatory attention. Having a competition law compliance programme which is fit for purpose across the region is therefore increasingly important. ❀

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# Policy Priorities for the New Administration

The Chamber submitted its proposals to Chief Executive-elect the Hon Carrie Lam on 15 May outlining what the business community hopes the new Administration will focus on. Following is an abridged version of that submission. The full document can be read on the Chamber's website

**W**e have frequently heard criticism in recent years that the Government seems detached and remote from the daily lives of ordinary citizens. Similarly, in the business context, some of our members complain that they have been faced with a “brick wall” when trying to explain their concerns to policy-makers, and that the Government's decision-making processes lack transparency. In other words, there is insufficient engagement between the Government and the community.

To achieve greater engagement and transparency, every major public policy intervention, whether in the form of proposed legislation or otherwise, should be open to a full public consultation. The consultation paper should be accompanied by a full explanation of what the Government is proposing to do and why, in the form of a regulatory impact assessment (RIA). RIAs are now a standard practice – indeed a compulsory practice – in many countries across the world and accepted as a necessary part of good governance. While RIAs have been carried out for some proposals in Hong Kong, the experience has been sporadic and inconsistent.

A case in point is the trio of recent Government planning documents – Hong Kong 2030+, Smart City and Climate Action Plans – that, in and of themselves, represent an ambitious vision. In order to translate such visions into action, the business community needs to understand the direct impact on the built environment, and a clear, transparent and predictable upscaling of building energy regulations is required to achieve the objectives of a smart and resilient city.

RIAs should also be conducted for existing regulations, to assess whether they are still “fit for purpose,” or



can be scaled-back or removed. By ensuring that intervention is made only where necessary, RIAs will reduce unnecessary “red tape” and costs for businesses, a particularly important issue for our SMEs. Finally, RIAs will protect Hong Kong's international reputation for light-touch regulation which, as noted in your manifesto, is one of Hong Kong's greatest strengths.

## Public private sector interaction

Although Hong Kong has always prided itself on having a “small” government, this is not exactly true if statutory and government-subsidised bodies are also taken into account. It would therefore be useful to re-assess services currently provided by the Government such as those in healthcare, water supply and landfills, among others, on their suitability for transfer to the private sector.

There have been initiatives in the past to outsource certain government services, but these appear to have faded into obscurity for reasons that are not entirely obvious. More should be done to capitalize on existing channels to promote greater private participation through such means as public tenders, trading funds, en bloc and sectoral privatization of services (estate management services being a successful example of the latter). In addition, bureaux should be tasked to undertake regular, possibly annual, budgetary reviews to consider which services currently provided by the Government can be hived off without compromising the quality and integrity of such services.

## Labour shortage

Complaints on hiring difficulties are quite widespread and unless remedial measures are taken Hong

# 來屆政府 施政重點

總商會於5月15日向候任行政長官林鄭月娥提呈建議，  
闡釋商界對新政府施政重點的期望。

以下內容節錄自該份建議書，全文可瀏覽總商會網站

will also maintain and enhance our attraction as a tourist destination, and make Hong Kong an attractive place for overseas nationals to live and work, thus filling any skill gaps in our economy. We recommend the adoption of a market-driven approach to deal with environmental challenges, with the Government taking the lead in trial running new green technologies to facilitate both the supply and demand sides of the market.

## Facilitating the growth of SMEs

SMEs are the backbone of Hong Kong's economy, accounting for over 98% of all businesses. We therefore welcome the proposals in your manifesto to facilitate the growth of SMEs. In particular, the introduction of a two-tier profits tax structure will be a relatively simple and fair way of achieving this objective, and we would urge the new Administration to implement this proposal as soon as possible. Avoiding and eliminating unnecessary regulations by conducting RIAs (as advocated above) will also do so, by reducing unnecessary compliance costs.

## Tax competitiveness

Hong Kong has always prided itself on having a low and simple tax regime. We suggest that this should be further augmented so that our tax system can be sufficiently competitive, a quality that is becoming increasingly important if Hong Kong is to remain attractive as an international business centre. To that end, a two-tiered approach to the taxation of profits is a step in the right direction, but should not stop there.

The Chamber has long called for the implementation of Group Loss Relief and Loss Carry-Back. We believe that such a concession would have the desired effect of raising and strengthening Hong Kong's reputation as a place to do business. It would be especially conducive to the setting up of group operations including Regional Headquarters, which were mentioned in your manifesto. We look forward to other initiatives as and when these are put forward by the incipient Tax Policy Unit proposed recently by the current Administration.

Kong will suffer. We cannot emphasize enough the need for effective policy measures to address the problem of labour shortages over the near to longer term. The situation is likely to worsen as Hong Kong's population ages. Although some enhancements have been made to the Supplementary Labour Scheme for the importation of foreign workers, these are manifestly inadequate and fall far short of market needs. As a result, positions go unfilled, sometimes for protracted periods as in the case of the construction, healthcare and hospitality industries. The problem of chronic shortages has been further compounded by narrow interests that have continued to resist the idea of imported labour. This is clearly unsustainable and, if allowed to continue, can have dire consequences for the timely and on-budget completion of infrastructure projects, not to mention the knock-on effects on other sectors and Hong Kong's long-term economic performance. The new Administration must therefore take decisive and concrete action to resolve the issue of labour shortfall, which is throttling growth. This will involve making difficult but necessary choices that are ultimately beneficial to Hong Kong's development.

## “Liveable city”

Hong Kong has fallen to 29th place in ECA International's global liveability rankings in 2017, and is only the 15th most liveable location in the Asia-Pacific region. There are therefore strong reasons for the Government to step up efforts to manage waste and mitigate pollution, and to consider some smart city solutions to facilitate green economic growth, so as to make Hong Kong a more “liveable city.” In short, this will not only improve the health and well-being of our citizens, but it



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### Cross-border collaboration

Hong Kong enjoys the unique advantage of being a premier commercial and financial gateway between Mainland China and the rest of the world. Conscious efforts by the Central Government to include Hong Kong in its development blueprint have and will also be helpful in sustaining Hong Kong's value proposition. It is therefore of paramount importance that we do our utmost to capitalise on initiatives such as CEPA and, more recently, the Belt-and-Road Strategy and the Lok Ma Chau Loop by bringing our core competencies into play. Premier Li Keqiang's announcement to push forward with a Guangdong-Hong Kong-Macau Greater Bay Area (GBA) at this year's Two Sessions also deserves attention and support by Hong Kong.

The concept of a synergistic GBA is welcome given that it provides a clear impetus and concrete framework under which the respective authorities in the key cities can work together to pursue common socio-economic objectives such as spatial development and quality of life issues. We believe that by capitalising on the strengths and capabilities unique to the three places, the benefits and opportunities accruable from the collective whole of a GBA would far exceed the sum of the individual parts acting in isolation of each other, which is more or less the case now.

### Financial services

As a key pillar industry, there should be continuous efforts and investments to nurture and support the growth of the financial services industry. Hong Kong should continue to play an important and integral part in Mainland China's economic growth and financial reforms. The depth and breadth of experience that Hong Kong possesses in the development of China's financial markets is unrivaled – our open and free financial markets, common law legal framework, and modern regulatory oversight have been instrumental in helping promote confidence among international investors when holding RMB assets.

There are other areas where Hong Kong can contribute to the Mainland's development while consolidating our position as an international financial centre, one of which concerns the fulfillment of the Belt and Road Strategy. As pointed out in an earlier Chamber submission, we can and should be actively pursuing private financing opportunities for major infrastructure projects across the more than 60 countries that fall within the meaning of the national initiative. In that connection, we should seek to differentiate ourselves from other financial centres by capitalising on our intrinsic strengths and comparative advantages as

mentioned above in developing Hong Kong into a preferred debt financing centre for Belt-and-Road projects while continuing to support the Mainland's objectives of RMB internationalization and financial liberalization. This would also have the positive effect of securing our standing as a vibrant and world-class global financial hub.

### Innovation and technology

The recent emergence of innovation and technology as a new engine of growth have contributed to building a foundation for fostering technology and innovation in Hong Kong. However, this is not enough. The Government has to make a conscious decision on whether it wants to take an active role in promoting activities in the technology and innovation economies. Technological leadership in countries around the world is a result of the strategic well funded network of state agencies that are able to attract expertise and drive change by working alongside the private sector but more often than not by spearheading it. The experience of these places suggests that government intervention especially through funding is critical because private financing is too risk-averse to engage with industries characterized by high technological and market risk. This means tax incentives may not work so well unless these are sufficiently generous to create an impact. As well, there needs to be a rethink of our immigration policies to ensure that these are sufficiently accommodating, inclusive and welcoming to lure technicians, engineers and scientists from around the world.

### Land supply

Land is crucial to Hong Kong's success and prosperity. Presently, the lack of developable land is a cause for social discontent stemming from prohibitive housing prices and high costs of doing business. The Government has taken a multi-pronged approach in enhancing land supply in recent years, but these have been fraught with problems.

Rezoning of green belts should only be considered as a last resort only after all options of finding new land supply have been exhausted. For example, re-purposing brownfield sites represents a viable alternative although there are challenges associated with land resumption. Furthermore, it has been suggested that Hong Kong's building design codes are too restrictive and our planning, zoning and land use codes are out of date compared to other jurisdictions such as Singapore. These have had the effect of deterring investments in flatted factories and other underutilized spaces that could otherwise be freed up to meet market needs. ❀



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*by balance sheet*

近年，我們不時聽到有聲音批評政府「離地」，對市民的日常生活缺乏理解。同樣地，從商界的角度，部分會員曾表示當嘗試向決策者解釋他們的關注時，猶如面對一道高牆，而政府的決策過程亦缺乏透明度。換句話說，他們認為政府與社區之間溝通不足。

為了加強溝通和提高透明度，但凡作出重大的公共政策干預，無論是擬議立法或其他形式，都應公開諮詢公眾。諮詢文件應包含規管影響評估，以充分解釋政府所提出的建議和原因。在全球許多國家，規管影響評估已成為強制的標準做法，而且被視為良好管治不可或缺的一環。儘管當局有就部分建議進行規管影響評估，惟這些都只是零散的經驗，有欠一致。

這方面的例子更可見於政府近日推出的三份規劃文件，包括香港2030+、聰明城市及氣候行動計劃，這些建議本身都體現著一份積極進取的精神。要實現有關願景，商界須了解這些建議對建築環境的直接影響；而要打造一個聰明、靈活應變的城市，當局亦須以清晰、具透明度和可預測的方式，擴大建築物能效法規的適用範圍。

規管影響評估亦應針對現有的法例進行，以評估它們是否仍能「切合所需」，抑或可予以削減或撤銷。透過確保只在必要時作出干預，規管影響評估將可減少不必要的官僚程序和營商成本，這一點對中小企尤為重要。最後，規管影響評估將可維

護香港在實行「最低程度規管」方面的國際聲譽，正如您的政綱指出，這是香港最大的優勢之一。

### 公私營互動

雖然香港素以「小」政府而自豪，但若把法定和政府資助的機構一併計算在內，這個說法並不完全正確。因此，重新評估現有的政府服務，如醫療、供水、堆填區和其他等，以探討是否適合轉為私營，將會有所助益。

過往，政府曾把某些服務外判，但不知何故最終不了了之。當局應多加利用現有的渠道，透過公開招標、貿易基金，以及部門和整體服務私有化（成功例子有物業管理服務）等途徑，以促進私人參與。此外，各決策局應定期或每年進行預算審查，以研究哪些現有的政府服務可被獨立分拆出來，而又不影響有關服務的質素和誠信。

### 勞工短缺

企業埋怨招聘困難的情況相當普遍，除非政府採取補救措施，否則香港需付上沉重代價。我們已反覆強調有需要引入有效的政策措施，以應對短期以至更長遠的勞工短缺問題。本港人口老化很可能令此問題加劇。儘管當局已就輸入外勞的「補充勞工計劃」推出優化措施，惟有關措施明顯不足，遠遠未能

CLP 中電

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Energy for Life

## 掌握雲時代的機遇

# 創建嶄新的營商模式

跨境集團財務管理  
解決方案

雲之家  
移動辦公平台

BBC網上營銷及  
分銷平台

雲端人力資源  
管理解決方案

Kingdee 金蝶  
Cloud ERP

### 金蝶雲ERP+專題講座

日期：2017年7月20日(星期四)

時間：下午3:00至5:00

語言：廣東話

地點：香港總商會

(香港金鐘道統一中心22樓)

#### 報名方法：

電話報名：2157 9390

電郵報名：asiapac@kingdee.com

網上報名：



#### 講座內容：

面對雲技術的發展一日千里，企業的營商模式將會面對天翻地覆的改變！講座中會詳細剖析雲端ERP+如何加速企業轉型及推動企業長遠持續發展。除了金蝶ERP+之外，更會深入介紹四個金蝶雲端解決方案（人力資源管理解決方案、跨境集團財務管理解決方案、雲之家移動辦公平台和BBC網上營銷及分銷平台）。金蝶雲端ERP+的客戶成功經驗分享也是講座的重點之一，希望能啟發大家對雲技術應用的嶄新思維。

主辦機構：金蝶國際軟件集團(香港)有限公司

金蝶國際軟件集團(香港)有限公司

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滿足市場需求。結果，職位空缺仍舊遲遲未能填補，建造、護理和酒店業尤甚。面對為維護狹隘的利益而反對輸入外勞的聲音，更令勞工持續短缺的現象進一步惡化。顯然，這個情況不能持續下去，若問題得不到解決，除了會直接令基建工程未能按時且在預算成本內竣工，還會引發連鎖效應，為其他行業和香港的長遠經濟表現帶來衝擊。因此，新政府必須採取果斷、具體的行動，以應對勞工短缺，因為此問題正窒礙增長。這需要作出艱難而又必要的抉擇，以惠及香港發展。

#### 「宜居城市」

香港在2017年ECA International國際宜居排名中跌至第29位，在亞太區宜居地點中也只排名第15位。故此政府實在有迫切理由全力減廢及減排，並採納部分聰明城市方案，以促進綠色經濟增長，讓香港成為更「宜居」的城市。總的來說，這不但可改善市民的身心健康，亦可提升我們作為旅遊勝地的吸引力，並讓香港更能吸引海外人士居留及工作，從而填補我們經濟中的技術短缺。為此，我們主張通過市場主導的方式，來應對環境挑戰。政府可通過帶頭試行新綠色科技，來促進市場供應及需求。

#### 促進中小企發展

中小企是香港經濟的支柱，佔企業總數超過98%。因此，我們歡迎閣下在政綱提出促進中小企的發展，尤其是引入雙層利得稅制的建議。這將會是一個相對簡單和合理的達標方式。我們呼籲新一屆政府盡快落實這項建議。透過進行規管影響評估（如上提倡），避免和取消不必要的規管，從而減少不必要的合規成本，亦對中小企的發展有所幫助。

#### 稅務競爭力

香港一向以奉行簡單低稅制而自豪。我們認為，這項優勢應進一步加強，令我們的稅制更具競爭力。要維持香港作為國際商業中心的吸引力，這個因素已變得日趨重要。為此，雙層利得稅制是邁向正確方向的一步。然而，政府不應就此止步。

長久以來，總商會一直提倡引入「集團虧損寬免」及「本年虧損轉回」安排。我們認為，這些優惠可一如預期提升和加強香港作為營商大本營的美譽，尤其有助吸引企業集團來港開設業務，包括設立地區總部，而閣下的政綱亦有提及這一點。我們期望現屆政府近日提出成立的稅務政策組，會制訂和推出其他稅務措施。

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### 跨境合作

香港作為中國內地與世界各地之間的主要商業和金融門戶，享有獨一無二的優勢。中央政府把香港納入其發展藍圖，亦有助維持香港的價值定位。因此，我們必須設法善用CEPA及較近期的「一帶一路」戰略和落馬洲河套等措施，發揮本港的核心能力。總理李克強於今年兩會期間宣布推進建設粵港澳大灣區（大灣區），亦值得香港注意和支持。

一個融合性的大灣區概念值得予以肯定，因為它可促進區內主要城市當局，在社會及經濟議題如土地發展及生活質素等事項上尋求合作，並提供一個鞏固的框架。我們相信三地如能善用各自強項及獨特之處，一個綜合性的大灣區與現在近乎各自為政的情況相比，自能帶來更大好處及機遇。

### 金融服務

金融服務是香港的支柱產業之一，故有需要持續推動及投資，以促進其茁壯成長。就此，香港應持續在中國內地之經濟增長及金融改革上擔任一個重要且不可或缺的角色。香港在中國金融市場的發展上，擁有既深且廣、無可比擬的經驗——我們全方位開放的自由金融市場、普通法法系，以及現代化的監管制度，是維持國際投資者持有人民幣資產信心的重要一環。

香港在鞏固本身作為國際金融中心的地位之餘，亦有其他地方可以為國家的發展作出貢獻，其中之一是參與「一帶一路」戰略。正如總商會早前的建議書所述，我們既可以亦應積極在國家策略所覆蓋之超過60個國家中，尋求為主要基建項目進行私人融資業務的機會。同樣地，我們應利用上述之內在強項及比較優勢，與其他金融中心分別開來，讓香港成為「一帶一路」項目的最佳債務融資中心，同時支援國家的人民幣國際化

及金融市場開放政策。這將大大有助我們維持作為一個充滿活力的世界級環球金融樞紐。

### 創新科技

近年，創新科技已冒起成為本港增長的新動力，這有助建立一個基礎，促進香港在創新科技方面的發展。然而，我們不應滿足於此。政府要決定是否擔當積極的角色，以推動創新科技經濟活動。全球多個國家在科技領域享有領先優勢，全因國家機構之間建立了完善的策略性資助網絡，透過與私營界別合作及提供指引，從而吸引專業人才，並推動變革。從這些地方的經驗可見，政府干預（尤其是通過資助）至關重要，因為對於涉及高技術和市場風險的行業而言，私人融資的風險甚高。這意味著稅務優惠未必可行，除非十分吸引。此外，本港需要檢討入境政策，確保符合便利、包容和好客的原則，以吸引世界各地的技術人員、工程師和科學家來港。

### 土地供應

土地是香港成功和繁榮的關鍵。本港目前缺乏可發展的土地，令樓價和營商成本被推高，是社會不滿情緒的根源。政府近年已採取多管齊下的方式，增加土地供應，惟不少問題依然存在。

改劃綠化地帶應被視為最後的手段，只有當所有尋找新土地供應的方案都已用盡，才迫不得已地採用。例如，改劃棕地用途是切實可行的替代方案，雖然仍面對與收地相關的挑戰。另有意見指，與新加坡等其他地方相比，香港的建築物設計守則限制太多，而規劃、分區和土地使用守則亦已不合時宜。這些情況都窒礙了市場對分層工廠大廈和其他未被充分利用的空間進行投資，以致未能釋放土地資源來滿足市場需求。✿



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<http://www.newimedia.com>



**One Talent Ltd**  
一賢有限公司

Mr Timothy CHAN  
Director



**Oxford University Press**  
(China) Ltd  
牛津大學出版社(中國)有限公司  
Ms Mei Mei NG 吳薇薇女士  
General Manager, Hong Kong  
<http://www.oupchina.com.hk>



**Paul Weiss Rifkind Wharton & Garrison**

寶維斯律師事務所  
Mr John Jack LANGE 朗杰先生  
Partner  
<http://www.paulweiss.com>



**Paypal Hong Kong Ltd**

Mr Sze Meng SOON 孫世珉先生  
Senior Director & General Manager  
<http://www.paypal.com.hk>



**Pullman Financial Services Ltd**  
寶文金融服務有限公司

Mr Gary CHEUNG 張家利先生  
Director



**Quik Ventures Ltd**

Miss Eunice WONG 黃琬婷小姐  
Co-founder & CEO  
<http://www.quikspaces.com>



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Investment Co Ltd

匯鑫富(香港)投資有限公司  
Mr Warren J W ZENG 曾建武先生  
General Manager  
<http://www.sw-gh.com>



**S-Partners Ltd**  
Mr Laurent STIEGER  
Founder & CEO  
<http://www.spartnersasia.com>



**Trevi Construction Co Ltd**  
Mr Claudio BORGATTI  
General Manager  
<http://www.trevispa.com>



**Super Trend Lighting (Group) Ltd**  
超時代光源(集團)有限公司  
Ms Angela CHOW  
Director  
<http://www.stll.com>



**Union Medical Healthcare Ltd**  
Mr Gabriel LEE 李嘉豪先生  
Executive Director and COO  
<http://www.umhgp.com>



**Synertone Communication Corporation**  
協同通信集團有限公司  
Mr Weining HAN 韓衛寧先生  
CEO and Executive Director  
<http://www.synertone.net>



**Wellington Legal**  
趙國賢律師事務所  
Ms Olivia KUNG 龔海欣女士  
Partner  
<http://www.wellingtonlegal.com.hk>



**Thales Transport & Security (Hong Kong) Ltd**  
泰雷茲(香港)有限公司  
Mr Henry Nin Sang CHEUNG  
Chief Executive Officer  
<http://www.thalesgroup.com>



**Win Horizon Ltd**  
宏忠有限公司  
Mr Cheuk Hung HO 何焯雄先生  
Managing Director  
<http://www.winhorizon.com.hk>



**The Murray Ltd**  
Mr Duncan PALMER  
Managing Director  
<http://www.niccolohotels.com>



**World Green Organisation**  
世界綠色組織  
Dr William YU 余遠騁博士  
CEO  
<http://thewgo.org>



**Thong Sia Watch Co Ltd**  
通城鐘錶有限公司  
Mr William HUI 許健偉先生  
Group Managing Director  
<http://www.thongsia.com.hk>



**YHS Trading Ltd**  
意宏盛貿易有限公司  
Mr Paulo DASILVA  
President

# Lotus Tours Still Going Strong

## 安達旅運 繼續精進

Building on 60 years of history, Lotus Tours continues to redefine experiences and memories for travelers, while aiming to make the world in which we travel a better place, reports the Chamber's staff writer **William Ngo**

安達旅運擁有60年的悠久歷史，繼續積極為旅客創造嶄新的體驗及回憶，並致力令我們周遊的世界變得更美好 本刊記者**吳景輝**

**安**達旅運是本港旅遊服務業界先驅，公司在1957年正值海外旅遊興起之際成立。其初期的主要業務為出售機票，現今則為廣大客戶提供一系列全面的旅遊選擇，包括郵輪、航空及酒店套票、會議及獎勵旅遊和商業服務等。公司屢獲殊榮，在200多家旅行社中脫穎而出，業務約佔本港整體旅遊市場的15%。

### 跟上大勢所趨

安達旅運總經理麥秀蘭指公司的成功有賴於「客戶至上」的企業理念——堅持重視客戶不斷變化的需求及喜好。

她說：「我們一直緊貼旅遊市場的新趨勢，從而作出相應的服務調整。舉例說，我們留意到平實而體驗主導的文化旅遊日益普及，並逐漸取代奢侈而著重消費的旅遊方式，故我們現在正為客戶創造更多此類的旅遊體驗。展望未來，我們將投放更多資源於發展體驗式旅遊及特別興趣團體，包括台灣茶藝課程、日本品酒活動及獨家絲綢之路導覽團等。」

安達旅運現時的業務主要建基於需求日增的會議及獎勵旅遊業，為出境商人提供度身訂製的商務旅遊計劃，由航班、住宿、保險到全天候支援服務及危機處理等均一手包辦。獎勵旅遊亦日漸受大型企業歡迎。

麥秀蘭續稱：「我們最近就為一家共有1,200名員工的公司包船作郵輪旅遊。我們得知客戶的需求後，便為其度身訂製旅遊計劃。」

廉價航空公司近年不斷湧現。麥秀蘭視之為旅遊業的商機，並指廉航為旅遊市場帶來良好的轉變。她說：「現時人們出外旅遊愈趨頻繁，尤其是預算有限的年輕人。旅遊已成為生活中不可或缺的一部分，有的人甚至會每年外遊數次，這要歸因於旅遊成本的下降。」

### 建立更美好的世界

履行企業社會責任是安達旅運一直秉持的重要使命，並期

望今年進一步推動這方面的工作。今年公司將與日本非牟利組織和平船（Peace Boat）合作，把這個改寫人生的歷奇旅程首次引入香港。在是次歷時百天之行中，900名參與者將乘坐郵輪出發到世界各地，以推廣和平、人權、平等及可持續發展，以及愛護環境的理念。麥秀蘭指，透過探訪日本原爆倖存者、到訪中東難民營及認識越南地雷等一系列的獨特體驗，參與者能從中探索新文化、了解全球問題及自我認識。

除了與和平船合作，安達旅運亦致力幫助殘疾人士和弱勢社群。公司員工每年都會陪同特定群體如貧困兒童、癱瘓或視力受損人士，進行為期一周的郵船之旅。

### 員工滿足感

安達旅運遍布於香港、中國內地和台灣的公司合共擁有近500名員工，雖然要管理如此龐大的團隊絕非易事，但安達旅運卻能妥善的管理好。公司亦對其友好、開放和樂於傾聽的文化引以為傲。

麥秀蘭說：「我們對員工的建議持開放態度，因為我們的主要工作是為客戶創造和創新體驗。高級管理層就如擔當促進者的角色，讓我們的員工暢所欲言。」

安達旅運深信員工的滿足感能帶動公司的進步，故每年都會舉辦公司海外旅行，和員工同往日本和台灣等地旅遊，務求凝聚團隊精神，讓彼此建立更緊密的關係。此外，公司讓65名分別出任3個主要行政級別的員工認購股權，讓其持有價值5億港元的30%股權，以此作為對長期服務員工的獎勵。

麥秀蘭表示：「我可以自豪地說，在2003年沙士期間及2008年金融危機所經歷的困難時期，公司仍然與員工同舟共濟，並沒有因而裁員。」

她總結道：「我們享受在公司工作，感覺有如置身於家中，這促使我們精益求精，力求為客戶帶來最大的滿足感。」

Lotus Tours was a pioneer in Hong Kong as travel service provider when it first opened in 1957, just as overseas travel was starting to take off. In its early days, it focused on selling airline tickets, but today it offers those with itchy feet a comprehensive array of travel options to choose, from cruises to air and hotel packages, and from organizing MICE (meetings, incentives, conferences & exhibitions) packages to business services. The award-winning agency stands tall among around 200 agencies in the sector, taking up about 15% of Hong Kong's total travel market.

### Going with the trend

General Manager Keller Mak explained that the company's success is based on its firm philosophy "customers come first," in that they pay the utmost attention to their customers' changing needs and preferences.

"We're constantly on the lookout for new trends in the travel market and adjust our packages to it," Mak said. "For example, we've witnessed the rising popularity of down-to-earth, experience-oriented cultural tourism as it displaces luxury, spending-focused tourism and now we're creating more of those experiences for our customers. Looking forward, we will invest more in experience tourism and special-interest groups including tea appreciation in Taiwan, wine-tasting in Japan and private Silk Road tours."

An important part of Lotus Tours' business now lies in the increasing demand in the MICE sector. The agency offers bespoke business travel planning for outbound businessmen, arranging everything from flights and accommodation to insurance and 24-7 support and crisis management. Incentive packages have also become popular among large corporations.

"We recently chartered a cruise for 1,200 employees from one company," Mak added. "Our clients tell us their needs, and we tailor-make plans for them."

In recent years, there has been a surge of low-cost carriers, which Mak sees as an opportunity for the travel industry. Budget airlines have shifted the landscape of the travel market in a good way, she said. "People, especially youngsters with limited budgets, are now traveling more frequently. Traveling has become an integral part of peoples' lives, and some are traveling several times a year, thanks to the drop in prices."

### Building a better world

Corporate social responsibility has always been an essential part of Lotus Tours' philosophy, and this year, the company is looking to push it to a whole new level. Starting in 2017, Lotus Tours will partner with Japan-

based non-profit NGO Peace Boat to bring life-changing adventures to Hong Kong for the first time. The hundred-day trip will see 900 participants embark on a cruise around the world to promote peace, human rights, equal and sustainable development and respect for the environment. Through a range of unique experiences such as visiting Japan atomic bomb survivors, refugee camps in the Middle East and learning about mine defusing in Vietnam, participants discover new cultures, understand global issues and learn about themselves, Mak explained.

Apart from Peace Boat, Lotus Tours devotes itself to helping the disabled and underprivileged. Every year, some of their staff accompany a specific target group, such as underprivileged children or paralyzed or visually-impaired people, on a week-long cruise journey.

### Employee satisfaction

With close to 500 employees across Hong Kong, Mainland China and Taiwan, one could imagine managing such a team is not exactly an easy task, but Lotus Tours is able to handle it gracefully, and the company is proud of its friendly, open and listening culture.

"We are always open to our team members' suggestions, as a large part of our work is to create and innovate experiences for our clients," says Mak. "Senior management works more like a facilitator and we let our staff have their say."

Lotus Tours believes in employee satisfaction for the betterment of the company – it organizes yearly overseas company trips to destinations such as Japan and Taiwan as a way to bring the team together and foster closer relationships. In addition, as a reward to long-serving employees, the company launched a stock option plan for 65 employees at three key executive levels, who share a 30 percent stake worth HK\$500 million.

"I can proudly say that during difficult times like SARS in 2003 and the financial crisis in 2008, the company stood by its team and didn't lay off anyone," Mak said.

"We enjoy working at the company and we feel at home, and that pushes us to bring the greatest satisfaction to our customers," Mak concluded. 🌸

Company 公司名稱: Lotus Tours Ltd 安達旅運有限公司  
 HKGCC Membership No. 總商會會員編號: HKL0614  
 Established 創辦年份: 1957  
 Website 網站: www.lotus-tours.com

### Gateway to Lantau 大嶼山迎賓之門

As one of Hong Kong's most well-known attractions, Ngong Ping 360 has earned widespread recognition and made top-10 lists such as "10 of the world's most amazing cable car experiences" on CNN.com and "Cable cars: 10 amazing rides around the world" in the Daily Telegraph, among others.

Besides the cable car, the attraction also comprises Ngong Ping Village, which is located at the cable car terminal, and several performances and multimedia attractions, all of which are run by Ngong Ping 360 Ltd.

At the helm of the company is Stella Kwan, Managing Director of Ngong Ping 360 Ltd, who joined it in 2012 with a strong record in the tourism and retail industries.

Kwan had previously held senior management positions with major corporations, including the MTR Corporation, Jardine Matheson and Swire Pacific, and helped facilitate the establishment of foreign brands and businesses such as IKEA, Marathon Sports and Dymocks Booksellers in Hong Kong.

She holds a Doctor of Business Administration (DBA) degree from

the Hong Kong Polytechnic University and a Master of Business Administration (MBA) degree from the University of East Asia.

Under Kwan's leadership, Ngong Ping 360 has launched a series of innovative ventures that have synergized the natural and cultural elements of Lantau Island to position it as the "Gateway to Lantau," attracting visitors from all around the world.

Ngong Ping 360 Ltd joined the Chamber family in 2002, attracted by the Chamber's local and international nature and its significant business representation. "The Chamber offers insights ranging from global business trends to the business environment in Hong Kong and Mainland China. It also organizes a wide selection of activities for members to broaden our networks and connections," said Kwan.

Ngong Ping 360 supported the Chamber's Business-School Partnership Programme in 2015. "It was our pleasure to help enhance the



younger generation's knowledge of the corporate world and better prepare them to serve our society in the future. Not only did the participating students gain valuable experience from this programme, we also learned a lot by sharing our experiences with the future pillars of our society," added Kwan.

In addition to running Ngong Ping 360, Kwan also engages in public service for the retail and tourism sectors, and for academia. She is a member of the Tourism Strategy Group under the Tourism Commission, Chairman of the Retail Trade Training Board of the Vocational Training Council, a Founding Director and Chairman of the Tourism Committee of the Lantau Development Alliance, and an Executive Committee Member of the Hong Kong Advertisers Association. ❀

香港最著名旅遊景點之一的昂坪360屢獲廣泛認可，並成功躋身多個十大，包括美國有線電視新聞網評定的「世界十大最佳纜車體驗」，並獲英國電訊報譽為「世界十大驚喜纜車之旅」之一。

除纜車本身，昂坪360有限公司更負責營運位於纜車站的昂坪市集，以及若干精彩表演及多媒體節目。

為昂坪360掌舵的董事總經理關敏怡，憑著本身在旅遊及零售業的深厚資歷，在2012年加入公司。

她歷任港鐵公司、怡和洋行及太古集團等大型企業的高級管理層，並為本港多個外國品牌如宜家家居、馬拉松運動連鎖店及恬墨書舍等建立知名度及商業基礎。

她先後在香港理工大學取得工商管理博士學位，以及在東亞大學取得工商管理

碩士學位。

在其帶領下，昂坪360成功開拓了一系列融合大嶼山自然及文化元素的嶄新旅遊項目，將其打造為「大嶼山迎賓之門」，吸引世界各地的旅客到訪。

總商會作為本地化的國際商會及本港的商界代表，成功吸引昂坪360於2002年加盟這個大家庭。關敏怡說：「總商會提供環球業務趨勢，乃至香港及中國內地營商環境的真知灼見，並舉辦林林總總的活動，為會員拓展人脈網絡。」

昂坪360於2015年參與總商會的「商

校交流計劃」。關敏怡續說：「我們樂於加強年輕一代對商業世界的認識，為他們未來服務社會作好準備。不單是參與計劃的學生從中獲得寶貴的經驗，我們亦藉著與身為社會未來棟樑的青年分享經驗而獲益良多。」

除了經營昂坪360，她亦出任零售及旅遊業以至學術界的多項公職，現為旅遊事務署轄下旅遊業策略小組委員、職業訓練局零售業訓練委員會主席、大嶼山發展聯盟創會董事兼旅遊小組主席，以及香港廣告客戶協會執行委員。❀

Company 公司名稱: Ngong Ping 360 Ltd 昂坪360有限公司

HKGCC Membership No. 總商會會員編號: HKN0279

Established 創辦年份: 2002

Website 網站: www.np360.com.hk

# 法定最低工資

# Statutory Minimum Wage



每小時

# \$34.5

per hour

2017年5月1日起實施  
Effective from 1 May 2017

法定最低工資同樣適用於殘疾僱員。  
殘疾僱員亦有權選擇進行評估，  
收取按評估的生產能力釐定的工資。

Statutory Minimum Wage applies to employees with disabilities as well. Employees with disabilities can also opt for assessment and be paid according to the productivity assessed.

勞工處網頁 Labour Department's Homepage

[www.labour.gov.hk](http://www.labour.gov.hk)

24小時查詢熱線 24-hour Enquiry Hotline

**2717 1771** (由「1823」接聽)  
(handled by "1823")



勞工處  
Labour Department

### Grand Hyatt Welcomes Back Old Face 幹將回巢

Grand Hyatt Hong Kong may have a new General Manager and Area Vice President but he is actually a familiar face. Richard Greaves was appointed in March this year, having started his career as a Management Trainee at Hyatt Carlton Tower in 1984. However, he first joined Grand Hyatt Hong Kong in 1996 as an Executive Assistant Manager – Food and Beverage before moving on to become the General Manager of Grand Hyatt Shanghai and Area Vice President for the Shanghai region.

“Returning to this hotel brings back many fond memories, and I was delighted to see so many familiar faces from my previous time, a true testament to the spirit within the strong team I have been fortunate to inherit,” said Greaves.

He even secretly checked out how



Company: Grand Hyatt Hong Kong

公司名稱：香港君悅酒店

HKGCC Membership No. 總商會會員編號：HKG0326

Established 創辦年份：1989

Website 網站：hongkong.grand.hyatt.com

香港君悅酒店最近有新面孔加入，但這張面孔其實並不陌生。韋紀賢於今年3月獲委任酒店的總經理及地區副總裁，他的酒店專業之途，由1984年在倫敦的Hyatt Carlton Tower擔任見習行政人員開始，其後在1996年獲調派到香港君悅酒店出任行政副經理（餐飲部），繼而再被派駐上海擔任上海金茂君悅大酒店總經理及上海區副總裁。

韋紀賢欣然表示：「我再次回到這間酒店，讓我掀起眾多美好回憶，而我也很高興重遇不少熟悉面孔，他們有強固的團隊精神。我很榮幸亦可以承傳這份

his previous office from over 20 years ago looked on his first day back, which had been converted to a function room.

Grand Hyatt Hong Kong, the flagship Grand Hyatt hotel in the Asia-Pacific region which was opened in 1989, recently completed a massive four-year renovation of 542 rooms and suites, Grand Club Lounge, Grand Ballroom and Grand Cafe.

Along with nine acclaimed restaurants and bars providing authentic cuisines from all around the world, the hotel has 22 flexible event venues including the Grand Ballroom which can accommodate up to 1,600 guests.

Grand Hyatt Hong Kong joined the Chamber family in 2006 due to its close connection with businesses in Hong Kong. “As the Chamber of Commerce with the longest history

in Hong Kong, HKGCC not only provides a great platform for members to connect, it also shares market intelligence that we find very useful,” said Greaves. Sharing the same values as the Chamber, Greaves always put people as his first priority, “I do believe care and empathy are crucial in many things we do as a company and will go a long way. We care for our employees so they can be their best. We care for our guests so we strive to understand their needs and their points of view.”

“It is truly an honour and a privilege to have the opportunity to return to Grand Hyatt Hong Kong after working in different countries in Asia. I am delighted to be joining a dynamic team, to be able to support them to be their best and contribute towards the continued success of this famous hotel after its recent renovations,” concluded Greaves. 🌸



精神。」在回巢上班的首天，他更悄悄回到其20年前的工作間一探如今究竟，繼而發現原來已改建成為活動室。

香港君悅酒店於1989年開業，是君悅位於亞太區的旗艦酒店。該酒店近日完成了歷時近4年的大型翻新工程，覆蓋542間客房和套房、嘉賓軒貴賓廳、宴會大禮堂和咖啡廳。

酒店除了擁有9間享負盛名的餐廳及酒吧，提供世界各地的正宗菜式，同時亦設22個極具彈性的會議場地，包括可容納多達1,600位賓客的大型宴會廳。

總商會與香港企業聯繫密切，這促使香港君悅酒店於2006年加盟。韋紀賢表示：

「總商會是本港歷史最悠久的商業機構。它不但為會員提供一個良好的聯繫平台，還定期分享實用的市場資訊。」韋紀賢的理念與總商會一致，同樣事事以人為本。他解釋：「我們作為一家公司，深信關懷和同理之心至關重要，並可帶來莫大的裨益。我們關懷員工，讓他們發揮所長；我們也關懷顧客，致力了解他們的需要和意見。」

韋紀賢總結道：「在亞洲不同國家工作多年後，真的很榮幸有機會再次效力香港君悅酒店。我很高興能夠加入一個活力十足的團隊，協助他們盡展所長，讓這家最近完成翻新的知名酒店繼續取得成功。」 🌸

2016-17

現正接受申請及提名



## 新增「積金供款電子化獎」及「推動積金管理獎」

「積金好僱主」嘉許計劃旨在表揚遵守強積金法例，並為僱員提供額外退休保障的公司/機構。

符合「積金好僱主」資格的公司/機構，本年度更有機會獲額外表揚：

- 「積金供款電子化獎」：積金行政方面實行電子化；或/及
- 「推動積金管理獎」：致力協助僱員管理強積金的僱主。

詳情請參閱「積金好僱主」嘉許計劃專頁。

截止申請及提名：2017年6月30日



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# French Finesse

Star chef's new restaurant combines French sophistication and excellent seafood, reports the Chamber's staff writer **Elaine Chan**

**A**s a city filled with Michelin-starred restaurants, there is no shortage of celebrity chefs in Hong Kong. The latest addition to Hong Kong's star-studded restaurant line-up is Rech, opened by acclaimed French-born chef Alain Ducasse. Featuring a chilled ambiance in a modern, minimalistic setting, this offshoot of the famous Rech Paris tempts diners with an excellent selection of seafood prepared from the best catches off the Brittany coast. Diners can enjoy their meals while taking in the panoramic harbour view of Hong Kong.



## Raw 冷盤

Rech Hong Kong's raw selection features four exquisite plates of fish and shellfish. The fresh, tender sea scallops, hand-picked by divers from the seabed, served with gold caviar and the pleasant acidity of citron will stimulate your taste buds like a gentle breeze, while the bonito fish with soft chilli sauce provides a light spicy sensation. Other delicious raw items include mackerel with a caramelized belly given a Japanese twist with the use of miso sauce, as well as wild cod with watercress. Designed to go perfectly with a glass of champagne or wine, these raw fish and shellfish dishes are the perfect amuse bouche to kick off a wonderful evening.

精選冷盤於Rech香港分店獨家供應，其四款精緻小食令人食指大動。新鮮嫩滑的帶子配以魚子醬，加上酸度配搭得宜的柑橘醬，就如微風般刺激著味蕾。再品嚐一口蘸上濃郁辣椒醬的鰹魚，更是滋味無窮。同樣別出心裁的菜式還有鯖魚配焦糖魚肚的日式變奏版，淋上獨特的味增醬更添美味；鋪上西洋菜的特色鱈魚亦不遑多讓。在細味這些海鮮佳餚時，伴以一杯香檳或葡萄美酒，為愜意良夜掀起序幕。

## 'Club' Crab and Mango 蟹•香芒

The generous portion of fresh crab meat placed atop crisp, thin bread is definitely the highlight of this re-imagined version of a club sandwich. Combined with romaine lettuce hearts, eggs and diced mangos, it is the perfect amount of meatiness and crunchiness in one bite. Go for this enticing appetiser for a refreshing start to your meal.

份量十足的新鮮蟹肉鋪在薄脆的麵包上，這絕對是公司三文治改良版的焦點所在。裏面夾著羅馬生菜、雞蛋和芒果粒，讓你咬一口便能感受到肉嫩、甜脆的完美口感配搭，令人回味無窮。不妨由這道清新可口的前菜開展一頓豐盛大餐！



## Chef's Profile 大廚小檔

Heading up the culinary team is Executive Chef Stephane Gortina, whose great skill and dedication to service comes from his passion for food and cooking. His Michelin-starred restaurant experience includes working for a variety of Alain Ducasse restaurants for more than a decade, as well as renowned fine dining staples in France with respectable chefs Franck Cerutti and Jacques Maximin. With 18 years of culinary experience, Gortina continues to honour the Alain-Ducasse technique at seafood-focused Rech, turning seasonal produce into scrumptious gourmet dishes that fully adhere to French culinary traditions.

高子樂為餐廳的行政總廚，其精湛的廚藝和用心的服務源於對美食及烹飪的熱忱。他曾在多家米芝蓮星級餐廳工作，包括於Alain Ducasse旗下多家餐廳任職超過十年，以及在法國不同著名高級餐廳跟名廚Franck Cerutti和Jacques Maximin學藝。他累積了18年的豐富入廚經驗，並將其於Alain Ducasse餐廳學到的烹飪技巧帶到Rech，以時令海鮮精心炮製經典法國美饌。

# 法式風情

由星級大廚開設的新餐廳把細緻典雅的法式風味與時令鮮美的海鮮融為一體  
本刊記者陳禕凝

**香**港為米芝蓮星級餐廳雲集之地，城中名廚為數不少。最新加入本港星級行列的餐廳是由法國名廚Alain Ducasse開設的Rech，餐廳的裝潢設計時尚簡約，營造出輕鬆的用餐氛圍。這家著名巴黎餐廳的旗下分支嚴選布列塔尼出產的優質海鮮入饌，食客在享用海鮮佳餚的同時，還可飽覽維港的優美景致。



### Mr Rech: Hazelnut Ice Cream and Chocolate Sauce

Mr Rech：榛子雪糕配朱古力醬

Paying tribute to Adrien Rech, the founder of Rech Paris, this signature house dessert features a hazelnut ice-cream sandwich covered with warm chocolate sauce from the famous "Alain Ducasse Chocolate Manufacture" in Paris. While the crunchiness of the hazelnut grains adds an element of pleasure, it is the heavenly rich chocolate sauce poured over the hazelnut meringue that guarantees the wow factor.

這裏的招牌甜點為榛子雪糕三文治，並淋上Ducasse巴黎自家廠房Alain Ducasse Chocolate Manufacture生產的巧克力醬，向巴黎Rech餐廳創辦人Adrien Rech致敬。鬆脆的榛子果仁為香滑的雪糕增添口感之餘，淋於榛子蛋白霜上的香濃巧克力醬更令這道甜點生色不少。



### Our XL Eclair, Chocolate or Vanilla 大泡芙（巧克力或香草味）

This supersized traditional French treat is not merely eye candy. While its aroma stimulates your senses, its chocolate filling melts your heart with its sweetness – so delicious that you will want to lick your fingers in spite of the restaurant's posh setting. Available in two flavours and served in a portion size ideal for sharing, this dessert is a fitting finale to your gastronomic adventure at Rech Hong Kong.

這道特大號的傳統法式甜點不但秀色可餐，其馥郁的巧克力香氣還會挑動你的五官神經，甜蜜滿瀉的巧克力夾心內餡更必融化你心，令人吮指回味。此甜點提供兩種口味，份量適合多人分享，定能為你的美食之行畫上完美的句號。

### Rech by Alain Ducasse

Lobby Level, InterContinental Hong Kong,  
18 Salisbury Road, Kowloon, Hong Kong  
九龍尖沙咀梳士巴利道18號香港洲際酒店地下  
2313 2323



### Wild Cod Aioli 鱈魚配香蒜蛋黃醬

We urge you not to judge this dish by its humble name because it is a sumptuous feast. Made by following a traditional French recipe, the poached salt cod fillet is cooked to perfect tenderness, while complimented with creamy garlic mayonnaise. Together with top-notch seafood, hard-boiled eggs and seasonal vegetables delivered from France via air freight, it is a balanced dish, proving that simplicity is the ultimate sophistication.

這道菜的名堂看似平庸，實質是大廚按照傳統的法式食譜，以豐富的食材烹製而成。鹽漬鱈魚片經嫩煮後肉質軟腴，與幼滑的香蒜蛋黃醬形成極佳的配搭。加上由法國空運到港的優質海鮮、水焗蛋及時令蔬菜，讓食材發揮原有的鮮味，並達至和諧的平衡，體現了簡約就是細膩的極致。



With ever-increasing customer expectations and a slowdown in global economic growth, businesses continue to turn to technology and innovation in order to enhance their competitiveness. According to a report published by the World Economic Forum, Taiwan is ranked second in terms of technology and innovation, demonstrating its strength in these areas.

Stanley Hui, Chairman of the Chamber's Taiwan Interest Group, and David Lie, Chamber General Committee member, led a 31-member delegation to New Taipei City and Taoyuan in Taiwan on May 22-23 to learn about Taiwan's latest technological developments.

Taiwan's tech and electronic industries account for about 35% of its GDP. The Government has provided strong support to industrial development, with the electrical and electronics, machinery as well as information and communication industries witnessing robust growth in particular. In recent years, it has also invested in building information technology infrastructure and proactively embraced Industry 4.0.

During a meeting with the Chamber delegation, Jong-Chin Shen, Taiwan's Deputy Minister of Economic Affairs, said, "From Germany's Industry 4.0 to China's Made in China 2025, Taiwan has recognized that businesses have to

transform and upgrade in the direction of smart production with the use of digital technology, big data analysis and the Internet of Things (IoT)."

The delegation called on five high-tech enterprises, including T-Park Taipei Far Eastern Telecom Park, NEXCOM International Co., Ltd, Gogoro, Quanta Storage Inc. and Mitac Information Technology Corp. The five enterprises make use of technologies such as cloud computing, IoT and big data to expand their business and enhance the operation of their industry chain. These companies also help their customers and other organizations launch intellectual systems to increase work efficiency and effectively reduce energy consumption and carbon emissions, satisfying the needs of individual customers and the community.

These enterprises also pay close attention to the development of technology products and markets and adjust their targets at different stages accordingly. Members also observed that senior management is



Members meet with Dr Eric Liluan Chu, Mayor, New Taipei City Government.  
訪問團成員與新北市市長朱立倫合照。

# Taiwan's Technological Development

## 台灣科技發展



actively engaged in their respective companies' overall business activities and technological development.

In addition to promoting the upgrading and transformation of industries, Taiwan is also trying to develop smart cities. In 2014, the New Taipei City Government expanded its communication infrastructure and information services by setting up a government cloud platform. With the application of 4G broadband, the IoT and big data, various smart projects were also launched in the city. Among all these, the most popular project is the Smart Interactive Library 2.0+ introduced by the New Taipei City Library. With the support of software and hardware, the library is open 24 hours a day, all year round, the first of its kind in Taiwan, thus overcoming time and labour limitations.

Elevated as a special municipality in 2014, Taoyuan is the city with the youngest population in Taiwan, with an average age of 37. The city therefore possesses key advantages in population, transport, geographi-



Members visit Quanta Storage Inc.  
團員參觀廣明光電股份有限公司機械手臂。

cal location and industry, which is conducive to the growth of its information technology sector.

To promote the development of a smart city, Taoyuan's Deputy Mayor Wang Ming-de said the Government has made significant investment in information technology. Through collecting and analyzing data, the city has adopted IoT in areas such as governance, security, disaster prevention, education, culture, tourism, transport and health-care, to improve service standards.

Stanley Hui, as leader of the mission, said the trip was fruitful and was a great opportunity to liaise with the Chamber's old as well as new friends from the Taiwan busi-



Members try out the battery-powered Gogoro.  
試乘Gogoro電動電單車。

ness community. Members on the mission were impressed by trips to several high-tech production bases and also believe that Hong Kong can draw good lessons from Taiwan's technology development experience.

David Lie, the mission's honorary consultant, added that there is much room for cooperation between Taiwan and Hong Kong. Taiwan has led the way in terms of technology development, while Hong Kong enjoys comparative advantages in the areas of financial services and professional services. The two places can complement each other's strengths and explore new markets together. ❀

Shen Jong-chin, the Deputy Minister of Economic Affairs, explains how the Taiwan Government has been helping technology industries develop.

經濟部政務次長沈榮津解釋台灣政府如何協助科技業發展。



**21** 紀是產業創新與資訊科技高速發展的年代，人民不斷追求更高質素的产品、服務及生活環境。面對消費者要求提升，以及環球經濟增速放緩等挑戰，企業不斷求進創新，希望透過改善技術和管理模式，從而提高競爭力。根據世界經濟論壇於2016年發布的報告內容，台灣在科技及創新兩個範疇都排名第二，這顯明台灣在科技與創新研發方面的實力。

總商會台灣小組於5月22至23日由小組主席許漢忠為團長、總商會理事李大壯為榮譽顧問，率領31人訪問團赴台灣新北市及桃園市考察交流，了解當地最新科技發展和應用。

從宏觀來看，台灣工業佔整體GDP約35%。一直以來，台灣政府高度重視和支持產業發展，當中電子電機、機械及資訊通訊業的發展尤其蓬勃、穩健。台灣政府近年更大力投放資源興建資訊科技的基礎建設，並積極推行工業4.0。

台灣經濟部次長沈榮津會見訪問團

時表示：「從德國的工業4.0和中國製造2025的發展大勢中，台灣意識到企業必須升級轉型，因此鼓勵利用數位化技術、大數據分析，以及物聯網的應用，朝智慧生產、智慧製造方向進發。」

訪問團參觀了五家高科技企業，分別是遠東T-Park 園區、新漢股份有限公司、Gogoro 睿能創意股份有限公司、廣明光電股份有限公司及神通資訊科技股份有限公司。這些企業均利用雲端及物聯網等技術來發展自身業務，並配合大數據的應用，優化產業鏈的運作。它們亦協助客戶及其他機構推行智能系統，提升工作效能，有效減少能源虛耗和碳排放，以滿足顧客個人以至社會的需要。

整體而言，訪問團到訪的高科技公司均十分重視有關技術產品及市場的發展趨勢，並對產品與技術研發計劃的階段性目標不時作出調整。另外，團員亦觀察到高層主管於整體業務及技術發展等活動參與極高，亦非常重視年輕員工對企業產品和技術的貢獻。

除了產業升級轉型，台灣亦積極推行智慧城市建設。新北市自2014年起擴大通訊基礎建設及資訊服務，設立雲端政府，更配合4G寬頻應用、物聯網、大數據等科技發展趨勢，推出多個智慧項目。其中最受市民歡迎的是以智慧互動的Library 2.0+新北市立圖書館（總館）。透過軟硬體的運用和搭配，該圖書館現提供24小時全年無休服務，是全台第一個全天開放的圖書館，打破櫃檯服務時間、人手局限的圖書館。

於2014年升格為直轄市之桃園市是台灣人口結構最年輕的城市，人口平均年齡為37歲，具有人口、交通、區位及產業四大優勢，配合了該市資訊科技行業的迅速發展。為了推動智慧城市發展，桃園市副市長王明德表示，政府堅持投放大量資源在資訊科技上，通過搜集和分析數據，將物聯網應用在政府管治、安全防災、教育、文化、觀光、交通運輸及醫療等領域上，以提高公共服務水準。

團長許漢忠表示今次訪問成果豐碩，能夠與很多工商界、總商會的老朋友會面，也認識了不少新朋友，對於促進港台兩地的商貿往來，甚有裨益。訪問團也參觀了幾家高科技生產基地，並受到很大的啟發，認為台灣在高科技發展方面，值得香港學習借鏡。

榮譽顧問李大壯亦表示台港兩地有很大的合作空間，認為台灣在科技發展領先，建立了一定的基礎，而香港的金融和專業服務業則較為優勝，兩地可以優勢互補，共同開拓市場。✿



# OXFAM TRAILWALKER

17-19 November 2017

Support the Chamber Team in  
Oxfam Trailwalker 2017!



HKGCC will again take on the OXFAM Trailwalker challenge this year under the **Team No. "0155"**! Representing the Chamber, the team will run the 100km MacLehose Trail within a 48-hour time limit on 17-19 November 2017.

Last year, our team completed the Trailwalker within 27 hours, and raised over HK\$80,000 for Oxfam. The Chamber Young Executives Club will again support the event to engage members and contribute to the community. As members of the Chamber, *you may support us in a number of ways:*

(Get one exclusive YEC x  
CHICKS polo shirt when you  
donate \$500 or above!)

• **Lend a helping hand – Join as a Support Team Member!**  
Members need to be available between 17-19 November to deliver supplies to different locations supporting the team.

**Deadline: 1 September 2017**

• **Share your bit – Sponsor the Teams!**

Your donation of any amount can help support the team and raise fund for Oxfam.

\*Oxfam will issue receipts for tax deduction if donations exceed HK\$100.

**Deadline: 30 November 2017**

• **Market your company – Be a Campaign Sponsor!**

At HK\$5,000 or above, your company will be acknowledged in the pre/post event coverages in the Chamber Bulletin magazine, the Chamber website, and social media platforms.

**Deadline: 30 September 2017**

## ACT NOW!

- Complete the form and return to us (email: [ver@chamber.org.hk](mailto:ver@chamber.org.hk))
- Invite friends and colleagues to support this CSR initiative!

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Please mark N171117KF on the back and post to Ms Karen Fung, HKGCC, 22/F United Centre, 95 Queensway, Hong Kong.

Cash Deposit/Transfer to HSBC A/C: 500-166897-838  
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Learn more about the Young Executives Club on facebook: <https://www.facebook.com/hkgccyec/>

For enquiries, please feel free to call Vera So at 2823 1280 or email [vera@chamber.org.hk](mailto:vera@chamber.org.hk).



Peng Qinhu, Communist Party Secretary of Guangxi Zhuang Autonomous Region, meets with the delegation.

廣西壯族自治區黨委書記彭清華與代表團會面。

## Guangxi Forges Cooperation with ASEAN

### 走訪廣西 前進東盟

Located in the southwestern part of the Mainland, Guangxi Zhuang Autonomous Region is the only coastal province that can provide convenient sea access to the country's southwestern region. Since the establishment of the China-ASEAN Free Trade Area in 2010, Guangxi's role as an important bridge connecting Mainland China and ASEAN markets has become increasingly prominent.

Over the years, Hong Kong has been the largest source of foreign investment in Guangxi, and there have been frequent cooperation and exchanges in trade, tourism and technology between the two places. Led by the Chamber's China Committee Chairman PC Yu, a delegation visited Guangxi from May 10-12 to learn about the unique advantages of various local cities and major economic zones.

During a meeting with members, Peng Qinhu, Communist Party Secretary of Guangxi Zhuang Autonomous Region, said, "With its geographical advantage as a gateway to the Belt and Road, Guangxi plays a vital role in facilitating the interconnection and mutual access between Mainland China and ASEAN countries. I hope Guangxi and Hong Kong will go out hand-in-hand to develop a bigger market for both."

#### Fruits of CEPA

Guangxi is one of the pilot areas in Mainland China after Guangdong for the early implementation of CEPA. On April 28, Hong Kong Standards and Testing Centre

(STC) and Guangxi Inspection and Research Institute for Product Quality jointly launched the Guangxi-Hong Kong Centre for International Cooperation in Certification and Testing. The centre offers one-stop services covering testing and certification for Guangxi's agricultural produce, electronics, vehicles and ceramic products, which will help them gain access to the global market.

#### Zhongguancun model

As the capital city of Guangxi, Nanning is an economic and cultural centre in the region. The Nanning Municipal Government joined hands with Zhongguancun to develop the Nanning-Zhongguancun Mass Entrepreneurship & Innovation Demonstration Base. With a focus on developing the intelligent manufacturing industry, the high-tech zone helps Nanning achieve industrial upgrading and economic restructuring and foster the development of its services sector.

#### Rapid growth in Qinzhou

Located on the southern coast of Guangxi, Qinzhou is one of the most convenient access points in southwestern Mainland to the sea. Wang Gebing, Party Secretary of Qinzhou, said that with a long coastline and a naturally endowed deep water harbour, Qinzhou possesses favourable conditions for being developed into a port. Coupled with policy support, the city provides a promising outlook. In addition, the China-Malaysia Qinzhou Industrial Park and the Qinzhou Bonded Port

**廣**西壯族自治區地處中國南部，是整個西南地區唯一的沿海省區，亦是西南地區最便捷的出海口。自2010年中國—東盟自由貿易區成立，廣西作為中國連接東盟市場重要橋樑的地位愈發穩固。

香港多年來一直是廣西最大的外商投資來源地，與廣西在經貿、旅遊、科技方面合作與交流頻繁。5月10日至12日，中國委員會主席余鵬春帶領考察團赴廣西考察，走訪了南寧、欽州、防城港及東興等市，並踏足中馬工業園區及中越跨境合作區，以了解當地獨特區位優勢。

廣西自治區黨委書記彭清華在會見考察團時表示：「廣西地理位置優越，作為一帶一路銜接的門戶，在促進國家與東盟國家的互聯互通上扮演著重要角色。希望廣西能與香港攜手走出去，開拓更廣泛的市場。」

## CEPA

廣西是繼廣東省之後的CEPA先行先試省區之一。今年4月28日，香港標準及檢定中心（STC）與廣西產品質量檢驗研究院正式成立廣西—香港國際認證檢測合作中心，為廣西農產品、電子、汽車以及陶瓷等產品提供檢測認證一條龍服務，幫助廣西產品進入國際市場。

## 中關村模式

南寧是廣西自治區首府，亦是該區的經濟、文化中心。南寧



Tian Bo, Deputy Mayor of Fangchenggang (left); Tang Yiang, Executive Deputy Mayor of Fangchenggang (centre); Xu Jin, Deputy Director-General, Department of Commerce, Guangxi Zhuang Autonomous Region (second from right).

防城港市副市長田博（左）；防城港市副市長唐軼昂（中）；廣西商務廳副廳長許瑾（右二）。

also served as national platforms for open collaboration and entry into the international market, which in turn drives the city's rapid development.

## Cross-border cooperation zone between China and Vietnam

The Dongxing-Mong Cai Cross-border Economic Zone consists of two 10-square-kilometre sections on both sides of the Beilun River on the border of Mainland China and Vietnam. Within the zone, people, goods and vehicles are allowed to move freely across the border. Focusing on five key industries including import and export processing, convention and exhibition, financial

市政府與中關村合作，一起打造了「南寧•中關村雙創示範基地」，主力發展智能製造產業，幫助南寧實現產業升級和經濟轉型，促進現代服務業發展。

## 欽州發展快速

欽州是北部灣的中心城市，西南區最近的出海通道。欽州市委書記王革冰介紹指，欽州海岸線綿長，有得天獨厚的深水良港，建港條件優越，配合政策支持，發展前景廣闊。中國—馬來西亞欽州產業園區、欽州保稅港區等國家級開放合作平台更提供了國際化市場，帶動欽州高速發展。

## 中越跨境合作區

中國東興—越南芒街跨境經濟合作區是中越兩國在中越界河—北侖河的兩岸各自規劃10平方公里的特殊監管區，區域內的人員、貨物、車輛自由流通，主要發展進出口加工、商貿會展、金融服務、現代物流、跨境旅遊五大產業。合作區為中越經貿投資合作重點項目，建成後勢必推動中越兩國貿易更緊密合作。

考察團亦參觀了中電廣西防城港電廠，並參加了特區政府駐廣西聯絡處開幕典禮。三天的考察團收穫頗豐。團長余鵬春表示，廣西發展迅速，潛力巨大，加上沿邊沿海與「一帶一路」的優勢，桂港兩地可充分利用CEPA加強物流、金融、加工貿易等方面的合作，並攜手走向國際。✿



Wang Gebing, Party Secretary of Qinzhou (second from right); Huang Haikun, Mayor of Qinzhou (right).

欽州市委書記王革冰（右二）；欽州市市長黃海昆（右）。

services, logistics and cross-border tourism, the economic zone is a key project for trade and investment cooperation between China and Vietnam, with a view to promoting closer trade ties between the two countries.

Delegates also visited CLP Guangxi Fangchenggang Power Station and attended the opening ceremony of the Guangxi Liaison Unit of the Hong Kong SAR Government. The three-day trip was fruitful, as Yu pointed out, "Given its rapid development, huge potential, coastal location and advantages over the Belt and Road initiative, Guangxi should make full use of CEPA to strengthen cooperation with Hong Kong in areas such as logistics, finance and processing trade and go global together." ✿

Edmond Yue, Chamber General Committee member, attended the Taizhou Investment Promotion Seminar and signed an MOU for the Chamber with the Taizhou Government on 21 April.

總商會理事余國賢於4月21日出席泰州（香港）投資推介會，並代表總商會與泰州市政府簽署合作諒解備忘錄。



Xie Jing, Director of Tianxin District, Changsha City, Hunan, led a group to the Chamber on 25 April where they were received by Edmond Yue, General Committee member. They exchanged views on future cooperation.

湖南長沙市天心區區委副書記及區長謝進於4月25日率團到訪總商會，由總商會理事余國賢接待，雙方就未來合作交流意見。



Lin Zhaozhao, Deputy Director of Wenzhou Bureau of Commerce, called on the Chamber on 26 April and introduced the latest investment environment and developments in Wenzhou. Watson Chan, Chamber Deputy CEO (Policy and Business Development), received Lin and his delegation and signed an MOU on behalf of the Chamber with the Wenzhou Bureau of Commerce.

溫州市商務局副局長林朝朝於4月26日到訪總商會，講解溫州近期的投資環境及發展動向。訪問團由總商會政策及商務發展副總裁陳利華接待，他代表總商會與溫州市商務局簽署合作諒解備忘錄。

Chamber Chairman Stephen Ng met with Hunan Governor Xu Dazhe on 25 April and discussed Hong Kong-Hunan cooperation. China Committee Chairman PC Yu and General Committee member Edmond Yue attended the Hunan (Hong Kong) Investment and Trade Promotion Week—Conference with Business and Industry Entrepreneurs afterwards.

總商會主席吳天海與湖南省省長許達哲於4月25日會面，討論香港與湖南的合作機遇。及後，中國委員會主席余鵬春和總商會理事于健安出席湖南（香港）投資貿易洽談周-工商界知名人士懇談會。

China (Chongqing) Pilot Free Trade Zone was set up on 1 April 2017. Chongqing Commerce Commission organized a seminar on 10 May to introduce the latest policies of the Free Trade Zone to the Hong Kong business community. Sixteen Chamber members attended the seminar.

中國（重慶）自由貿易試驗區於4月1日成立。重慶市商務委員會於5月10日舉辦研討會，向本港商界講解自由貿易區的最新政策，合共16名會員參與是次會議。

Gabriel Wong, Partner and Head of China Corporate Finance, PwC, briefed members on the recent performance of infrastructure projects in the Belt and Road (BR) countries, and shared his views on the latest developments and outlook of BR projects at a Chamber roundtable luncheon on 27 April. He foresaw a significant ramp-up in utility, rail and healthcare projects in middle-income BR countries.

羅兵咸永道合夥人及企業融資部中國區主管黃耀和在總商會4月27日的午餐會上，向會員講解「一帶一路」沿線國家的基礎建設項目近況，並分享他對「一帶一路」近期發展的見解及展望。他預期指「一帶一路」中等收入國家的電力、鐵路及醫療保健項目將大幅增加。



Albert Louie, Founder and CEO of A. Louie Associates Limited, spoke about the political reshuffle in Mainland China and the trade relationship between the Mainland and the U.S. at a Chamber roundtable luncheon on 9 May.

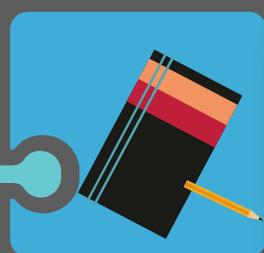
中國雷氏有限公司創始人雷小飛在總商會5月9日的午餐會上，闡述中國內地的政治重組及中美兩國的貿易關係。

To promote the China • Tianjin Overseas Chinese Entrepreneurship Development Fair and the World Overseas Chinese Commercial Project and Commodities Fair on 13-16 June in Tianjin, Jia Shoujie, Director, Administrative Committee, Tianjin Economic and Technological Development Zone, led a delegation to the Chamber on 2 May. Watson Chan, Chamber Deputy CEO (Policy and Business Development), received the group.

為推廣將於6月13日至16日假天津舉行的中國•天津華僑華人創業發展洽談會暨世界僑商專案與商品博覽會（華博會），天津經濟技術開發區管委會主任賈守月於5月2日率團到訪總商會，並由總商會政策及商務發展副總裁陳利華接待。

## 總商會流動程式

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### Americas Committee 美洲委員會



#### Colombia Seeking to Expand Pork Industry 哥倫比亞冀拓展養豬業

Carlos Maya, President of PorkColombia – The Association of Pork Breeders of Colombia, and a group of pork producers visited the Chamber on 23 May, where they were received by Thomas Wong, Americas Committee Chairman, and members. The visitors discussed pork market access requirements and regulations and introduced Colombian pork products to members. Both sides also talked about import control, export certification and distribution procedures of pork products.

哥倫比亞養豬業協會PorkColombia主席Carlos Maya與一班豬肉生產商於5月23日到訪，由美洲委員會主席黃華樂及多位委員接待。訪客向委員講解豬肉市場的准入要求和規管，並介紹當地的豬肉產品。雙方亦討論豬肉產品的入口管制、出口認證和分銷程序。

The Chamber bids farewell to Mario Ignacio Artaza, who resigned as Vice Chairman of the Americas Committee effective from 26 May, and is returning to his home country Chile. Mario joined the committee in 2014 and was elected Vice Chairman in 2015. During his two years as Vice Chairman, he served the committee to the best of his abilities and contributed his extensive knowledge to further the development of the committee. The Chamber thanks Mario for his invaluable contributions and wishes him continued success in his new position in Chile.

阿爾塔薩馬里奧於5月26日辭任美洲委員會副主席，並將返回其祖國智利。

馬里奧於2014年加入委員會，並於2015年當選副主席。他出任副主席的兩年間，為委員會竭盡所能，以其豐富的知識和經驗，促進委員會的發展。總商會感謝馬里奧的寶貴貢獻，同時祝願他在祖國智利的新崗位更上一層樓。



### Asia & Africa Committee 亞洲及非洲委員會



Dr Sheikh Mashaal Jaber Al-Ahmad Al-Sabah, Minister of Kuwait Direct Investment Promotion Authority, accompanied by Kuwaiti Consul General Khaled B Almutairi, and Deputy Consul General Adnan Alghunaim, led a delegation to the Chamber on 16 May. They were hosted by Asia & Africa Committee Chairman Andrew Wells, Vice Chairmen Ashwani Goel and Neville Shroff, SME Committee Chairman William Wong, and members. They discussed recent economic developments in Kuwait and opportunities and incentives for foreign investors.

科威特直接投資促進局局長Sheikh Mashaal Jaber Al-Ahmad Al-Sabah在科威特駐港總領事Khaled B Almutairi及副總領事Adnan Alghunaim的陪同下，帶領考察團於5月16日到訪總商會，由亞洲及非洲委員會主席華賢仕、副主席高成偉及尼維利施樂富、中小型企業委員會主席黃龍想及一眾委員接待。雙方討論科威特近期的經濟發展，以及吸引外國投資者的機遇及優惠。

## Committee Chairmen 委員會主席



### Launching Australia-Hong Kong FTA Negotiations 香港與澳洲展開自由貿易協定談判

Australian Minister of Trade Steven Ciobo and Hong Kong Commerce Secretary Gregory So officially launched free trade agreement (FTA) negotiations between Australia and Hong Kong at a breakfast meeting on 16 May. Chamber Chairman Stephen Ng gave his support at the event for the FTA negotiations, stressing the importance of trade to Hong Kong. Minister Ciobo and Secretary So answered questions from the audience regarding the importance and potential benefits of the FTA. The breakfast meeting was jointly organized by the Chamber and the Australian Chamber of Commerce.

澳洲貿易部長喬博與本港商務及經濟發展局局長蘇錦樑於5月16日的早餐會上，宣布香港與澳洲正式展開自由貿易協定談判。會上，總商會主席吳天海對此表示支持，並強調貿易對香港的重要性。喬博及蘇錦樑亦回答與會者就自由貿易協定的重要性和潛在效益的提問。是次早餐會由總商會及澳洲商會合辦。

Chamber Vice Chairman Leland Sun and Asia & Africa Committee Chairman Andrew Wells met with Indian Consul General Puneet Agrawal and Trade Consul Karun Bansal on 9 May to discuss potential cooperation on an event for Indian start-ups coming to Hong Kong later in the year.

總商會副主席孫立勳及亞洲及非洲委員會主席華賢仕於5月9日與印度駐港總領事Puneet Agrawal及貿易領事Karun Bansal會面，商討印度初創企業在本年稍後訪港的潛在合作機遇。



**Americas Committee**  
美洲委員會  
Mr Thomas Wa Sun Wong  
黃華樂先生



**Asia/Africa Committee**  
亞洲/非洲委員會  
Mr Andrew R Wells  
華賢仕先生



**China Committee**  
中國委員會  
Mr P C Yu  
余鵬春先生



**HKCSI – Executive Committee**  
香港服務業聯盟 — 執行委員會  
Dr Mark C Michelson  
麥高誠博士



**Digital, Information & Telecommunications Committee**  
數碼、資訊及電訊委員會  
Dr Eric Chin  
錢樹楷博士



**Economic Policy Committee**  
經濟政策委員會  
Mr Peter Churchouse  
卓百德先生



**Environment & Sustainability Committee**  
環境及可持續發展委員會  
Dr Jeanne Chi Yun Ng  
吳芷茵博士



**Europe Committee**  
歐洲委員會  
Mr Stephen Weatherseed  
韋大象先生



**Financial & Treasury Services Committee**  
金融及財資服務委員會  
Mr George S K Leung  
梁兆基先生



**Industry & Technology Committee**  
工業及科技委員會  
Mr Emil Chen On Yu  
于健安先生

### Digital, Information & Telecommunications Committee 數碼、資訊及電訊委員會



Dave Chapman, Managing Director, Octagon Strategy Ltd, shared his insights on the latest developments with Bitcoin as a digital asset in different markets around the world at a roundtable luncheon on 10 May. He also exchanged views with members about Bitcoin's growth potential and challenges for the business community.

八利策略有限公司執行董事卓文於5月10日的午餐會上，討論比特幣作為數碼資產在全球不同市場的最新發展，並就其增長潛力和對商界的挑戰，與會員交流意見。

### Environment & Sustainability Committee 環境及可持續發展委員會



Mike Kilburn, Vice Chairman of Environment & Sustainability Committee, led a visit to Yuen Long on 5 May to see how man-made Wo Shang Wai Wetland complements the natural ecological system. Members also learned about the challenges of developing Nam Sang Wai.

環境及可持續發展委員會副主席吳敏於5月5日率團前赴元朗，實地考察和生圍人造濕地如何補足自然生態系統，並了解發展南生圍所面對的挑戰。

### Economic Policy Committee 經濟政策委員會

Dr Henry Wong, Head of Strategic Wireless Technology & Core Networks, Hong Kong Telecommunications, spoke about the development of 5G technology in Hong Kong at the Committee meeting on 25 May. Dr Wong briefed members about the benefits of the technology for businesses and society, as well as the major roadblocks to its development in Hong Kong. At the meeting, Peter Churchouse and Tony Miller were re-elected as the committee chairman and vice chairman respectively.

香港電訊無線業務策略及系統規劃與設計高級副總裁黃錦恆博士出席委員會5月25日的會議，談論5G技術在港的發展，並向委員簡介有關技術對企業和社會的好處，以及其在香港發展的主要障礙。會上，卓百德及苗學禮分別獲選連任委員會主席及副主席。

### Industry & Technology Committee 工業及科技委員會



Tony Á Verb of Mettā, Sam Yip of IDEA Intellectual Ltd and Vincent Wong of OneAsia Network Limited, shared their knowledge of co-innovating, patenting and cloud technology respectively with about 100 members at a seminar held on 17 May. The event was held to inspire people to enter the "2017 Hong Kong Awards for Industries: Innovation and Creativity," a premier business awards scheme championed by the HKSAR Government and steered by the committee. At the event, the Chamber Secretariat also explained the selection criteria of the awards scheme for interested participants.

Mettā代表Tony Á Verb、宜知有限公司代表葉子迅及亞洲脈絡有限公司代表王智超於5月17日的研討會上，與100名會員分別分享共同創新、專利註冊和雲端技術方面的知識。是次活動旨在鼓勵企業參加「2017香港工商業獎：創意」。「香港工商業獎」是由香港特區政府全力支持，並由委員會帶領舉辦的商業獎勵計劃。會上，總商會秘書處亦為有意參加的人士講解計劃的評選準則。

## Committee Chairmen 委員會主席

### Europe Committee 歐洲委員會

#### Building Links with Izmir, Turkey 與土耳其伊茲密爾建立聯繫

HKGCC and the Izmir Chamber of Commerce, Turkey, signed a Memorandum of Understanding on 11 May to reinforce the ties and cooperation between the two chambers. General Committee member and Europe Committee Vice Chairman Jennifer Chan signed the agreement with Izmir Chamber Vice Presidents Cuneyt Gulec and Jak Eskinazi. Izmir companies are expanding their international markets in different sectors such as petrochemicals, textiles, and food and beverage, and they believe Hong Kong is a gateway to Mainland China. They are also adopting an online B2B business platform to explore business opportunities with companies globally.

總商會與土耳其伊茲密爾商會於5月11日簽署合作諒解備忘錄，以加強兩會之間的合作關係。協議由總商會理事及歐洲委員會副主席陳佩君與伊茲密爾商會副總裁Cuneyt Gulec和Jak Eskinazi代表簽署。伊茲密爾的企業正積極拓展不同領域的國際市場，如石油化工、紡織及餐飲業等，他們視香港為

通往中國內地的門戶，並採用企業間的網上電子商貿平台，以探索國際商機。



#### National Day of the Republic of Poland 波蘭共和國國慶日

The Consul General of the Republic of Poland Miroslaw Adamczyk hosted a reception on 2 May to celebrate the National Day of the Republic of Poland and the 226<sup>th</sup> anniversary of the Constitution. Chief Secretary for Administration Matthew Cheung delivered the opening speech. Jasmine Kwong, Assistant Manager, PR & Programs, attended the reception.

波蘭共和國駐香港總領事Miroslaw Adamczyk於5月2日舉辦酒會，慶祝波蘭共和國國慶暨憲法通過226周年。政務司司長張建宗在會上致開幕辭，總商會公共關係及項目副經理鄭敏慧代表出席是次活動。

#### Reinforcing Ties with Portugal 與葡萄牙加強聯繫

Portuguese Entrepreneurial Association (AEP) Head of the International Department Monica Moreira and International Business Developer Francisco Sendas called on the Chamber on 12 May. They were received by Europe Committee Vice Chairman Jennifer Chan. AEP has been established for 168 years with 2,500 member companies. Portugal welcomes FDI from the Asia-Pacific region, especially in market segments such as chemical products, food and beverage, machinery equipments, and textile.

葡萄牙企業家協會（AEP）國際部主管Monica Moreira和國際業務開發人員Francisco Sendas於5月12日到訪總商會，由歐洲委員會副主席陳佩君接待。AEP至今已成立168年，合共擁有2,500家會員公司。葡萄牙對亞太地區的外商直接投資表示歡迎，特別是在化工產品、餐飲、機械設備及紡織等市場。



#### Legal Committee

法律委員會

Mr Stephen Crosswell  
高善和先生



#### Manpower Committee

人力委員會

Mr Albert Wong  
王舜義先生



#### Membership Committee

會員關係委員會

Dr Aron H Harilela  
夏雅朗博士



#### Real Estate & Infrastructure Committee

地產及基建委員會

Mr Douglas Woo  
吳宗權先生



#### Retail & Tourism Committee

零售及旅遊委員會

Mr Frank Lee  
李敬天先生



#### Shipping & Transport Committee

船務及運輸委員會

Dr Kelvin Leung  
梁啟元博士



#### Small & Medium Enterprises Committee

中小型企業委員會

Mr William Wong  
黃龍想先生



#### Taxation Committee

稅務委員會

Ms Grace Tang  
鄧卓敏女士



#### Taiwan Interest Group

台灣小組

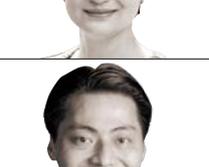
Mr Stanley Hui  
許漢忠先生



#### Women Executives Club

卓妍社

Ms Jennifer Chan  
陳佩君女士



#### Young Executives Club

卓青社

Mr Oscar Chow  
周維正先生

### Answering the MPF Critics

#### 回應強積金評論

Many people like to bash the MPF for its shortcomings, but are those criticisms justified, or just the result of being misinformed? Dr David Wong, Chairman of the Mandatory Provident Fund (MPF) Schemes Authority, was very candid in answering these and other questions at the Chamber's Town Hall Forum on 25 April. He tackled a range of issues such as the MPF's performance, severance pay and other vehicles for helping Hongkongers save for their retirement. He also spoke about the recently launched Default Investment System, as well as the body's achievements such as lowering the management fees of MPF funds.

許多人都抨擊強積金的缺點，但到底這些批評是合理還是誤解？積金局主席黃友嘉博士於總商會4月25日的議事論壇上，特地逐一明確回答有關問題。他闡述強積金表現、遣散費及幫助市民作退休儲蓄的其他途徑等多項議題，並講解最近推行的預設投資策略，以及積金局在進一步降低強積金基金管理費方面的貢獻。



### Manpower Committee 人力委員會

Connie Lam, Vice Chairman of the Manpower Committee, and several committee members attended the Opening Ceremony of the Vocational Training Council (VTC) STEM Education Centre on 15 May. Besides touring the new centre, they received an update on the VTC's position and promotional strategy of STEM education.

人力委員會副主席林翠華聯同若干委員於5月15日出席職業訓練局（職訓局）STEM教育中心的開幕典禮。除了參觀新落成的中心，眾人亦了解到職訓局的定位及STEM教育的推廣策略。

### Retail & Tourism Committee 零售及旅遊委員會

Chamber members were invited by the Trade and Investment Queensland Hong Kong & Macau Office to participate in a networking session with a Queensland delegation on 9 May. Members had the opportunity to taste selected Queensland gourmet products and meet with Queensland food and beverage producers at the annual Food & Hospitality Tradeshow "HOFEX," which was held at HKCEC from 8 to 11 May.

總商會會員應昆士蘭貿易投資機構駐港澳辦事處之邀，於5月9日參與一個聚會，與昆士蘭代表團聯誼交流。會員在一年一度的餐飲設備商貿展「HOFEX」上，有機會品嚐精選的地道美食產品，並與當地的食品和飲料製造商會面。今年的盛會於5月8日至11日期間假香港會展舉行。

Retail & Tourism Committee Chairman Frank Lee, and Vice Chairmen Joseph Leung and Sylvia Chung, attended the 2017 Retail Conference at HKCEC on 9 May. The conference, titled "Rejuvenation of Retail – Challenges and Solutions," was organised by Hong Kong Retail Management Association. The Chamber was a supporting organisation.

零售及旅遊委員會主席李敬天及兩位副主席梁啟誠和鍾慧敏於5月9日出席假香港會展舉行的「2017零售研討會」，主題為「零售大革新—挑戰與出路」。會議由香港零售管理協會主辦，總商會為支持機構。

### HKCSI-Executive Committee 香港服務業聯盟—執行委員會

HKCSI and the Digital, Information & Telecommunications Committee jointly held the Entrepreneur Forum on 22 May, featuring renowned industry players in different sectors. The forum covered emerging trends and best practices of customer services, particularly focusing on user experience. Winston Yung, Managing Partner of McKinsey & Company Hong Kong, described how the customer service landscape has changed over time. He was followed by a panel discussion involving Kenneth She, General Manager of Uber Hong Kong; Dr Gina Tsai, Head of Public Policy of Airbnb Hong Kong and Taiwan; Brian Lo, General Manager of Deliveroo Hong Kong; and Pieter Paul Wittgen, Co-Founder & COO of Grana.

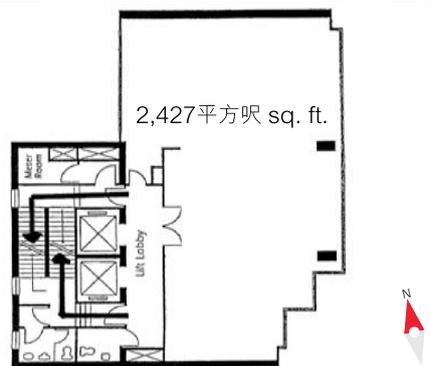
香港服務業聯盟與數碼、資訊及電訊委員會於5月22日合辦「企業家論壇」，邀得不同行業的知名業界專家，分享顧客服務的最新趨勢和最佳實務，並集中討論用戶體驗。麥肯錫公司管理合夥人容覺生闡釋顧客服務環境如何隨著時間而改變。其後的專題討論環節的講者包括Uber香港區總經理余雋知、Airbnb台灣及香港公共政策總監蔡文宜博士、Deliveroo香港總經理羅家聰，以及Grana營運總監及聯合創辦人Pieter Paul Wittgen。

### Taxation Committee

Wilson Cheng, Partner from Ernst & Young's Hong Kong Tax Controversy Team, spoke about the implementation of Automatic Exchange of Financial Account Information (AEOI) in Hong Kong and its potential impact on tax audit cases at a Chamber roundtable luncheon on 25 April. In addition to offering advice on handling tax audits, he also provided illustrative examples of the various corporate structures that are commonly used for tax planning purposes but might attract attention from the local authorities when AEOI comes into force.

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### Real Estate & Infrastructure Committee 地產及基建委員會

George Hongchoy, CEO, Link Asset Management Ltd, spoke about the positioning and marketing strategies of shopping malls in response to changing demographics and business climate at a Chamber roundtable on 28 April. He shared his views on the strategies and management philosophies behind the success of the Link's shopping malls.



領展資產管理有限公司行政總裁王國龍於總商會4月28日的午餐會上，講解商場的定位和營銷對策，以應對人口結構和商業環境的轉變，並分享領展旗下商場成功背後的策略和管理理念。

The Hon Nicholas Yang, Secretary for Innovation & Technology, spoke about the latest developments with the Lok Ma Chau Loop, which is intended to be developed into the Hong Kong-Shenzhen Innovation and Technology Park, at a Chamber seminar on 9 May. The park would be a key base for cooperation in scientific research and would also act as a catalyst in creating synergy and cluster effects to drive Hong Kong's innovation and technology industries forward.

創新及科技局長楊偉雄於總商會5月9日的研討會上，講解落馬洲河套區及「港深創新及科技園」的最新發展。該園區將成為重要的科研合作基地，並可促進兩地的協同和群集效應，從而推進香港創新及科技業的發展。



The Chamber submitted its views in response to the Government's consultation under the updated masterplan "Hong Kong 2030+: Towards a Planning Vision and Strategy Transcending 2030" on 27 April. It is encouraging that the Government is planning to build a green, smart and liveable city, but the Chamber is worried about how various master plans such as "Hong Kong 2030+," "Hong Kong Smart City Blueprint," "Hong Kong's Climate Action Plan 2030+," and "Railway Development Strategy 2014" can align with each other, and how labour supply and talent development can meet demand for our future development.

總商會已於4月27日就政府的《香港2030+：跨越2030年的規劃遠景與策略》諮詢提交意見。政府計劃把香港建成一個綠色、智慧及宜居城市，有關建議令人鼓舞，惟總商會憂慮《香港2030+》、《香港智慧城市發展藍圖》、《香港氣候行動藍圖2030+》及《鐵路發展策略2014》等多項規劃如何能相互配合。此外，本會亦關注勞工供應及人才發展能否滿足香港未來發展的需求。

### 稅務委員會

安永稅務與商務諮詢合伙人鄭傑樂於總商會4月25日的午餐會上，講解「自動交換財務帳戶資料」（自動交換資料）在港的實施情況，以及其對稅務調查的潛在影響。他亦利用案例剖析常用於稅務規劃但於「自動交換資料」實施後或引起有關當局注意的不同企業架構，並就如何處理稅務調查提供建議。



John Timpany, International Tax Partner with KPMG China, and Johnny Lau, CEO of Astro Aircraft Leasing, spoke about the business opportunities arising from Hong Kong's new tax regime on aircraft leasing at a Chamber roundtable luncheon on 15 May. The speakers covered a range of issues that included the global outlook on aircraft leasing, opportunities in the Mainland market and the accruable benefits to Hong Kong as a result of its new tax law.

畢馬威中國國際稅務合夥人譚培立及星宇飛機租賃公司總裁劉浩然出席總商會5月15日的午餐會，講解香港飛機租賃的新稅制所帶來的商機，並探討多項議題，包括飛機租賃的國際前景，以及新稅制下中國市場的商機及香港的效益。





## Entrepreneur Forum 企業家論壇

Experts from Uber, Airbnb, Deliveroo, Grana, and McKinsey spoke at the Chamber's Entrepreneur Forum on 23 May on how they are thriving in the digital era and harnessing technology to attract customers, as well as keeping them happy. They all agreed that providing consistently quality service is no longer guaranteeing repeat customers. The desire for seamless, fast, mobile and personalized services among customers are constantly pushing the boundaries of the business landscape. We will have a full report in the *July Bulletin*.

來自Uber、Airbnb、Deliveroo、Grana及麥肯錫的業內人士出席5月23日在香港總商會舉行的企業家論壇，講述他們在數碼年代經營之道，以及如何利用科技吸引及留住客戶。他們同意現時單靠提供高質素服務，已不必然可以確保客戶再次光臨。客戶對暢快、流動性強而個人化服務的需求與日俱增。這個趨勢不斷推動業界變遷應對。詳情請留意七月號《工商月刊》。

## Young Executives Club 卓青社



The Young Executives Club Executive Committee held a retreat in Nansha, Guangdong, on 5-6 May, to enhance team bonding. The group of 15 members visited the Nansha Pearl Bay Development Exhibition Centre and surrounding area. They underwent sailing skills training at the Nansha Marina Club, then formed three teams to compete.

卓青社行政委員會於5月5至6日在廣東省南沙區舉辦退思會，以加強團隊合作。15名委員參觀了南沙明珠灣展覽中心及周邊地區，及後在南沙遊艇會接受航海技術培訓，並分成三隊進行帆船競賽。



Dr Shigemi Furata, a visiting scholar and professor of Zhongshan University Sun Yat-Sen Business School and a distinguished professor at the University of Kitakyushu, shared the keys to business succession and innovation in both Mainland China and Japan, at a YEC event on 21 April. She revealed the secrets behind the survival of many Japanese family businesses that were over 100 years old.

中山大學管理學院訪問學者兼教授及日本北九州大學傑出教授古田茂美博士出席卓青社4月21日的活動，分享中日兩地企業傳承與創新之道，並揭示多家日本百年家族企業得以屹立至今的秘訣。

Professor Li Wei from Cheung Kong Graduate School of Business shared his observations on RMB fluctuation in light of the political and economic outlook for Mainland China, at a YEC event on 26 April titled "RMB Exchange Rate – Trends & Potential Implications."

長江商學院李偉教授出席卓青社4月26日的活動，主題為「人民幣匯率——趨勢與潛在影響」。他根據中國內地的政治和經濟前景，分享其對人民幣波動的看法。





YEC and WEC jointly organized a hike at Luk Keng on 29 April. Experienced trail runner Sin Shui Fuk joined members and provided useful tips for walking properly to prevent muscle pain. He also corrected the walking posture of each member along the route. The walk concluded with an authentic Hakka lunch inside Luk Keng Village.

卓青社及卓妍社於4月29日合辦鹿頸郊遊活動，邀得極地跑手洗水福參與，向會員講解正確步姿的重要性，並沿途糾正每位會員的步行姿勢，以避免肌肉疼痛。最後，眾人於鹿頸村內享用午膳，品嚐美味的正宗客家菜。

### Talent Development 人才發展

The Chamber held two seminars to highlight opportunities on cross-border e-commerce on 28 April and 9 May respectively. Billy Chan, CEO of China-post Cross-border eCommerce Ltd, highlighted the various cross-border e-commerce channels, import tax policies and criteria needed to develop a cross-border e-commerce platform. In the follow-up session, Sally Chan, Senior Consultant of SB Global Enterprise Ltd, spoke on the application and requirements for cross-border WeChat payments and mobile payments.

總商會分別於4月28日和5月9日舉行兩場研討會，探討跨境電子商貿的機遇。中郵電商有限公司首席執行官陳啓成講解各種跨境電商渠道、進口稅政策，以及建立跨境電商平台所需的標準。在第二場研討會上，錕煒環球企業有限公司資深市場營銷顧問陳錕穎闡述跨境微信支付及其他流動支付的申請及要求。



Remi Segoin, Senior Advisor of Sia Partners Hong Kong, spoke at a Chamber seminar on 12 May about digital transformation and innovation in the financial industry. He explained how the customer experience and journey has changed, and their importance in driving the digital transformation.

Sia Partners Hong Kong高級顧問Remi Segoin於本會5月12日的研討會上，討論金融業的數碼轉型和創新，並解釋顧客體驗和消費過程的轉變，以及其對推進數碼轉型的重要性。

### Bank Accounts 銀行賬戶

Watson Chan, Deputy CEO, and Simon Ngan, Assistant Director, Business Policy, attended a seminar and networking session organised by HKMA on 21 April. The event brought together representatives from the international chambers and financial institutions to receive updates and exchange views on the latest developments on bank account opening and maintenance. The HKMA also introduced a dedicated webpage and email for receiving enquiries and comments on bank account issues.

總商會副總裁陳利華及工商政策副總監顏偉業於4月21日出席金管局舉辦的研討會及聯誼活動。是次活動匯聚了多個國際商會及金融機構的代表，就開立和維持銀行賬戶的最新發展交流看法。金管局亦介紹新設的網上專頁和電郵，以接收有關銀行戶口問題的查詢和意見。

Regina Tse, Consultant, Catalyst Consulting HK Ltd, gave an overview about the use of assessment and development centres to identify talent in a seminar held on 11 May. Aside from highlighting the different types of assessment and development centres available, she also shared some useful tips for assessors to develop and improve their observation and assessment skills.

Catalyst Consulting HK Ltd顧問謝婉坪出席5月11日的研討會，概述如何透過評估與發展中心識別人才、介紹不同種類的評估與發展中心，以及為評估人員提供有關建立和改善觀察和評估技巧的實用建議。



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# Kicking Off Hong Kong-Australia FTA Negotiations

Australia and Hong Kong officially launched free trade agreement (FTA) negotiations on 16 May as Australian Minister of Trade Steven Ciobo and Hong Kong Commerce Secretary Gregory So headlined a breakfast meeting with elite members of Hong Kong's business community.

Australia is hoping an FTA with Hong Kong will help its services sector in securing a presence in the financial hub, as well as complement its FTA with Mainland China. The two sides have already put out FTA drafts for public consultations, with negotiations to start very soon.

The FTA will likely include the elimination or reduction of tariffs, customs facilitation procedures, and help improve market access for services.

Services would be a key area in which Australia would benefit from the FTA, said Ciobo.

"Looking at future relationships, the real driver will be about services.

76% of the Australian economy is services, while 22% of exports are services. This disparity represents the real opportunity in an agreement like this."

The minister hoped for a mutually beneficial outcome from the FTA that would see "opportunities to collaborate in a whole host of different areas, to leverage off each other's areas of expertise, specialization and knowledge."

The FTA had been discussed for 15 months, said So, who also highlighted Hong Kong's trade with Australia.

"Australia is our seventh largest trading partner in services. Last year, bilateral services trade amounted to \$41 billion, while in products and merchandise, bilateral trade was \$52 billion," said So.

"You may ask we're doing so well, so why sign an FTA? The FTA is important as it provides a lot of legal certainties and predictability in terms of trade. This will also

enhance innovation and increase competition," he said.

"Hong Kong has benefited tremendously by opening up to the world, and we hope that by expediting this bilateral free trade agreement, the growth in the exports of both goods and services between Australia and Hong Kong will flourish," said Chamber Chairman Stephen Ng at the event. "We always support free trade agreements. We don't ask why we are having this, we only ask why we are not having more."

Given that Australia was Hong Kong's 19<sup>th</sup> largest trading partner in 2016, with total bilateral trade amounting to \$52 billion, there is certainly room to grow. Hong Kong was also Australia's eighth-largest export market and 12<sup>th</sup> largest trading partner in 2015-2016.

"Hong Kong's economy is 93% services so we see enormous opportunity for Australian service providers who are actively engaged in banking, transport and logistics, engineering, accountancy, legal services, insurance, tourism, and retailing to benefit from this initiative. Australia has important interests in Hong Kong and Hong Kong is Australia's largest business base in East Asia," said Professor Richard Petty, AustCham Chairman.

Hong Kong is currently concluding an FTA with ASEAN and negotiating FTAs with Georgia and the Maldives. Hong Kong has signed four FTAs with the Mainland, New Zealand, Chile and the Member States of the European Free Trade Association (comprising Iceland, Liechtenstein, Norway and Switzerland). ❁





## 香港與澳洲展開自貿協定談判

**澳**洲貿易、旅遊和投資部長喬博與香港商務及經濟發展局局長蘇錦樑於5月16日的早餐會上，與本港的商界精英會面，並宣布澳洲與香港正式展開自由貿易協定（自貿協定）談判。

澳洲期望與香港締結自貿協定，可助其服務業在這金融樞紐佔一席位，並可與中澳自貿協定互相補足。雙方已就自貿協定的草案進行公眾諮詢，而談判將於短期內展開。

自貿協定預期涵蓋取消或降低關稅、通關便利措施，以及協助改善服務市場准入。

喬博指出，服務業將會是澳洲能夠受惠於自貿協定的主要領域。「展望未來，服務業將會是兩地關係的動力。服務業佔澳洲經濟76%，僅佔出口22%。這個差距意味著類似協定將可帶來實質商機。」

他希望自貿協定達致互惠互利的成果，能夠「為多個不同領域帶來合作機會，讓他們各自發揮所長，相輔相成。」

蘇錦樑表示自貿協定已討論了15個月，並強調香港與澳洲貿易的重要性。

蘇局長解釋：「澳洲是香港第七大服務貿易夥伴。去年，兩地的雙邊服務貿易達到410億港元，而雙邊貨物貿易則達520億港元。」

他說：「你可能會問，我們表現這麼理想，何以還要簽署自貿協定？事實上，自貿協定十分重要，因其可在貿易層面提供法律明確性和可預測性，還可促進創新，增加競爭。」

總商會主席吳天海於會上表示：「向全球開放市場，令香港受益匪淺，我們期望能夠加快這份雙邊自貿協定的談判進度，使澳洲與香港之間的貨物及服務出口取得進一步的增長。」他並指出：「本會

向來支持自貿協定，我們不問為何要有此協定，只問何以不締結多些。」

觀乎澳洲於2016年是香港第19大貿易夥伴，雙邊貿易總額達到520億港元，確實有進一步增長的空間。在2015至2016年，香港亦是澳洲第八大出口市場，以及第12大貿易夥伴。

澳洲商會主席Richard Petty教授說：「服務業佔香港經濟93%，因此從事銀行、運輸及物流、工程、會計、法律服務、保險、旅遊和零售業的澳洲服務供應商將可由這項安排中得益不淺。澳洲在香港有重大的利益，因為香港是澳洲在東亞最大的商業基地。」

香港與東南亞國家聯盟的自貿協定談判即將完成，現正分別與格魯吉亞及馬爾代夫進行自貿協定談判。本港迄今已分別與內地、新西蘭、智利及歐洲自由貿易聯盟國家（即冰島、列支敦士登、挪威和瑞士）簽訂了四份自貿協定。✿

# Hong Kong's Next Tech Hub and Economic Catalyst?

The Lok Ma Chau Loop, an area of 87 hectares on the border of Hong Kong and Shenzhen, has recently been in the spotlight as a cross-border initiative in technology and scientific research. It would act as a catalyst in creating synergy and cluster effects to drive Hong Kong's innovation and technology industries forward, emphasized Nicholas Yang, Secretary for Inno-

Hong Kong's jurisdiction, after rounds of Hong Kong-Shenzhen government-to-government (G2G) negotiations. This change paved the way for further cross-border developments under Hong Kong's laws and administration.

Defining the goals of the loop's development project, Yang said it would have three main goals: R&D, as an integrated training platform,

In addition, the loop should act as an integrated advance training platform for Hong Kong's next-generation tech talent. "Technologies evolve fast. We need to re-tune human resources from time to time. We can't rely on the education sector alone to fulfill this function," he said.

Other than R&D and advance training, Yang said that the Loop should also serve as a base for the



The Lok Ma Chau Loop's development is a catalyst for Hong Kong's re-industrialisation through technology. Hong Kong and Shenzhen can supplement each other in talent acquisition and training.

落馬洲河套區的發展可藉科技推動香港再工業化。

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vation & Technology, at a Chamber seminar on 9 May.

Yang said the project has come a long way from being an area entirely under Shenzhen's administration before 1997, to securing an agreement to jointly develop the Lok Ma Chau Loop into Hong Kong-Shenzhen Innovation and Technology Park, which will be placed under

and a platform for creative industry.

On the R&D front, Yang said that the bureau is focusing on the following disciplines: robotics research, artificial intelligence, bio-medicine, Smart City and FinTech.

"We believe they are things Hong Kong is good at, and they are also good for Hong Kong in the long run," Yang emphasized.

cultural and creative industry, to be driven by technology. That will contribute exponential economic benefit.

To ensure that the loop does not shift its focus to commercial interests, Yang said it would be managed by a subsidiary under the Hong Kong Science Park. It would be run on two levels: B2B – as a Hong



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Kong Science Park operation, and G2G – overseen by a joint task force with the Hong Kong side chaired by Yang, and the Shenzhen side chaired by the Vice Mayor, for discussing and negotiating on major issues arising from the development of the Park in the Loop at the government-to-government level.

Ultimately, Yang targeted the loop's development as a catalyst for Hong Kong's re-industrialisation through technology. Hong Kong and Shenzhen can supplement each other in talent acquisition and training.

Yang expects the loop to bring annual economic contribution of about \$57 billion. He added that it would also help to fulfill the ambitions of Hong Kong's young people through creating high value-added careers, as well as upgrading local industries and creating a value-chain for new advanced manufacturing industries.

“Historically, Hong Kong helped to uplift Shenzhen from a small village to what it is today. Now, Hong Kong and Shenzhen can team up to attract and retain local top talent. It is a win-win scenario for both sides,” he said. ❀

## 香港未來的科技中心及經濟發展催化劑？

**位** 於香港和深圳的邊界，佔地 87 公頃的落馬洲河套地區，作為一項跨境科研合作計劃，最近一直備受關注。創新及科技局局長楊偉雄於總商會5月9日的研討會上，強調計劃可加強兩地的協同及集群效應，以推動香港創新及科技業的發展。

他指計劃用地由97回歸前一向屬深圳市範圍，97後納入香港特別行政區範圍，經兩地政府多輪協議後，現時雙方共同發展河套地區為港深創新及科技園，以香港的法律和管理制度，推動港深合作。

他表示這項發展計劃主要有三個主要目標——研發、作為綜合培訓平台及創意產業平台。

研發方面，他指創科局正發展以下重點範疇——機械人技術、人工智能、生物醫藥、智慧城市及金融科技。

他強調：「我們深信這些為香港具發展潛力的範疇，而且長遠而言是利香港發展的。」

此外，河套區應用作培訓本港新一代科技人才的先進綜合平台。他續稱：「科技發展一日千里，因此我們必須不時重塑人力資源，不能單靠教育界來履行培育人才的職能。」

除進行研發和進階培訓，他亦指出河套區可在科技的推動下，發展為文化創意產業的基地，這將有助帶動立竿見影的經濟效益。

為確保河套區不會將發展焦點轉移至商業利益上，他表示此計劃將由香港科學園的附屬公司負責管理，並分為兩個層面進行——企業方面，計劃由香港科學園營運；政府方面，則由香港政府代表楊局長本人及深圳政府副市長帶領聯合專責小組監察計劃，就河套地區「港深創新及科技園」的重大事項進行討論和協商。

長遠而言，楊偉雄期望河套區的發展可藉科技推動香港再工業化。香港及深圳更可在人才招聘及培訓上互補不足。

他預計該計劃每年可帶來約570億元的經濟貢獻，並指透過創造高增值技術職位、升級本地工業，以及為新興先進的製造業創造價值鏈，可望實現香港青年的雄心壯志。

他說：「過往香港曾幫助深圳由昔日的小農村改造為現時的面貌。時至今日，香港及深圳可聯手合作，吸引及留住當地的頂尖人才，從而達致雙贏的局面。」 ❀

# Positioning Malls for Success in a Challenging Environment

## 迎難而上 商場再定位

“Challenges come all the time in the retail industry, but we should embrace them. Our transformation into a leading REIT in Asia has become the subject of a recent case study by the Harvard Business School,” said George Hongchoy, CEO, Link Asset Management Limited, at a seminar on 28 April at the Chamber.

Embracing change on the structural, economic and social fronts is the key to Link's success in transforming the shopping experience and advancing the retail industry, according to Hongchoy.

Structural changes highlighted by urban development and improvements in Hong Kong's transport infrastructure are quickly breaking down the distance barrier, enabling Link's centres to serve more of their surrounding communities and not just the government-subsidised residential estates they form a part of.

Seeing the huge potential of bigger regional centres capable of serving a far bigger catchment area, Link decided to merge two malls to create H.A.N.D.S in Tuen Mun and Temple Mall in Wong Tai Sin. These new centres appeal to a broad shopper base through their distinctive image, revamped layout and new trade mix that features popular restaurants while eliminating the duplication of shops.

“To provide shoppers a stress-free customer experience and assist them in their shopping journey, we

introduced the very popular ‘Park & Dine’ app. This smartphone tool offers useful, innovative functions like route navigation, real-time parking information on parking space availability, restaurant information and e-queuing,” said Hongchoy.

And, in a bid to further diversify their business and capture the new opportunities from Government's Energizing Kowloon East initiative, a new commercial property at 77 Hoi Bun Road, comprising a Grade-A office tower with a large floor plate and a retail podium, is being developed.

In terms of macro-economic changes, Hong Kong's median household income growth has been buoyed by the ripple effects from the introduction of a minimum wage. As disposable incomes rise,

residents of subsidised housing are looking for a wider choice of items and a more pleasant shopping environment, he said.

Citing TKO Gateway as an example to illustrate how the company is addressing customers' rising expectations through asset enhancement, he explained that this refurbished centre in Tseung Kwan O has introduced 34 new eateries and retailers and a host of new facilities, leading to a marked increase in patronage from the non-primary catchment area and shoppers' overall satisfaction.

“With direct access to the MTR and the extensive highway network within Mongkok, our commercial project at 700 Nathan Road is undergoing a wholesale facelift to maximise our potential in Hong Kong's core retail district,” said Hongchoy.

“Challenges come all the time in the retail industry, but we should embrace them.

零售業所面對的挑戰從未間斷，  
但我們應迎難而上。





With regard to Link's approach in responding to social changes, Hongchoy said, "Sustainability lies at the heart of our business strategy. By sponsoring worthy community projects, enhancing barrier-free access and leasing shops to welfare organisations at concessionary rates, we are actively promoting our community's social and environmental sustainable development. Supporting guide dog services and food waste recycling are two notable projects that leverage our centres' role as community hubs that improve the lives of those around us. We also work for Hong Kong's future by providing scholarships to youngsters who are first-generation university students in their family and have set a target to reduce our energy consumption by 30% at a 2010 baseline level by 2020."

Hongchoy concluded that in order to expand its business model for long-term growth, Link has been executing a prudent strategy. Before making an asset acquisition, for example, he said over 300 potential deals were screened to ensure that they could add value to the company's existing portfolio. ❀

**領**展資產管理有限公司行政總裁王國龍於4月28日的研討會上表示：「零售業所面對的挑戰從未間斷，但我們應善用這些挑戰。領展蛻變為領先的亞洲房地產投資信託基金，最近更成為哈佛商學院的案例研究主題。」

他指出，要改革購物體驗及推動零售業更上一層樓，成功的關鍵在於把握結構、經濟及社會方面的轉變。

城市發展及香港運輸基建的改善推動結構性轉變，迅速打破距離限制，令領展商場得以服務更多周邊社區，而非只能專門在其所在政府資助住宅屋苑提供服務。

由於大型地區商場覆蓋更大服務範圍，領展看準了此龐大潛力，決定合併兩個商場以塑造位於屯門的H.A.N.D.S以及黃大仙的黃大仙中心。這些新商場憑其獨特的形象、改良的佈局及全新的商店組合，引入更有人氣食肆，並減少重複的商店，從而吸引更多顧客。

王國龍說：「我們推出了廣受歡迎的『泊食易』應用程式，為顧客提供輕鬆的客戶體驗，令購物過程更得心應手。該手機應用程式提供實用及創新功能，如路線導航、實時泊車資訊、食肆資料及遙距取票。」

為進一步實現業務多元化，並把握政府「起動九龍東」計劃的新機遇，領展於海濱道77號興建了全新的商業樓宇，包括一幢擁有大面積樓面的優質甲級寫字樓及一個零售平台。

在宏觀經濟的轉變方面，王國龍指最

低工資引發了漣漪效應，帶動香港家庭入息中位數的增長。隨著可動用收入的增加，資助房屋的居民會尋求更多元化的商品選擇及更舒適的購物環境。

他舉TKO Gateway為例，闡述公司如何透過改善旗下設施來滿足客戶日漸提高的期望。他指這個位於將軍澳的商場經過翻新後，共有34家新食肆及零售商進駐，並引入全新的設施，帶旺了非主要服務對象範圍，並顯著帶動顧客整體更為滿意。

「彌敦道700號的商業項目可直達旺角港鐵站及全面的公路網絡，現正進行大規模的翻新工程，以發揮其在本港核心零售區的最大潛力。」

王國龍就領展在應對社會轉變的方式表示：「可持續發展是我們業務策略的核心。我們贊助饒富意義的社區項目、改善無障礙通道及以優惠價格出租予福利機構等，以積極推動社會及環境方面的可持續發展。支援導盲犬服務及廚餘回收亦是兩個重點項目，以善用旗下商場作為社區中心的優勢，致力改善附近居民的生活。我們也為家庭中首代入讀大學的青少年提供獎學金，並制定目標在2020年將能源消耗較2010年的水平降低30%，為香港的美好未來而努力。」

他總結道，為了拓展長期發展的業務模式，領展一直以審慎的態度執行策略，如在資產收購前會篩選逾300宗潛在交易，以確保其可為現有的物業組合創優增值。 ❀



# The Dangers of Stagnation

Chamber Chairman **Stephen Ng** expressed his concerns about how internal fighting is allowing our competitors to overtake Hong Kong. Following is an abridged version of his speech

Over the past 12 months, there has been no shortage of issues to address on behalf of the business community and our members.

Locally, more than one-third of the LegCo seats went to new faces in an election in September that attracted the highest turnout since 2004. Your Chamber leadership promptly conducted a round of meetings with different factions of LegCo to put across our views on issues of concern to our members and hopefully opened channels of dialogue with LegCo members regardless of their political inclinations.

That was followed by a Chief Executive election in March. The Chamber's representatives on the Election Committee met with all CE candidates. Many of us came away deeply impressed with CE-Elect Carrie Lam's ability to lead Hong Kong over the next five years,

as we mark the 20<sup>th</sup> anniversary of Hong Kong's return to the Mainland this year. With your input, we recently submitted our proposals to Mrs Lam on pressing issues that need to be tackled and to regain Hong Kong's competitiveness. We look forward to working closely with Mrs Lam and her new Administration in the coming months.

Stephen Ng  
Chairman,  
HKGCC  
總商會主席  
吳天海

Business-wise, the year ahead will be a trying time for Hong Kong. The strong Hong Kong dollar affects our imports and exports – case in point: tourism, both inbound and outbound. Hot money in search of a quick return will continue to distort asset prices. The curb of capital outflow from China might very well impact our financial services. At the same time, the weak economic outlook for our major trading partners, particularly China, Europe, Japan, and protectionist sentiments sweeping across the developed world and, unfortunately, also Hong Kong, do not bode well for global trade.

Here in Hong Kong, we need a strong “buy in” from the community that economic development is our overriding priority. “Localism” peddlers' notion that Hong Kong can only pre-





## 停滯不前的危機

總商會主席吳天海憂慮內部糾紛令香港的競爭對手得以超越我們。以下節錄自其演說內容

serve its unique position by turning our back on the Mainland and by being anti-establishment needs to be dispelled. As all of you here this evening understand, the roots of Hong Kong's success, indeed our very being, feed on our openness and unique relationship with the Mainland and the world. Your Chamber has been lobbying the Government, political parties and the public on the need to reinforce our position as the freest and most open economy in the world. As a model of the benefits of capitalism and free trade, we cannot afford to let short-term populism undermine our foundations and jeopardize Hong Kong's future.

As exploring new markets and opportunities is in our DNA, we need to work together to reignite our can-do spirit. We are on the cusp of enormous business opportunities with the completion of the

Hong Kong-Macao-Zhuhai Bridge, and the linkage to the Guangdong-Hong Kong-Macao Greater Bay Area. Our role of being the gateway to the Greater Bay Area, and the Mainland's door to the world, will take on even greater significance. They could be the sparks to reignite our entrepreneurship.

At the same time, we also need to be alert to threats to Hong Kong's competitiveness and attractiveness as a place to do business. This is why our role as THE "Voice of Business," has never been more important.

Financially, your Chamber continues to stay in good health, as you can see from the published data in the Annual Report. But financial statements are not the only yardstick used to measure performance. In particular, your Chamber is a not-for-profit organization. Our accomplishments are largely measured by the services we provide to Members,

to the business community and to Hong Kong as a whole. Our intellect is our capital and what makes our capital work are the people behind it, the ideas they generate, and the efforts they put into making those ideas a reality. It goes without saying that the members and leaders of the Chamber's committees and special interest groups deserve a vote of thanks from all of us. For them to spend considerable time and effort to help the Chamber and the business community, we owe them our gratitude.

In closing, I would like to emphasize that despite the challenges of the rapidly changing world, I believe that as long as we all open our eyes, our heart, and our mind, and grasp the opportunities that are in front of us, we will prevail. 🌸

*Members can watch this year's AGM on the Chamber's website and app.*

## Strong Interest in Europe

Europe Committee

Chairman **Stephen Weatherseed**

2016 was a rollercoaster ride for companies involved with business in Europe. Besides coming to terms with horrific acts of terrorism on the continent in 2016, we are also trying to figure out how Brexit will affect the U.K.'s trade relations with the EU, and in turn the global geopolitical and economic landscapes.

Given the challenging business environment, the Europe Committee organized a number of events with senior businesspeople, renowned scholars as well as representatives from our trade partner countries to share their knowledge and insights with members.

Just a week before the Brexit referendum, we organized a breakfast seminar and a follow-up talk with academics and the British Consulate's Director for International Trade in Hong Kong, Jo Hawley, to help members try and make sense of Brexit and its ramifications for businesses. Elsewhere in Europe, countries were reaching out to the world, especially to Mainland China and Hong Kong, to attract business and investment. We organized talks on cross-border M&A and how record-high FDI flowing into Europe from Mainland China was changing the whole dynamics of Sino-European relations, and the development of the Belt and Road Initiative in Europe. We also looked at new business opportunities opening in France, as well as in Spain, and discussed the strategic positioning of Hong Kong as the "Super Connector" between the Mainland and Europe.

We hosted networking events and members welcomed a steady stream of visitors from Europe during 2016, including a delegation from the European Parliament. More recently, we received a senior official from the European Commission and European Union, who spoke at a meeting with standing room only.

On a more casual note, we organized a coffee appreciation workshop in cooperation with Kolb Group from Switzerland. For members more partial to European beer than coffee, we organized a fascinating visit to "probably one of the best beer producers in the world" Carlsberg. Both visits allowed members to learn how, despite a limited market here, the companies have used clever marketing strategies to grow their business and profits. The visit to Carlsberg's warehouse and logistics centre also provided members with a hands-on look at how the company manages major logistical challenges seemingly effortlessly.

在過去12個月，實在不乏議題需要本會代表商界及我們的會員據理力爭。

去年九月的立法會選舉投票率達到2004年以來的新高，最終有超過三分之一的立法會議席由新面孔出任。總商會領導層馬上與立法會的不同黨派安排多次會面，以陳述會員所關注的議題，並期望可與不同政治傾向的立法會成員展開對話。

特首選舉隨後在3月進行。總商會的選舉委員會代表與各特首候選人逐一會面。今年適逢香港回歸祖國20周年，我們大部分選委都深切認同候任行政長官林鄭月娥有能力在未來五年帶領香港邁步向前。我們收集各位的意見後，近日向林太提交了一份建議書，就本港需要應對的迫切議題及如何重拾競爭力陳情獻策。我們期望在未來數月與林太及其新班子緊密合作。

來年對本港商界來說實在是充滿挑戰。港元高企正影響我們的進出口業務，當中包括出境及入境旅遊業。另外，熱錢尋求快速回報，將持續扭曲資產價值；中國內地限制資本流出，亦會大大影響我們的金融服務業。同時，我們的主要貿易夥伴經濟前景並不樂觀，當中尤其中國內地、歐洲及日本值得關注。與此同時，保護主義亦橫掃已發展地區。香港很不幸地，在環球貿易上同樣表現不濟。

香港需要大力凝聚社會共識——經濟發展是我們的首要任務。「本土派」主張通過逆反內地和建制來保持香港獨特地位，這種思想必需予以遏止。相信在座各位定必明白，香港的成功及其價值實乃建基於對外開放市場，以及與內地和全球各地保持的獨特關係。總商會一

直促請政府、政黨和社會大眾，應當同心協力鞏固我們作為全球最自由、最開放經濟體的地位。作為資本主義和自由貿易的典範，我們決不容許短期的民粹主義削弱我們的基礎，危害香港的未來。

探索新市場和新機遇深藏於我們的骨子裡，因此我們必須合力重振香港「做得到」的精神。隨著港珠澳大橋的落成，與粵港澳大灣區的連繫，我們可率先把握當中的龐大商機。香港作為大灣區的門戶及內地通往世界之門，將發揮更重要的作用，並可望重燃我們的創業精神。

與此同時，我們亦要保持警覺，避免損害香港作為營商勝地的競爭力和吸引力。因此，本會秉承「商界之聲」的角色更形重要。

財政方面，從年報刊載的數據可見，總商會繼續表現理想。然而，財務報表並非衡量表現的唯一標準。最重要的是，總商會作為非牟利機構，我們的成就主要以本會為會員、商界以至整個香港所提供的服務來衡量。智慧是我們的資本，而令資本能夠發揮效用的是背後的人才、他們所創造的概念，以及他們為實踐概念所付出的努力。無疑，總商會各個委員會和專題小組的一眾領導和成員都絕對值得我們報以衷心的感謝。對於他們無私投入大量的時間和精力來熱心服務總商會和商界，我們深表感激。

最後我想強調，儘管世界瞬息萬變、挑戰重重，但我深信只要大家樂意開拓視野、保持開放的胸襟和思維，以及把握眼前的機遇，我們將可繼續邁步向前。✿

會員可透過總商會網站及應用程式，重溫本年度周年會員大會的所有報告演辭。

## 聚焦歐洲

歐洲委員會 主席韋大象

對從事歐洲業務的企業而言，2016年如同坐過山車般大起大落。除了要應對年內在歐洲大陸發生的恐怖襲擊，我們亦嘗試了解英國脫歐對英國與歐盟貿易的關係，以至對全球地緣和經濟形勢的影響。

面對充滿挑戰的商業環境，歐洲委員會去年舉辦了多項活動，邀得多位商界翹楚、著名學者和貿易夥伴



# Building for the Future

Shirley Yuen, CEO, HKGCC

We started 2016 celebrating the official unveiling of our expanded headquarters in United Centre with government officials, former chairmen and fellow members. Besides upgrading our facilities and services for members, our expanded office also allows us to organize more activities to help members expand their knowledge and skills, and develop potential business opportunities.

As a result, we held almost 500 events in 2016, up 15% compared to the number in 2015. We believe that by giving more choice, we can better meet the diverse needs of Chamber members. The number of members participating in events reinforces this strategy, which in turn contributed to the continued growth in members renewing their membership this year.

While events form an important part of the Chamber's work, our priority remains firmly fixed on our advocacy role. As always, we have been championing businesses'

interests on a slew of disruptive legislations, both in existence and in the pipeline. These included the Competition Ordinance, listing regulations, and double stamp duty, to mention but a few.

We also marched at the forefront to present the business sector's views on some very contentious issues, such as Standard Working Hours, the abolition of the MPF offsetting mechanism, and consultation on retirement protection.

Because the Chamber is by nature a general chamber, we depend a great deal on our members' extensive and in-depth expertise. As such, the Chamber's various committees are increasingly pooling their expertise to draft practical and well-thought-out solutions to some extremely complex issues. These collaborative efforts proved extremely useful during the past year as they enabled the Chamber to make very well informed proposals in response to new issues impacting businesses, such as enhancements to anti-money laundering laws, retirement protection and labour issues.

Going forward, we will be exploring how we can help members tap into opportunities overseas in relation to the Belt & Road, in addition

to the Greater Bay Area proposal put forward by Premier Li Keqiang. We will also examine potential openings arising from the booming economies in Southeast Asia, particularly in light of the Hong Kong-ASEAN Free Trade Agreement, which we hope will be finalized soon.

Financially, the Chamber remains in good shape, despite the challenging year. We kept a tight rein on resources and costs, while focusing on developing business opportunities.

The many achievements of the past year would not have been possible without the strong support and guidance of the General Committee, as well as the various committees of the Chamber. Thank you all for being so generous with your time, expertise and suggestions.

While we are very proud of the accomplishments that we have achieved in the past year, we have no plans to rest on our laurels. Quite the opposite. For the coming 12 months, we will be busier than ever lobbying and working with the new Administration on priorities that the new Chief Executive should be looking at to boost the economy, help businesses and address challenges facing Hong Kong. 🌸



國的代表，與會員分享他們的寶貴知識和見解。

在英國舉行脫歐公投前一星期，我們舉行了一個早餐研討會，其後亦安排了一場跟進講座，邀請學者和英國駐港領事館國際貿易總裁Jo Hawley，幫助會員了解英國脫歐及其對企業的影響。

其他歐洲國家正積極與世界各地接觸，特別是中國內地和香港，以吸引企業投資。我們就此舉行了多個講座，剖析跨國收購合併、由中國內地流入歐洲的直接投資創出新高，如何改變了中歐關係的格局，並討論「一帶一路」戰略在歐洲的發展。我們亦探索法國和西班牙的新商機，並討論香港作為內地與歐洲的「超級聯繫人」之戰略定位。

我們亦定期組織聯誼活動，委員於2016年接待了多團來自歐洲的訪客，包括歐洲議會的代表團。最近，我們亦接待了一位來自歐洲委員會及歐盟的高級官員，其演說亦深受歡迎。

休閒活動方面，委員會去年與瑞士高比集團合辦咖啡品味工作坊。至於那些偏好歐洲啤酒多於咖啡的會員，我們亦為他們舉辦輕鬆有趣的實地考察活動，參觀「可能是世界上最好的啤酒生產商」——嘉士伯。透過上述考察活動，會員有機會了解這些企業如何利用精明的營銷策略，在香港這個規模有限的市場中擴展業務和賺取盈利。考察嘉士伯倉庫及物流中心，亦讓會員可一睹該公司如何輕鬆地應對主要的物流挑戰。

## Manpower Challenges

Manpower Committee  
Vice Chairman **Connie Lam**

The Manpower Committee had an extremely busy year. We worked closely with different stakeholders and committees to draft the Chamber's proposals on several contentious issues. Not least of these were the Government's consultation on standard working hours, retirement protection and the adjustment of the minimum wage level.

In April 2016, the Standard Working Hours Committee launched a consultation. The Chamber supported, in principle, the "big frame" approach proposed in the consultation document. This would mandatorily require employers and employees to enter into written employment contracts, with both sides working out the agreed contents of these terms. We believe this adequately addresses both employers' and employees' concerns without resorting to legislation. The Standard Working Hours Committee submitted its report to the current Administration in January 2017, and our committee will continue to closely monitor the developments of this issue.

Regarding the six-month consultation on retirement protection, the Chamber hosted a forum featuring the then-Chief Secretary for Administration Carrie Lam and the then-Secretary for Labour and Welfare Matthew Cheung, and submitted our recommendations to the Government in June. We supported the option of focusing resources to assist "those with financial needs." For this and other proposed legislation, the Chamber also stressed that it is vitally important to conduct rigorous regulatory impact assessments to prioritize and justify the need for regulation or change.

In our submission to the Minimum Wage Commission we advised the Government to avoid habitual revision of the minimum wage to avoid a ripple effect. In the end, the Government decided to raise the statutory minimum wage level to \$34.5 per hour, which came into effect at the beginning of this month.

With regards to the recent consultation on MPF offsetting, the Chamber maintains our position of objecting to the abolition of the MPF offsetting mechanism. The Chamber, together with other major business associations, proposed to contribute up to an additional 1% of employees' monthly salaries to their MPF accounts to strengthen retirement protection. All in all, a thorough reform on the MPF system is required to address its shortcomings.

The committee will continue to closely monitor debates on major labour issues and provide carefully discussed input to the Government on members' behalf.



## 建立美好未來

香港總商會 總裁袁莎妮

2016年伊始，我們與多位政府官員、前主席及一眾會員於統一中心慶祝總商會新總部正式啟用。除為會員改善設施和服務外，擴充後的新總部方便我們舉辦更多活動，協助會員提升知識及技能，並發展潛在的商機。

因此，我們於2016年舉辦了近500項活動，比2015年舉辦的活動合共多出15%。透過提供更多的選擇，我們深信能進一步滿足會員多元化的需求。隨著參與活動的會員數量逐漸增加，促使我們加強推動這一戰略，更有助帶動今年續會人數的持續增長。

舉辦活動雖是總商會的重要工作之一，但我們的首要任務仍然是秉承政策倡議的角色。我們繼續就一系列不利營商的現行及擬議法規，致力為企業爭取權益。有關的法規包括《競爭條例》、上市改革及雙倍印花稅等。

我們亦走在最前線，就具爭議性的議題表達商界的意見，如標準工時、取消強積金對沖及退休保障諮詢等。

我們作為一個商會相當依賴會員廣泛深入的專業知識。因此，總商會旗下各委員會日益竭力各展所長，為若干極為複雜的議題草擬切實可行及完

善周到的解決方案。他們在過去一年所付出的共同努力下取得了理想的成效，幫助總商會就影響營商的反洗黑錢法例、退休保障及勞工議題等制定全面的改善建議。

展望未來，我們將致力開拓海外發展機遇，如「一帶一路」及總理李克強提出的「大灣區」發展計劃，並協助會員探索東南亞多個發達經濟體所締造的商機，尤其是我們期望即將落實的「中國香港——東盟自由貿易協定」。

在財政方面，儘管去年挑戰重重，總商會仍能成功維持理想的財政表現。我們嚴控資源及成本，同時著重發展商機。

總商會在過去一年所取得的成就，全賴理事會及各委員會的慷慨支持及引導。謹此感謝各位不吝付出寶貴的時間，分享真知灼見。

雖然我們對過去一年的成就引以為傲，但絕不會因而安於現狀，反而是不斷反思如何繼續往來。總商會在來年將更不遺餘力地為新政府出謀獻策，著手向新任行政長官提出有關振興經濟及便利營商的重點措施，以應對香港面臨的挑戰。✿





## 人力挑戰

人力委員會 副主席林翠華

人力委員會在2016年忙個不休。我們與不同持分者和委員會緊密合作，協助總商會就多個具爭議性的議題制訂建議書。這些議題包括政府就標準工時的諮詢、退休保障和調整最低工資水平等。

2016年4月，標準工時委員會展開諮詢。總商會原則上支持諮詢文件提出的「大框」方案，強制僱主及僱員簽訂書面僱傭合約，並由雙方共同協商條文內容。我們認為這個方案足以消除僱傭雙方的顧慮，而毋須立法。

標準工時委員會已於2017年1月向現屆政府提呈報告，委員會將繼續密切監察事態發展。

總商會亦就為期六個月的退休保障諮詢舉行一場論壇，邀請了時任政務司司長林鄭月娥女士和時任勞工及福利局局長張建宗先生與商界交流意見，並

於6月向政府提交建議。我們支持集中資源協助「有經濟需要」人士的方案。對於這項及其他擬議立法，本會強調進行嚴謹的規管影響評估至關重要，以說明和優先考慮立法或改革的必要。

我們向最低工資委員會提呈建議書，建議政府避免慣性調整最低工資，以免產生漣漪效應。最終，政府決定把法定最低工資水平調升至每小時34.5元，並已於本月初生效。

至於近日就強積金對沖的諮詢，總商會維持反對取消強積金對沖機制的立場。本會聯同其他主要商會建議為僱員提供月薪最多額外1%的供款予他們的強積金戶口，以加強退休保障。整體而言，要解決強積金制度的不足，就要進行徹底的改革。

委員會將持續密切監察重要勞工議題的討論，並代表會員向政府提供縝密的意見。



# Supporting Hong Kong's Economic Backbone

SME Committee

Chairman William Wong

Due to the sluggish economic growth and large number of external uncertainties, 2016 was a difficult year for many SMEs. To help members find new business opportunities, we organized the Entrepreneur Forum with several leading companies in new and emerging industries to explore how SMEs might find growth amidst the challenging business environment. We also organize events to help SMEs capitalize on the rapid growth and importance of e-commerce and social media.

In July last year, the Government launched a public consultation on the development of a Trade Single Window in Hong Kong. The Chamber wrote to the Government expressing our concerns on replacing the existing post-shipment approach of import/export declarations with a pre-shipment import/export declaration, which would adversely affect Hong Kong's flexibility and efficiency in the handling of transiting cargo. The Government has taken on board our suggestion of a simplified reporting standard that is based on the existing Road Cargo System for short, for pre-shipment declaration.

To enhance our tax competitiveness and support SMEs, the Chamber proposed the introduction of a two-tier profits tax system. The idea is to reduce the rate imposed on the first \$2 million of taxable profits to 10%. Reducing the tax burden will help businesses, in particular SMEs, reinvest that money into their business, which in turn will benefit the whole economy. Stating her support for the idea during the election, we hope our new CE Carrie Lam will adopt this proposal soon when she takes office in July this year.

In 2016, the Committee continued to extend our support for the SME Mentorship Programme organised by the Trade and Industry Department of the HKSAR Government. Members, including myself, signed up as mentors, sharing our experience with fellow SME entrepreneurs who are in the early stage of their business through one-on-one, free-of-charge counselling.

To foster closer camaraderie among members, we also organised more casual events, such as a Chinese cuisine and Chilean wine pairing luncheon, and a visit to the Cape Collinson Correctional Institution. Members were able to broaden their knowledge and understanding at these events on issues not solely related to business.



## 重回正軌

總商會立法會代表 林健鋒議員

宣 誓風波得以平息，港獨勢力大幅減弱後，我寄望香港終可重回正軌，重新專注本業。

在新一屆行政長官選戰期間，我已明確表達商界的意見，包括反對取消強積金對沖、設立雙層利得稅、鼓勵創新及科技發展等。

候任行政長官於政綱中表明會以「理財新哲學」發展經濟，並會廣泛聽取各界意見，以制定香港的長遠發展方案。對於商界應如何應對林鄭的承諾，我謹在此分享幾點個人看法。

第一，能力可負擔的住屋供應問題不止困擾著本港家庭，亦是海外人士來港工作的一大考慮要素。不幸地，目前的「需求調節」樓市辣招未能有效解決問題。要對住屋短缺問題的真正根源對症下藥，政府有必要與私營機構合作，以增加土地供應及輸入勞工。

第二，眾所周知，強積金對沖問題備受爭議。我已多次強調取消強積金對沖實有違當初勞資及政府三方協定，對僱主非常不公平。一旦取消對沖，商界需要額外撥備支付遣散費和長期服務金，中小企未必有能力負擔。雖然政府提出以十年過渡

期補貼，支付部分額外遣散費和長期服務金，但始終對商界造成沉重的負擔。

總括而言，修訂退休保障政策顯然對社會各界影響深遠。我希望政府作出長遠承擔，絕不能在十年後出現「工商界落水，政府上岸」的情況。

我亦會著力爭取政府推行更多針對中小企發展所需的措施，並推出稅務優惠以吸引更多國際投資者在港營商，鼓勵本地創科發展。我會尤其著力促請新任行政長官盡快落實其政綱中強調的「雙層利得稅」及「企業科技雙倍扣減」建議。如我們未能在這些範疇採取主動，我們的地區及環球競爭者只會額手稱慶。

除推動本地產業發展，我們亦須加以善用背靠祖國的優勢，以新思維把握國家「大灣區」的發展機遇。粵港澳政府應在政策上「拆牆鬆綁」，打破以往合作中「大門開，小門不開」的障礙。

例如，我曾多次建議政府參考歐盟的邊境通勤人士特別稅務條款，避免雙重徵稅，簡化納稅手續，從而鼓勵更多香港人才開拓北上發展的空間，甚至能解決有關「183天規定」的稅務問題。✿

## 支援本港的經濟支柱

中小型企業委員會 主席黃龍想

由 於經濟增長放緩以及大量外圍不明朗因素，2016年對無數中小企而言是艱鉅的一年。為協助會員探索新商機，在中小型企業委員會舉辦的企業家論壇中，邀得新興行業中的若干領導性企業出席，分享中小企可如何在挑戰重重的營商環境中尋求經濟增長。隨著電子商貿及社交媒體迅速增長，其重要性與日俱增，委員會亦舉辦了多項相關活動，協助中小企善用這些媒介。

去年7月，政府就發展香港貿易「單一窗口」進行公開諮詢。對於在貨物付運後提交進出口文件改為在付運前提交，總商會就此向政府表示關注——這會對香港處理過境貨物的靈活性及效率造成負面影響。政府已採納總商會建議的簡化報告準則，有關準則是基於現行的道路貨物資料系統，用於付運前提交的進出口文件。

為提高本港的稅務競爭力及支援中小企，總商會建議政府設立雙層利得稅制，即把應課稅收入首200萬元的稅率下調至10%。透過減輕稅務負擔，可讓企業（尤其是中小企）預留更多資金拓展業務，令本港經濟受惠。候任行政長官林鄭月娥在競選期間曾對此表示支持，我們期望她在今年7月上任後會盡快落實有關措施。

委員會於2016年繼續支持工業貿易署所舉辦的中小企營商友導計劃。委員紛紛登記成為導師，包括我個人在內，以一對一的免費諮詢形式，與初創中小企分享我們的經驗。

為促進會員之間的聯誼交流，我們亦舉辦更多的休閒活動，如「中式美饌伴智利佳釀」品味午宴，以及參觀歌連臣角懲教所，增進會員對業務以外事物的認識和了解。

# Getting Back on Track

HKGCC LegCo Representative  
Jeffrey Lam

Now that the Hong Kong Legislative Council members' oath-taking controversy has at last been settled and the momentum of the pro-independence movement is waning, I hope that Hong Kong can get back on track – and back to business.

During the Chief Executive election campaigning period, I put forward the views of the business community, including our opposition to the abolition of the MPF offsetting mechanism, our support for the setting up of a two-tier profits tax system and our recognition of the need for greater support for innovation and technology.

The Chief Executive-elect stated in her own election manifesto that she would introduce a new “financial philosophy” and gauge public opinion before formulating proposals to steer the long-term development of Hong Kong. Let me share a few thoughts on what I consider should be a proper response by the business community to her commitment.

First, the availability of affordable housing in Hong Kong is a make-or-break issue not only for local families, but also for overseas talent thinking of coming here. Unfortunately, the current so-called “demand-side” measures have singularly failed to resolve our housing problem. To address the real causes of the housing shortage, the Government needs to work with the private

sector to increase land supply and to import labour.

Second, as we all know, the issue of the MPF offsetting mechanism remains very controversial. I have emphasized time and again

that the abolition of the mechanism breaks the original agreement between employees, employers and the Government. If and when the offsetting mechanism is abolished, enterprises will have to provide additional severance and long-service payments to their departing employees, which SMEs may not be able to afford. Although the Government has proposed meeting part of the additional cost through a 10-year “tide-over” grant, it would remain a heavy and unjust burden on the business sector.

In short, any change to retirement protection policy obviously has far-reaching implications for us all, and I hope that the Government will make a long-term commitment to prevent the business community from being left holding the baby 10 years from now.

I will also be stepping up our lobbying for additional, specific measures to help our hard-pressed SMEs as well as tax concessions to attract more international investors to our city, and further to incentivize local innovation and technology. In particular, I will ask our new Chief Exec-

utive to expedite the implementation of a two-tier profits tax system and the double taxation deduction for IT companies which she stressed in her election campaign. If we fail to be proactive in these areas, our regional and global competitors will be only too pleased.

Of course, apart from promoting our own business environment, we must leverage, more forcefully than before, the advantages of having the Mainland as our hinterland. To seize the opportunities arising from the Greater Bay Area development requires a fresh mindset. The three governments of Guangdong, Hong Kong and Macao should streamline policies to overcome the oft-cited barrier of “the big doors open but the small doors remain shut.”

I have, for example, already suggested that the Government take a leaf from the E.U.'s book for cross-border workers. Avoiding double taxation and simplifying procedures for taxpayers would enable more Hong Kong people to work in the Mainland if they wish. It would even solve the “183-day threshold” tax issue. 🌸



## New General Committee Lineup 理事會新陣容

Stephen Ng, Chairman and Managing Director of Wharf (Holdings) Limited, was re-elected Chairman of the Chamber for the coming year, at the inaugural meeting of the new General Committee immediately after the HKGCC's Annual General Meeting on 18 May. Aron Harilela, Chairman and CEO of Hari Harilela Ltd, was also re-elected as Deputy Chairman.

The three Vice Chairmen also re-elected are, respectively: Victor Li, Managing Director and Deputy Chairman of Cheung Kong Property Holdings Ltd; Leland Sun, Managing Director of Pan Asian Mortgage Co Ltd; and Peter Wong, Deputy Chairman and Chief Executive of The Hongkong and Shanghai Banking Corporation Ltd.

At the Annual General Meeting, members elected a total of six members to fill the seats on the General Committee – the governing body of the Chamber – who were required to step down this year. Four of them were re-elected, respectively: Nicholas Brooke, Benjamin Hung, Yu Pang Chun and Allan Zeman. Joseph

總商會於5月18日召開周年會員大會，隨後新理事會即場舉行首次會議，選出正副主席。九龍倉集團有限公司主席兼常務董事吳天海獲選連任香港總商會主席。Hari Harilela Ltd主席及行政總裁夏雅朗亦獲選連任常務副主席。

與此同時，三位副主席亦再度獲選，他們分別為長江實業地產有限公司董事總經理兼副主席李澤鉅、宏亞按揭證券有限公司董事總經理孫立勳，以及香港上海匯豐銀行有限公司副主席兼行政總裁王冬勝。

按照總商會組織細則，理事會為總商會最高管理層，今年共有六位理事空缺需要填補，當中四位在周年會員大會上獲選連任，他們分別是蒲祿祺、洪丕正、余鵬春及盛智文。另有兩名新理事加入理事會——靈雨健康規劃顧問公司副主席陳浩濂，以及Shroff & Co Ltd主席及行政總裁尼維利施樂富。

Ho Lim Chan, Vice Chairman of HealthMindful Consultancy, and Neville S Shroff, Chairman and CEO of Shroff & Co Ltd, were newly elected as General Committee members.



### 香港需要醒覺

香港總商會主席吳天海在總商會周年會員大會前向記者發表講話。以下為講話重點，主要強調香港必需急起直追；

香港今天實在需要自強不息，並且急起直追。在過去二十年，香港在區內營商中心名單排名很可惜地一路倒退，更不用說在世界上亦然。在不久前，新加坡已超越我們，很快到上海，不久後便會輪到深圳。

有些人認為，我們在原地踏步，而別人在不停進步。不過事實上正當別人在進步時，我們在多方面卻在倒退。我們犯了不少歐洲國家，以及鄰近台灣曾犯的錯誤。政治已騎劫了經濟議題。我們不去「做大個餅」，卻互相對立來搶分一個未見增長甚或正在萎縮的餅。我們忙著內耗，卻漠視了應對外來挑戰。這導致香港恍如在深淵下墜。香港每遜色於競爭者一分，我們在本土可資分享的亦少一分，而內耗亦更益嚴重。我們的競爭者精於對外競爭，相反香港則擅長內鬥互爭。

要發展經濟，促進繁榮，就必需開發新市場。「一帶一路」是一項雄心萬丈的倡議，短期內可以立竿見影地為香港金融及專業服務界打開新路。銀行業、法律、機電工程等行業亦可緊隨其後。

對本港其他商品及服務行業來說，大灣區項目會較為相關。通過各類基建發展，整個地區可以更緊密連繫起來。對香港來說，這既是機遇亦是威脅。故此，香港極需落實一地兩檢安排作為必需的「入場券」。

無論香港加入或否，「一帶一路」及大灣區這兩列快車將依然會全速前進。香港需要決定究竟是坐上快車，還是坐待被邊緣化。

與此同時，自由貿易協議及稅務條約亦同樣地重要。香港目前已簽訂了4項自由貿易協議及45項稅務條約。不過相比之下，新加坡分別簽訂了21項自貿協議及76項稅務條約。我們實在要急起直追。

我們很高興地見到，候任特首林鄭月娥把建立共識列為其優先處理事務。本會很樂意與新一屆政府攜手合作。



The new lineup of the General Committee is:

**Chairman:** Stephen Ng

**Deputy Chairman:** Aron Harilela

**Vice Chairmen:** Victor Li, Leland Sun, Peter Wong

**Legco Representative:** Jeffrey K F Lam

**General Committee Members:**

Nicholas Brooke, Jennifer Chan, Joseph Ho Lim Chan, Oscar Chow, Allen Fung, Stanley Hui, Benjamin Hung, Ronald Lee, David Lie, Y K Pang, Neville S Shroff, John Slosar, Anthony Wu, Emil Yu, Yu Pang Chun, Edmond Yue, Yue Yi, Betty Yuen and Allan Zeman

以下為最新的理事會名單：

主席：吳天海

常務副主席：夏雅朗

副主席：李澤鉅、孫立勳、王冬勝

立法會代表：林健鋒

理事：蒲祿祺、陳佩君、陳浩濂、周維正、馮玉麟、許漢忠、洪丕正、李碩培、李大壯、彭耀佳、尼維利施樂富、史樂山、胡定旭、于健安、余鵬春、余國賢、岳毅、阮蘇少湄、盛智文

## Hong Kong Needs to Wake Up

Chamber Chairman Stephen Ng spoke to the media before the AGM. Following are the key points of his comments, which focused on the importance of catching up:

Hong Kong needs to shape up, and catch up, in a big hurry. Over the past 20 years, Hong Kong has slipped sadly down the league of top business cities in the region (let alone the world). First, not too long ago, Singapore overtook us. Then Shanghai, very quickly. Next up, Shenzhen.

Some say we stood still, while others progressed. In many ways, we actually went backwards, while everyone else moved forwards. We are making similar mistakes that are troubling Europe and, closer to home, Taiwan. Politics have hijacked the economic agenda. Instead of working together to grow the pie, we have turned our attention to working against one another to divide a static if not contracting pie. We promote internal conflicts and forget about addressing external conflicts. That is turning into a downward spiral. The more Hong Kong loses out to our competitors, the less we have to share within Hong Kong and the more severe the internal conflicts become. Our competitors excel in competing externally. Hong Kong excels in competing internally.

Opening new markets is fundamental to economic development and prosperity. The Belt and Road is an ambitious initiative that will in the immediate term, open doors for the financial and professional services sectors for Hong Kong. Banks, lawyers, accountants, engineers will follow.

The Greater Bay Area (GBA) is closer to home for the other sectors, both goods and services. Infrastructure developments will bond this area even more closely together to present Hong Kong with both an opportunity and a threat. "Co-location" Arrangements is a pragmatic and necessary entry ticket for Hong Kong.

Both the Belt & Road and GBA trains are already rolling at top speed, with or without Hong Kong. Hong Kong has to decide whether to try to get on the train or be left behind.

Free Trade Agreements (FTAs) and tax treaties are also important areas. Hong Kong currently has 4 FTAs and 37 tax treaties. This compares with 21 and 76 respectively for Singapore, by way of reference. We have to act fast.

We are pleased to see CE-Elect Carrie Lam has made building consensus her top priority. Our Chamber is ready to work with the new Administration to play our part.

# Innovation & Creativity: Co-Innovating, Patenting & Clouding Business Invention

“Innovation and creativity represent a new and robust engine to empower Hong Kong’s development in a sustainable and diversified manner,” said Emil Yu, Chairman of the Chamber’s Industry & Technology Committee. “Amid ongoing global uncertainties and fast-paced technological changes, businesses do need to break through conventional wisdom to innovate new products, services

and business models, so as to stay ahead in the market.”

Yu told 100 members at the Chamber’s “Co-Innovating, Patenting & Clouding Business Invention” seminar on 17 May that the Chamber has been stressing the importance of encouraging innovation and creativity within companies for years.

Tony Á Verb, Managing Partner of Mettā, introduced co-innovation as a development tool to inspire feasible business concepts through a convergence of ideas in a network.

Sam Yip, U.S. Patent Attorney of IDEA Intellectual Ltd, spoke about the tricks for claiming new inventions during the complex process of applying for patents, while Vincent Wong, Business Development & Technology Executive Director of OneAsia Network Limited, shared with participants his knowledge of creating a cloud strategy for innovation.

The seminar also promoted the “2017 Hong Kong Awards for Industries: Innovation and Creativity” that were organized by the Chamber. Thinex Shek, Assistant Director, Policy & Business Development, went through the selection criteria of the awards and highlighted characteristics of past winners. ❀



## 商業創意攻略： 共同啟發、 專利註冊及 雲端推廣

總商會工業及科技委員會主席于健安指：「創意是帶動香港可持續及多元發展的新動力。面對全球營商環境持續不明朗及科技發展日新月異，企業必須打破傳統的營商思維，才可開拓新產品、服務及業務模式，從而在市場上佔盡先機。」

在總商會5月17日舉辦的「共同啟發、專利註冊及雲端推廣」研討會上，他向在場100位會員表示，本會多年來一直強調鼓勵企業改革與創新的重要性。

Mettā主管合夥人Tony Á Verb提出透過互動平台來集思廣益，從而啟迪可行的商業概念；申請專利過程繁複，宜知專利代理專利律師（U.S.）葉子迅講解註冊專利的箇中竅門；亞洲脈絡業務發展及科技部執行董事王智超則向與會者分享其以雲端技術推動創新的知識。

是次研討會同時推廣總商會主辦的「2017香港工商業獎」之創意獎。本會政策及商務發展副總監石平偉講解該獎項的評選準則，以及過往得獎企業的優勝之處。❀

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✳️ Central Station Exit C or HK Station Exit C  
Tel: 2525 2131 Fax: 2877 2032

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Rm 1508, 15/F, Futura Plaza, 111 - 113 How Ming St  
( ✳️ Kwun Tong Station Exit A2)  
Tel: 2344 8713 Fax: 2342 5574

Admiralty  
(ATA Carnet)

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✳️ Admiralty Station Exit D  
Tel: 2823 1275 Fax: 2110 9442

Tsuen Wan

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( ✳️ Tsuen Wan Station Exit A1)  
Tel: 2416 0844 Fax: 2412 2799

TST

Rm 1301, 13/F, Podium Plaza, 5 Hanoi Rd  
✳️ TST Station Exit D2 or East TST Station Exit N2  
Tel: 2730 8121 Fax: 2735 7093

Fo Tan

Rm 1406, 14/F, Shatin Galleria, 18 - 24 Shan Mei St  
( ✳️ Fo Tan Station Exit B)  
Tel: 3586 8180 Fax: 3586 9290



# RMB Value to Be Normalized Gradually

## 人民幣值逐步正常化

The renminbi (RMB) saw a rocky 2016 as it depreciated by over 6%, leading to concerns over whether it will continue to fall and the potential impact on regional and global trade.

Research done on Mainland China's Business Confidence Index shows that Chinese enterprises have been facing serious challenges from rapidly rising costs in recent years, said CKGSB professor Li Wei at a roundtable event on 26 April. As a result, Chinese enterprises have to absorb the rising costs, which the RMB's appreciation is one of the key factors of.

Li also reviewed the history of the RMB exchange rate against the U.S. dollar, Mainland China's inflation rate, social financing scale, liabilities and PBC assets. The depreciation of the renminbi will actually be beneficial to China, said Li, as this will help enterprises to lower their costs and improve their business environment.

However, it is a different picture for the general public in the Main-

land as their wealth relies too much on the asset prices of real estate and not from high incomes. This is one major reason why there is so much panic and concern about the depreciation of the RMB.

Li believes that making the RMB fully convertible will lead to RMB depreciation but this will take years to happen.

The event was held by the Young Executives Club and Cheung Kong Graduate School of Business. ❀

Li believes that making the RMB fully convertible will lead to RMB depreciation but this will take years to happen.

李教授認為，要讓人民幣可完全自由兌換，才能令人民幣貶值，但這將需時多年才能實現。

人民幣於2016年表現波動，貶值超過6%，引起市場關注有關跌勢會否持續，以及其對地區和全球貿易的潛在影響。

長江商學院李偉教授於4月26日的午餐會上表示，根據中國內地商業信心指數的調查結果，中國企業近年面對成本急漲所帶來的嚴峻挑戰，結果他們要吸納不斷上升的成本，而這正是促使人民幣升值的主要因素之一。

李教授亦討論了人民幣兌美元匯率的歷史、中國內地的通脹率、社會融資規模、負債及中國人民銀行的資產。他指出人民幣貶值實際對中國有利，可助企業減少成本，改善營商環境。

然而，對內地普羅大眾，則是另一回事，因為民眾的財富過度倚賴房地產的價格而非高收入。這亦是市場極其關注和憂慮人民幣貶值的其中一個主要原因。

李教授認為，人民幣如可完全自由兌換，將導致人民幣貶值，但這將需時多年才能實現。

是次活動由卓青社及長江商學院合辦。 ❀



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# Aircraft Leasing: The Way Forward

**A**ircraft financing presents a major opportunity that complements Hong Kong's traditional strengths in the fields of financial and professional services. A large number of aircraft are expected to be delivered to Asia over the coming decades. Hong Kong, with its established business infrastructure, should be a natural venue for aircraft operating lessors.

However, the current tax law in Hong Kong is a major impediment to this opportunity, because it taxes the full rental income while denying deductions for aircraft depreciation. Ironically, Hong Kong has the most competitive withholding tax rate for aircraft leases into Mainland China, but other jurisdictions such as Ireland and Singapore are currently much more attractive options overall with much lower effective tax rates.

To address this issue the Hong Kong Government gazetted the

Inland Revenue (Amendment) (No.2) Bill 2017 on 10 March 2017 which formally introduces a concessionary tax regime for certain aircraft leasing activities. The law was introduced into the Legislative Council for consideration and is expected to apply from the 2017/18 year of assessment. The main features of the proposed regime are:

- The tax rate on the profits of “qualifying aircraft lessors” and “qualifying aircraft leasing managers” will be reduced to 8.25% (i.e. one-half of the normal Hong Kong profits tax rate);
- The taxable income for qualifying lessors will be calculated as 20% of the gross rentals (including sums payable under residual value guarantee) less deductible expenses, excluding tax depreciation.
- The range of “qualifying aircraft leasing management activities” is widely defined to include, in

addition to the standard lease management activities of procuring and leasing aircraft, a range of financing activities such as providing loans to associated companies to acquire aircraft, providing loans to airlines to acquire aircraft from qualifying lessors, and providing residual value guarantees.

The rules are designed around a Hong Kong-based manager using a number of Hong Kong special purpose companies to own and dry lease aircraft to airlines. As originally proposed, the regime would only apply to leases to non-Hong Kong based airlines but on 22 May 2017 the Hong Kong Government introduced amendments to the Bills Committee in the Legislative Council which means that the proposed rules could apply to leases to all airlines including Hong Kong airlines.

# 飛機租賃業 滑行起航

“Qualifying aircraft lessors” and “qualifying aircraft leasing managers” must be corporations which conduct (subject to certain safe harbours) only qualifying activities. This precludes the regime being applied to passenger or cargo airlines.

For lessors the key restriction is that the concessionary taxable profits regime only applies to leasing activity:

- For aircraft owned by the company leased to an operator (i.e. an airline). Lease is defined to mean a so-called dry lease which requires a lease of at least one year where the lessor does not provide the crew nor is responsible for the maintenance. It does not include leases under which title to the aircraft will or may pass to the lessee.
- Carried out in Hong Kong in the ordinary course of the lessor's business.
- The lessor does not carry on any other income-producing activity in Hong Kong

While most dry leases to airlines should qualify, it is important to note that the definitions included in the draft law are detailed and would require careful examination to ensure the proposed leases qualify. For both the manager and lessors they are required to be centrally managed and controlled in Hong Kong with all the profit-generating activities conducted in Hong Kong and not attributable to any permanent establishment the company may have outside Hong Kong. They must also make an application in writing to apply for the regime.

Overall, the new regime is a welcome change to Hong Kong tax law and would appear to be economically competitive with regimes in other leasing locations. This is especially true where Hong Kong has favourable double tax treaties such as with Mainland China, Japan and Russia. 🌸

**飛**機融資帶來的重大商機，能夠與香港在金融和專業服務業的傳統優勢互補。未來數十年，預計有大量飛機將交付往亞洲。香港憑藉完善的商業基建，自是飛機出租商的營商目的地。

然而，本港現行的稅務法例往往窒礙拓展有關商機，因為租金收入須全額課稅，飛機折舊亦不可扣稅。諷刺的是，從對租賃至中國內地飛機所做的預扣稅率來看，以香港最具競爭力，但鑒於愛爾蘭和新加坡等其他國家的有效稅率遠低於香港，它們的整體吸引力已大大增加。

為應對此議題，香港政府已於2017年3月10日就《2017年稅務（修訂）（第2號）條例草案》刊憲，正式為若干飛機經營租賃活動引入優惠稅制。有關法例已提交予立法會審議，預料將於2017/18課稅年度生效。擬議稅制的主要特色如下：

- 「合資格飛機出租商」及「合資格飛機租賃管理商」的利得稅率將下調至8.25%（即本港正常利得稅率的一半）；
- 合資格出租商的應課稅收入，將為租約付款總額（包括根據剩餘價值擔保而須支付的款項）減去可扣減開支（不包括折舊免稅額）後的20%，即扣除前的總租金收入之稅率為1.65%。
- 「合資格飛機租賃管理活動」的定義廣泛，除了一般的租賃管理活動如採購或租賃飛機，還涵蓋一系列的融資活動，例如提供貸款予聯繫公司以取得飛機、提供貸款予航空公司以從其他合資格出租商取得飛機，以及提供剩餘價值擔保。

規例旨在針對香港管理商利用多家本港特定目的公司以擁有飛機，或淨租機予航空公司的情況而設。根據原

先的建議，稅制只適用於租賃飛機予非香港航空公司，惟香港政府於2017年5月22日向立法會法案委員會提出修訂，意味著擬議的規例可適用於租賃飛機予所有航空公司，包括香港航空公司的情况。

「合資格飛機出租商」和「合資格飛機租賃管理商」必須是只從事（須符合若干「安全港」規則）合資格活動的法團。這可避免稅制適用於乘客或貨運航空公司。

對出租商來說，主要的限制在於應課稅利潤優惠稅制只適用於租賃活動：

- 在飛機由公司擁有，並正租賃予營運商（即航空公司）的情況下，租約的定義是指所謂的淨租機租約。租期最少一年，期間出租商沒有提供機組成員，亦不負責飛機的維修。這項安排，不包括飛機的產權將會或可轉移予承租人的租約（或更廣泛的安排）
- 在出租商於香港經營的業務之通常運作過程中進行的活動
- 出租商沒有在香港進行任何其他產生收入的活動

儘管大多數淨租機租約均符合資格，但值得注意的是，法案涵蓋的定義十分精細，必須審慎研究，以確保擬議的租賃符合資格。

對於管理商和出租商而言，兩者的中央管理和控制皆須在香港進行，所有產生利潤的活動亦須在港進行，而非由香港境外的常設機構進行。它們亦須就新制提出書面申請。

整體而言，新制度為香港的稅法帶來了良好的轉變，使之有能力與其他租賃地點的稅制進行競爭，尤其是香港已經與中國內地、日本和俄羅斯等地訂立了有利的避免雙重徵稅協定。🌸



# Bitcoin

## Our Future Digital Asset?

### 發掘未來數碼資產 —— 比特幣

The concept of money has been constantly evolving since the barter economy was invented. As societies mature and technologies develop, currencies have evolved from shells and livestock to metals in the form of gold or silver coins, to cash in the form of a banknote or

coin, and now, cashless digital assets such as cryptocurrencies.

Bitcoin, invented by an unknown programmer, or a group of programmers, under the pseudonym “Satoshi Nakamoto” in 2008, is the leading cryptocurrency. Its popularity is clearly reflected in its market capital-

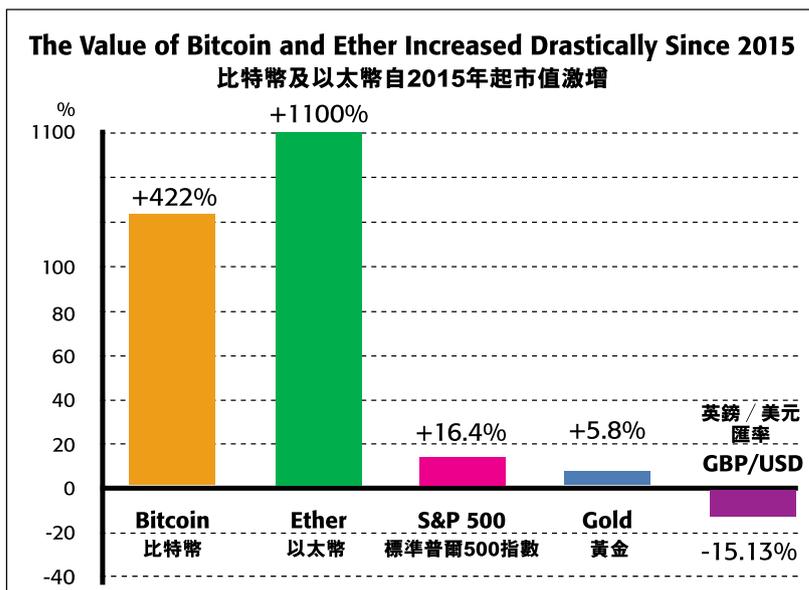
ization which grew over 700% in less than two years, reaching over US\$29 billion in May 2017. The price of a Bitcoin surpassed an ounce of gold for the first time on 3 March 2017.

Having experienced a 240% price increase year-on-year in May 2017, Bitcoin outperformed all major traditional commodities and the best performing funds in 2016, maintaining its track record for “Best Performing Currency” in six out of seven years from 2010 to 2016.

Major global institutions including Goldman Sachs, Standard Chartered, UBS, EY, Deloitte, BNP Paribas and Barclays, as well as private entities such as high net worth individuals and family offices, have realized the potential and opportunities and have invested in Bitcoin and its underlying technology Blockchain.

#### Challenges

As Bitcoin matures and its popularity increases, challenges such as volatility and regulatory uncertainties have emerged. To tackle the



Source 資料來源: Trading View

ambiguous legality on digital assets, governments in major markets are actively taking initiatives on building clearer regulations on Bitcoin and other digital assets:

### U.S.A

The U.S. Treasury classified Bitcoin as a convertible decentralized virtual currency in 2013, then in 2015, the Commodity Futures Trading Commission (CFTC) defined Bitcoin as a commodity which would be covered under the Commodity Exchange Act (CEA).

### Japan

Japan legalized Bitcoin as a form of payment in April 2017.

### Mainland China

Private parties are free to hold and trade Bitcoins. In February 2017, the People's Bank of China tightened compliance requirements and launched checks on major exchanges.

### Hong Kong

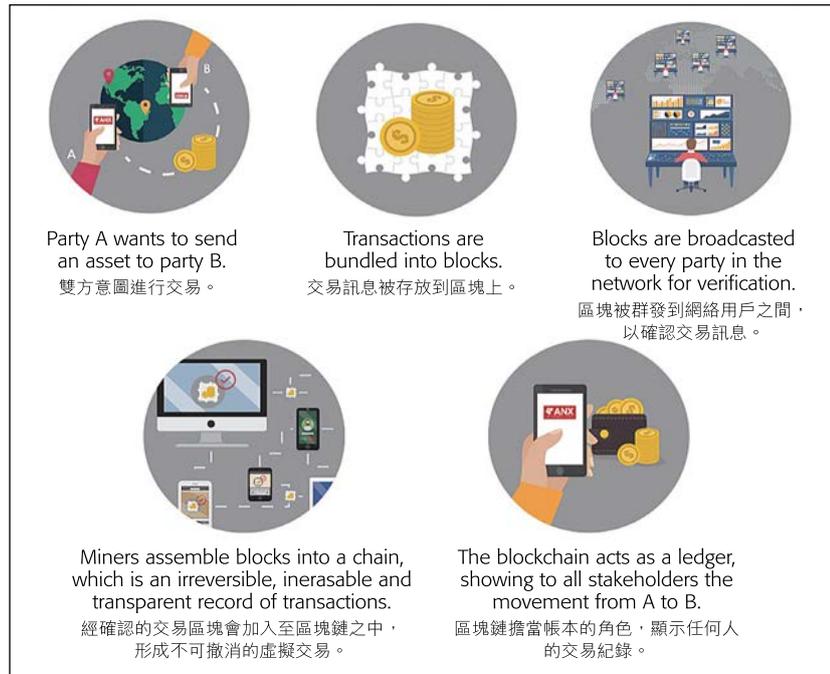
In 2015, the Hong Kong Monetary Authority (HKMA) issued a press release reinforcing the status of Bitcoin as a virtual commodity.

The issue of volatility has also been eased across time.

We believe the impact on the market from “negative news” has been steadily decreasing and implied volatility levels reflect that. Post-impact, the recovery phase has echoed this as well with shortened time frames before prices and market dynamics normalize once again.

With the rising adoption of Bitcoin and its underlying Blockchain technology, combined with the instability of fiat currencies and elimination of stigma towards Bitcoin and other cryptocurrencies as risky assets, the view on Bitcoin prices is very bullish, with analysts predicting that the price could reach US\$3,000 by year-end. 🌸

## How does Bitcoin work? 比特幣的運作



自以物易物面世以來，貨幣的概念一直不斷演變。隨著社會及科技的發展愈趨成熟，貨幣已由原始的貝殼、牲畜，演變成金銀類的金屬貨幣、紙幣或硬幣形式的現金，現時更衍生出非現金數碼資產，如電子加密貨幣。

比特幣為領先的電子加密貨幣，由化名「中本聰」的程式編寫員或組織於2008年推出。其市值在不足兩年內增長了700%之多，並於本年5月突破290億美元，充分反映其普及程度。截至本年3月3日，比特幣一元的價格更首次超越一盎司的黃金。

比特幣於本年5月錄得高達240%的價格按年升幅，表現遠超於2016年所有主要傳統商品及表現最佳之基金，並在2010年至2016年這七年間，成功保持其六度榮獲「表現最佳之貨幣」的紀錄。

大型國際機構如高盛、渣打銀行、瑞士銀行、安永、德勤、法國巴黎銀行和巴克萊銀行，以及擁有高資產淨值人士和家族辦公室等私人機構，均有投資於比特幣及其應用技術區塊鏈（Blockchain）。

### 面臨的挑戰

基於比特幣的發展逐漸成熟，使用率愈見普及，價格波動及監管規範等不同挑戰亦隨之出現。為應對數碼資產的合法性問題，相關主要市場的政府正積極採取措施，對比特幣及其他數碼資產制定更清晰條例：

### 美國

美國財政部於2013年將比特幣歸類為可兌換的分散式虛擬貨幣；美國商品期貨交易委員會（CFTC）在2015年將比特幣列入為《美國商品交易法》（CEA）的商品。

### 日本

日本於2017年4月將比特幣列為一種合法化的支付方式。

### 中國內地

私人機構或人士可以自由持有和交易比特幣。中國人民銀行於2017年2月收緊合規要求，並對重大交易進行審查。

### 香港

2015年，香港金融管理局（金管局）就強調比特幣屬於虛擬商品發表新聞稿。

價格波動的問題亦隨著時間的推移而有所緩和。

我們認為從隱含波動率可見「負面消息」對市場的影響正穩步下降。緊隨的復甦階段亦反映了這一點，其所需時間得以縮短，能在價格及市場動態再次回復正常水平前完結。

隨著比特幣及其Blockchain技術日益普及，加上法定貨幣不穩，以及比特幣和其他電子加密貨幣已被除去高風險資產之污名，坊間普遍看好比特幣的價格，有市場人士更預測其價格可於年底上漲至3,000美元。🌸



## Appreciating Fine Craftsmanship

Members of the Women Executives Club (WEC) attended an exclusive handbag craftsmanship demonstration and scarf styling workshop at the Salvatore Ferragamo store in Elements. At the event, an Italian artisan demonstrated the Florentine saddle-making techniques used to make the handbags. WEC Chairman, Jennifer Chan, presented a souvenir to Rebecca Lau, General Manager of Salvatore Ferragamo, to thank her for organizing the event. Members also enjoyed canapes and wine and got an up-close look at the brand's latest Spring-Summer 2017 Collection! 🌸





## 手袋工藝至美展示

約 25名卓妍社會員於4月28日參與Salvatore Ferragamo的獨家手袋工藝示範及絲巾造型工作坊，活動在品牌位於The Elements的店內進行。活動期間，意大利工匠展示其用於製作手袋的獨門秘技。其後，卓妍社主席陳佩君向Salvatore Ferragamo總經理劉瑞芬致送紀念品，為其舉辦是次活動表示謝意。當晚，會員還享用了精緻小吃及葡萄酒，並深入了解品牌最新的2017春夏系列。✿





# The Great Outdoors Luk Keng

## 鹿頸樂郊遊

**T**he Young Executives Club and Women Executives Club jointly held a hiking event at Luk Keng on 29 April. They were joined by experienced trail runner Sin Shui Fuk who provided useful tips on walking properly to avoid muscle pain and offered individual advice to each member to correct their walking posture. Sin is the first Hongkonger to have completed the Deserts Race Series – four 250-km races across deserts around the world. During the hike, he shared stories of his adventures, including when he once contracted Hepatitis B.

Blessed with beautiful weather on that day, members enjoyed fantastic scenery on the hike and had a satisfying lunch inside the small village of Luk Keng. YEC and WEC plan to organize another similar hiking activity in the fourth quarter of this year. 🌸





**卓** 青社及卓妍社於4月29日合辦鹿頸郊遊活動。經驗豐富的極地跑手冼水福沿途向會員講解正確步姿的重要性，並糾正每位會員的步行姿勢，以避免肌肉疼痛的後遺症。冼水福是首位完成沙漠馬拉松賽的香港選手，曾長征4個各長250公里的沙漠。活動期間，他分享了個人極地之旅的所見所聞，包括其曾經感染乙型肝炎的經歷。

當日天公造美，會員沿途欣賞優美景色之餘，還於鹿頸村享用美味的午膳。卓青社及卓妍社計劃於本年第四季再度舉辦同類活動。✿

## Business-School Partnership Programme

### Green Island Cementing the Future 青洲英坭 創建未來



Twenty students from PLK Tang Yuk Tien College visited Green Island Cement Company Limited on 13 April to gain a better understanding of cement manufacturing and trading. The students learned about the company's background and operations before taking a tour of the different production stages of cement. They also learned how the

machines and division of labour facilitate each stage of production.

"It was a brand new experience to visit a factory and learn about the production of cement. I am amazed at how the company treasures their employees by providing good and comprehensive welfare and encouraging creative ideas from staff," said student Chan Ka Wun.

十名保良局董玉娣中學的學生於4月13日參觀青洲英坭有限公司，以進一步了解水泥製造及其業務。學生在認識企業的背景及運作後，便前往細察水泥生產流程的不同階段，了解機械及分工協作在生產程序中所擔當角色。

學生陳嘉媛表示：「參觀工廠並了解水泥的生產過程可謂是全新的體驗，令我喜出望外的是公司十分重視員工，為他們提供全面的福利之餘，更鼓勵他們提出創新意念。」



嘉 諾撒聖心書院學生於4月19日參觀銀聯集團辦公室，深入了解公司背景、架構及各部門的職業前景，並認識公司內的不同團隊。

銀聯集團董事總經理及行政總裁劉嘉時與學生分享其工作經驗，以及踏上成為公司女總裁之路的歷程。她建議學生採取主動，並鼓勵他們多作嘗試，從而知道個人潛能所在。

### Students Meet with BCT Group CEO 學生與銀聯集團總裁會面

Students from Sacred Heart Canossian College visited BCT Group's office on 19 April to learn about the company's background and organization, as well as the career path of the group's divisions. Students also went around their office to meet and learn about different teams in the company.

Ka Shi Lau, Managing Director & CEO of BCT Group, told the students about her working experience and her path to becoming a female CEO. She advised students not to be passive and encouraged them to try more things in order to know their own capabilities.

### Be Passionate in Your Work 對工作保持熱忱

A group of students from Munsang College called on Travel Circle International Services Limited on 25 April to get a better understanding of the travel industry. The company's mission is to provide the perfect moment for their customers.

The company also provides different career opportunities for its staff. One of their employees told students about his experience from

starting off as a travel consultant to becoming a branch manager, and stressed to students the importance of being passionate about their work. Three students were also chosen to be service ambassadors to help out at the company's Causeway Bay branch on the next day to get first-hand experience of the operations of a travel agency.

民生書院學生於4月25日到訪圓旅有限公司，以加深對旅遊業的了解。公司的理念與其口號「完美時刻源於Kuoni精心準備」同出一轍。

公司亦為員工提供不同的工作機會，其中一名員工向學生分享其由旅遊顧問晉升為分行經理的經驗，並強調對工作保持熱忱的重要性。

三名學生被選為公司的服務大使，翌日於銅鑼灣分行親身體驗旅行社的日常運作。





### The Land of Success 成功之地

A group of students from St. Rose of Lima's College went to Hongkong Land's Training Centre on 5 May. Suzanne Szeto, Human Resources Manager of Hongkong Land Limited, shared some tips with students on acing a job interview. The students then conducted role play with staff to demonstrate do's and don'ts during an interview.

After the talk, students toured the buildings developed by Hongkong Land that led to Central District becoming known as "The Land of Success." Students stopped at the Landmark Building where they learned about the structural design of the shopping mall and the importance of property management in ensuring a good customer experience.

**聖** 羅撒書院學生於5月5日到訪香港置地公司培訓中心。香港置地集團公司人力資源經理司徒家苗與學生分享工作面試的心得，並透過角色扮演，示範面試的宜忌事項。

學生在講座後參觀由香港置地興建且將中環打造為「成功之地」的樓宇。他們駐足於置地廣場，藉此了解商場的結構設計，以及物業管理作為確保良好顧客體驗的重要性。

### Learning About Property Management 了解物業管理

Pacific Century Premium Development welcomed students from Heep Yunn School on 10 May to their office in Cyberport, where they were given an introduction to the company and the career path in property management. Students also learned the importance of a VMV (Vision, Mission, Value) for a company. The mission of the firm's subsidiary Island South Property Management Limited is "Premium Management for Quality Living."

Students also learned about estate and clubhouse management, after which students visited Bel-Air Clubhouse to see the contemporary design and the work of their staff. Dick Wong, Senior Estate Manager of Island South Property Management Limited, explained Bel-Air's food waste recycling programme which was launched recently to help the environment.



**協** 恩中學的學生於5月10日到訪盈科大衍地產發展有限公司位於數碼港的辦公室，從中了解公司背景及物業管理的職業前景，並認識「願景、使命及信念」對企業的重要性。南盈物業管理有限公司為集團的附屬公司，其使命是「卓越管理，優質生活」。

學生亦參觀了富現代設計特色的灣畔會所，從員工的日常工作中了解到物業及屋苑會所的管理。此外，南盈物業管理有限公司高級物業經理黃守業講解了灣畔會所近期推行的廚餘回收計劃，志在為環保出一分力。

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## Chamber Events

JUNE

Jun

- 06** Be Engaged and Stay Energized at Your Work  
Is It Safe to Moonlight Now? And other recent  
issues on bribery and corruption laws in Hong Kong
- 07** Tips for Drafting and Executing Chinese Contracts  
China Committee Presents : The Trends in  
Mainland Labour Law and Labour Disputes
- 08** SME Committee Meeting
- 09** Tone Death  
A Visit to Technological and Higher Education  
Institute of Hong Kong  
Chamber Networking Evening
- 12** Forum on Maintaining and Enhancing Hong  
Kong's Tax Competitiveness  
Shipping & Transport Committee Meeting
- 13** Problem-Solving Skills  
Legal Committee Meeting
- 14** Town Hall Forum Series: The Hon Mrs Carrie  
Lam Cheng Yuet-ngor, Chief Executive-elect of  
the HKSAR  
China Digital Marketing: WeChat
- 15** Legal Aspect of Debt Collection & Effective  
Asset Recovery Practices in Hong Kong  
YEC Network & Learn @ WeWork  
Asia & Africa Committee Meeting
- 16** Media Training: "Workshop 1 – How to Win Good  
Publicity"  
Media Training: "Workshop 2 – Art of What To Say  
& How To Say It"  
China Committee Meeting  
China Committee Cocktail Reception
- 19** Untangling the Myth of Hong Kong's Spiraling  
Construction Costs
- 20** Say "YES" to change for Success!  
Developing a Regulatory Framework for Hong  
Kong Crowd-funding  
Financial & Treasury Services Committee Meeting
- 21** Americas Committee Meeting  
Country Briefing Series: Doing Business in Mexico  
DIT Committee Meeting
- 22-23** HKGCC Delegation to Greater Bay Area –  
Jiangmen



14 Jun

Town Hall Forum Series:  
The Hon Mrs Carrie Lam Cheng Yuet-ngor  
Chief Executive-elect of the HKSAR





16 Jun

China Committee  
Cocktail Reception



19 Jun

Untangling the Myth of  
Hong Kong's Spiraling  
Construction Costs



12-16 Jul

YEC Presents:  
Summer Study Field  
Trip in Beijing

For further details and a complete  
listing of all our events, visit us online



## JUNE - JULY

### Jun

- 22 Visit to TUV
- 23 Executive Presence
- 25 香港青聯20A回歸盃
- 26 Capturing 5G Business Opportunities
- 27 TrenDNA – Innovative Customer Insight  
Retail & Tourism Committee Meeting  
Opportunities for the GBA by Nick Brooke and  
Jeffrey Lam
- 28 Understand Different Types of L/C Operational  
Perspective  
Environment & Sustainability Committee Meeting
- 29 Project Management  
HKCSI – Executive Committee Meeting
- 30 Young Executives Club Networking Luncheon

### Jul

- 04 Exploring Smart Technologies (E-commerce,  
FinTech and Healthy Ageing) at Science Park  
Europe Committee Meeting
- 05 Managing Employee Behaviour Outside Work  
Hours
- 07 Court Free Amalgamation
- 10 Plan your next trip? Meet Ctrip.com
- 11 Interactive Coaching Training for Leaders  
Avoiding the Honey Trap of Money Laundering  
and Terrorist Financing
- 12-16 YEC Presents: Summer Study Field Trip in Beijing
- 12 Entrepreneur Series – Modernising a Traditional  
Business: The Eu Yan Sang Story  
Industry & Technology Committee Meeting
- 13 Open Source Change: Making Change  
Management Work



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## Understanding Different Types of L/C Operational Perspectives

### 了解如何運用各種信用證

A letter of Credit (L/C) is commonly used in international trade payments, with features to protect the rights and interests of buyers and sellers. Through this workshop, participants can have a better understanding of different types of L/C, related costs, risks of buyer/seller and their operation modes.

信用證是國際貿易中常用的付款方式，可用以保障買賣雙方的權益。參加者透過是次工作坊，將可認識更多不同種類的信用證、相關費用、對買賣雙方所帶來的風險，以及運作模式。

Trainer: Ir. Dr. Irene Poon  
導師: 潘慧娟博士  
Date: 28 June 2017  
日期: 2017年6月28日  
Time: 2:30 - 5:30 p.m.  
時間: 下午2時30分至5時30分  
Venue: HKGCC Theatre, 22/F United Centre  
地點: 金鐘統一中心22樓香港總商會演講廳  
Language: Cantonese  
語言: 廣東話  
Fees: Member \$780 / Non-member \$980 (includes coffee/tea refreshments)  
費用: 會員\$780 / 非會員\$980 (包茶點)



Ir. Dr. Irene Poon,  
DBA, MBus, CMILT, MHKIE, FMSTLA  
潘慧娟博士  
DBA, MBus, CMILT, MHKIE, FMSTLA

## Project Management 項目管理

This one-day introduction to project management will equip participants with a basic understanding of the principles, tools and techniques for successful project planning and implementation. It will enable participants to understand the role of a project manager, manage project timelines, resources and risks more effectively, and provide tips for successful project implementation.

為期一日的項目管理簡介課程可讓學員對項目管理的原則、手法和技巧有基本的認識，為成功策劃和執行項目做好準備。課程讓學員了解項目經理的職能，如何更有效地管理項目時間表、資源和風險等，並提供成功執行項目的心得。

Trainer: Anthony Brophy  
導師: Anthony Brophy  
Date: 29 June 2017  
日期: 2017年6月29日  
Time: 9:15 a.m. - 5:15 p.m.  
時間: 上午9時15分至下午5時15分  
Venue: HKGCC Theatre, 22/F United Centre  
地點: 金鐘統一中心22樓香港總商會演講廳  
Language: English  
語言: 英語  
Fees: Member \$2,280 / Non-member \$2,880 (lunch not included)  
費用: 會員\$2,280 / 非會員\$2,880 (不包午膳)



Anthony Brophy,  
Managing Director of H. R. Solutions  
Anthony Brophy,  
H. R. Solutions 董事總經理

## Interactive Coaching Training for Managers

### 經理互動培訓工作坊

Leaders today have to equip themselves with coaching techniques to effectively lead and make an impact on staff performance. This one-day workshop will put coaching into practice in these areas:

- Help staff to find and stay focused on their goals
- Motivate staff to take initiatives
- Encourage creativity
- Generate capability development
- Foster mutual understanding and collaboration
- Engage staff and build a desired culture

現今的領袖必須具備指導的技巧，才能有效地領導員工，發揮影響力。是次為期一天的課程將把培訓融入以下的實踐範疇：

- 協助員工尋找和專注於自己的目標
- 激勵員工採取主動
- 鼓勵創意
- 推動能力發展
- 促進相互了解和協作
- 讓員工投入，建立理想的文化

Trainer: Michelle Leung  
導師: 梁國恩  
Date: 11 July 2017  
日期: 2017年7月11日  
Time: 9:30 a.m. - 5:30 p.m.  
時間: 上午9時30分至下午5時30分  
Venue: HKGCC Theatre, 22/F United Centre  
地點: 金鐘統一中心22樓香港總商會演講廳  
Language: Cantonese  
語言: 廣東話  
Fees: Member \$2,150 / Non-member \$2,650 (Lunch not included)  
費用: 會員\$2,150 / 非會員\$2,650 (不包午膳)



Michelle Leung,  
Executive Coach of COACH A  
梁國恩  
COACH A 行政教練



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