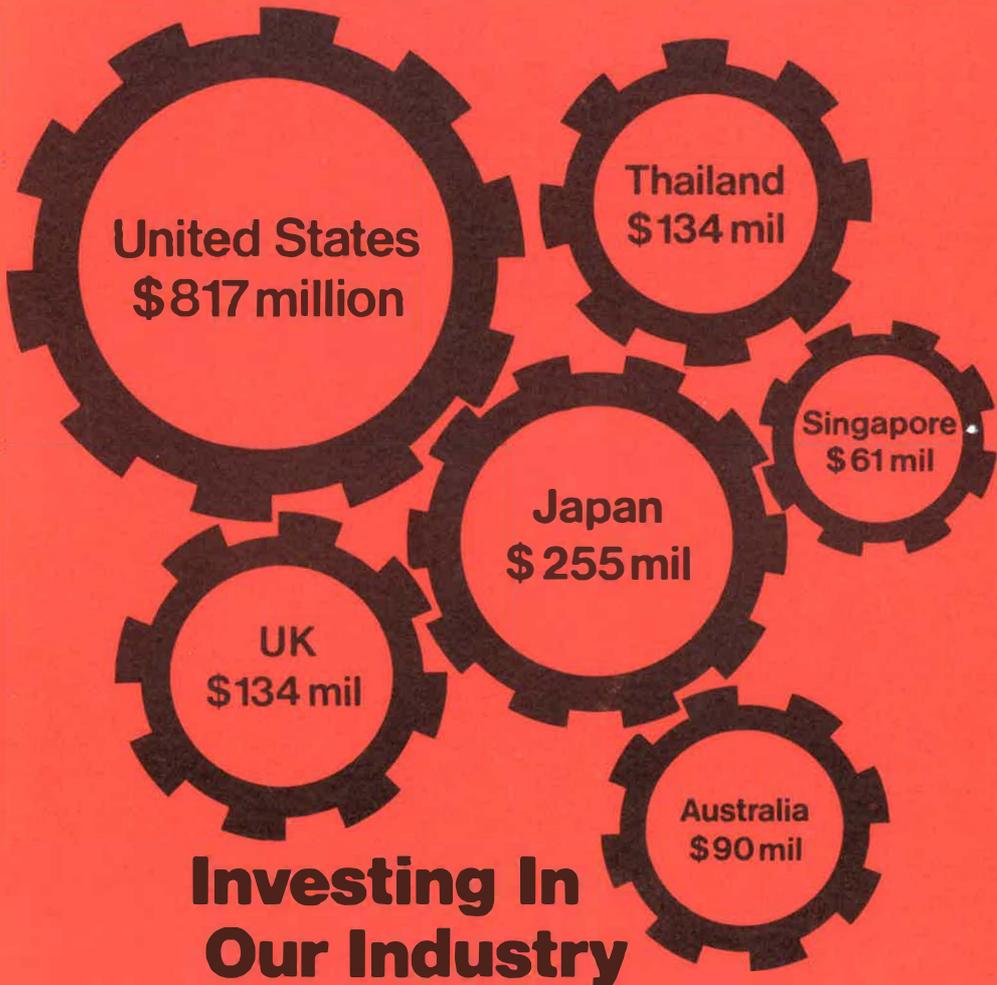




# The Bulletin



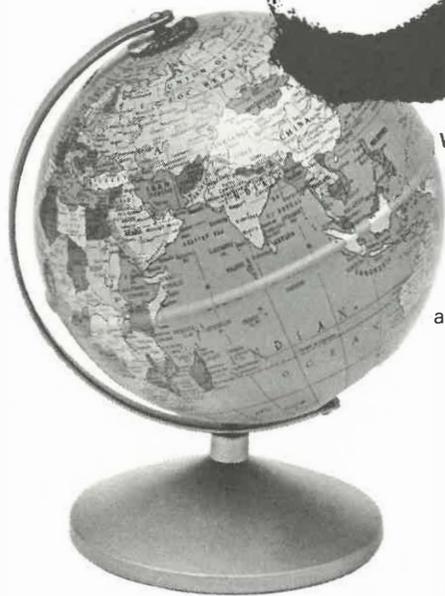
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## 本會執行董事麥理覺專欄

### 香港瑞士合製手錶

日前閱報欣悉寶光製造廠收購兩間瑞士手錶機件製造公司，大大擴展公司規模及產銷能力。寶光製造廠十年來之創業發展史，是香港許多成功發達故事之一，頗有工業研究價值。勞資合作，主動進取，積極競爭，力爭合理利潤，是寶光之特長，值得工商界人士效法。

本港手錶業發展極為迅速。近十年期間，本港從只能生產少數低級零件，發展成已能製造高級機件及配件，而且運銷全球。本港將成為世界電子錶最大製造中心之一，且遲早將能完全生產寶石機件錶，與瑞士及日本並駕齊驅。該兩國手錶業如與香港廠商合資生產，將極有生意眼光。瑞士之技術、設計及名牌商標，與香港之生產力、效率及自由企業制度相互結合，必將無敵於天下。

本人近十年來一直向瑞士手錶製造商聯合會遊說此計，但收效甚微。瑞士領事館亦一再敦促瑞士手錶業研究香港之潛力。但瑞

士手錶製造商一直認為香港不宜成為高級手錶製造中心。

寶光之拓展也許已為其他合資企業指出有利雙方之途徑，工商署工業投資促進團今年下半年訪問瑞士，無疑將再次強調此種良好機會。

### 「住者有其屋」

萬國寶通銀行日前迅速響應財政司預算案之建議，每年建造五千個家庭住宅單位，由居住者購置。此一建議令人欣喜，相信本港居民大都會表示支持。

該銀行並建議與港府合資興建廉價住宅樓宇，供收入較低之市民購置。該行副總裁夏崇法先生在建議中提出大量統計資料，港府定會詳加考慮，「住者有其屋」制度對增強社會穩定大有助益。港府以往廿三年之住宅樓宇建設成績斐然，固然值得自豪。但為工人階級家庭提供住屋更是當務之急，必須儘早付諸實施。

## 香港是否適合外國工業投資建廠？

### ——外國工業在港投資調查報告

數年之前，世界最大之船外引擎製造廠美國船外引擎公司決定考慮在亞洲建立分廠。該公司展開周密研究及深入調查：究竟該計劃是否切實可行，是否確有價值，何處最為適宜。所查詢之問題有一百二十個之多，範圍遍及各候選國家經濟、金融、政治、法律、地理、教育、運輸及通訊等各個方面，自國民經濟總產值直至西人子女學校之教育質量，可謂包羅萬象，應有盡有。綜合全部調查之結果，最後選定在香港興建其亞洲分廠。

去年十月，船外引擎香港有限公司正式開業，其規模在美國之外為全球最大。總公司主席伊溫魯德論列該公司董事會選擇香港之理由如下：運輸、通訊及銀行設備世界一流；港幣堅穩；地理位置優越；勞工能幹勤勞；經濟有活力及彈力；政治前途穩定及港府之不干預商業政策。

### 根本目的 有利可圖

歸根結蒂，任何公司決定在海外設廠，均是為了有利可圖。因此，最根本之問題就

是「香港建廠是否有利可圖？」

對於船外引擎公司及新近來港建廠之陶氏化學公司而言，港府一九七三年修訂工業用地政策，對其決定具有關鍵作用。新政策對於需要專門技術及大量資本又不能設在多層工業樓宇內之工廠，規定特別撥地措施，此項政策對促進外國工業來港投資確是重大突破。船外引擎公司首創先例，陶氏化學公司再度成功，先後在青衣島獲得地盤興建廠房。該兩間公司均早在港設有地區經銷辦事處，但本港之高地價政策却一直阻礙其在港建廠計劃。

對於其他需要大量工人又可以設在多層工業樓宇內之工廠而言，人工成本就遠比地價廠房重要。而投資紡織廠及拉鍊廠就很重視本港製衣工業之規模。再如在港興建製造廠，其產品運銷亞洲各國，當然要優先考慮本港中心樞紐之地理位置及先進便利之海空交通。

據一九七六年三月最新資料統計，外國工業來港投資總值為十六億五千九百萬元，有外資工廠總數為二百四十九家。資金來自二十一個國家，近一半來自美國（八億一千七百萬），還有日本（二億五千五百萬），泰國（一億三千四百萬），英國（同上），澳洲（九千萬）及星加坡、台灣、瑞士、法國、荷蘭、百慕達、菲律賓等。其中約一半全屬外資擁有，另一半則與本港合資經營。範圍幾乎遍及所有製造業，但外資集中者是電子業、製衣業、鐘錶業、化學製品業及電器業。僱用勞工總數近六萬人，佔全港工業勞工總人數百分之十一強。

### 第一要素 政策穩定

吸收外資來港建廠之第一要素是什麼？外資工廠認為香港之優點及缺點，助力及阻力究竟何在？結果是感到後悔抑或慶幸？是否計劃進一步擴展？

本會「會刊」就上列問題，走訪本港各主要外資製造公司。結果不出預料，該等公

司雖然代表不同國家及不同行業，但其答案却大致相同，強調重點則因各業性質而有所不同。

顯而易見，外資公司極為重視港府政策之一貫穩定。陶氏化學（香港）有限公司執行董事龍定賢對此尤為讚賞：「在香港能確切瞭解前因後果。港府政策穩定，切實可行，始終如一，各種本港法規亦不會改變。當然財政司決定提高稅率百份之零點五，但低稅政策仍維持不變。在其他國家對於此類因素就毫無把握。此種一貫及穩定確實極有價值。本人認為此為吸引外資之第一要素。」

然而，龍定賢亦歡迎港府修訂工業用地政策。「觀塘等地實行價高者得之售地政策，本公司絕無可能獲得廠地。即使修訂政策後，青衣島地盤之價格仍創本公司購地絕對最高紀錄。」陶氏公司決定在港建廠之主要原因還是其產品在本港有可觀市場。香港玩具出口佔世界第一，該公司供給本港玩具製造業對聚苯乙烯塑膠原料之大部份需求。

「來港建廠對本公司及香港客戶均有經濟利益。聚苯乙烯價格不會再大幅波動。客戶及本公司均不必再同以前一樣，時時堆積大量存貨。」公司客戶幾乎都在距工廠二十哩半徑之內，可謂全世界絕無僅有。

### 本港市場 相當可觀

香港至少有六十五間日本製造廠。其中資本最大及工人最多者可數凸版印刷（香港）有限公司，工廠設在鰂魚涌，設備完善，技術一流。該公司常務董事北野利春憶述：「本公司於一九六四年與香港一印刷公司合資建廠，但經營五年後仍無錢可賺，於是香港董事要求日資收購。直至最近三年才開始有盈利。」

「本公司考慮在港建廠時，在紐約已有一辦事處，所以可以將美國接獲定單在港印刷後再運往美國。」

香港人工低廉是否是重要因素？

「香港人工確實比日本低廉，但每人平

均產量亦低得多。例如，操作本公司柯式八彩滾印機，在香港要十一至十二個人，在日本只要五、六個人，在美國僅需四人。

「香港所用之機器其實比日本更先進，但仍有些書刊無法在此印刷，因為香港工人技術尚未夠水準。香港工人之教育程度只達中學三年級，而日本已達六年級。」

北野利春指出，在港建立印刷廠之一大有利前提，是香港有許多世界最大之出版社。印刷廠可就地直接獲得定單。凸版公司百份之八十產品輸往海外，主要客戶包括「讀者文摘」、「新聞週刊」、「亞洲週刊」、「章魚叢書」及貿易發展局之「香港企業」月刊。

凸版公司與其他許多香港商行均有一項經常性問題：技工接受高級訓練後僅數月就轉廠。但北野利春表示，此種問題並非全是壞事，可以提高香港印刷業之總體水準，以及在海外市場之聲譽。

吉田拉鍊（香港）有限公司是另一間日資製造廠商。董事桑原熹文表示，該公司近年來業績出色，得益於牛仔裝及其他便裝盛行，目前供給本港拉鍊市場百份之八十之需求。

吉田集團是跨國公司，工廠遍佈三十六國。一九六六年來港設廠，翌年開始生產。最近在屯門購得土地，計劃明年將觀塘工廠遷往新址。來港建廠之主要目的是滿足本港龐大市場及加速交貨。「如向日本定貨，要二、三個月後才能交貨。而在香港建廠，接單後就能迅速交貨。」

桑原熹文亦認為，由於香港勞動生產率低，人工並不低廉。

### 精密工業 需要訓練

本刊採訪的另一間日本廠商是影攝佳（香港）有限公司，該公司之觀塘工廠裝配攝影機，零件大都自日本進口。影攝佳公司一九六七年來港合資經營，後來成為母公司獨資擁有之附屬公司，亦是影攝佳唯一之海外

分廠。該公司經理普津澤寬表示，選擇香港之理由是：離日本較近；零件來貨快；外匯不受管制；稅率低；人工低；尤其是勞工水準高。「韓國亦有價廉質高之人工，但外匯受管制，政治上亦不及香港穩定。」

「本公司正設法逐漸在香港製造零件，減少依賴日本。有些零件已出口輸往日本。但以價值計算，港製零件比例仍低。」

影攝佳（香港）有限公司最近自行設計及製造一種「香港型」大眾像機，銷路甚佳。該公司目前僱用五百二十名工人，計劃最近將來增募一百人以滿足市場需求。

另一間精密光學儀器製造廠是澳洲恆利（香港）有限公司。該公司早就利用香港進行財務活動，於一九六五年在港建廠生產。

恆利（香港）有限公司秘書羅諾德指出，人工低廉固然是有利因素，但招募訓練職工却成為經常問題。「本公司是香港唯一生產精密光學玻璃之工廠，所以沒有現成技工，如果投資訓練工人，却有技成人走之虞。經濟衰退時裁減部份工人，現在業務好轉又難於召回。」

但高級職員則從理工學院招聘。恆利為該院贈設六個年度獎學金。該公司還派部份工程師往澳洲受訓。

該公司產品原先大部出口澳洲。「如今主要市場是美國及德國，輸往澳洲僅約百分之三十而已。」

話題一提到牛仔裝，就立即想到「利惠」牌。利惠有限公司於一九七〇年來港建廠，亦是先合資經營，再全部收購。

該廠產品大都出口歐洲、加拿大及遠東各聯營公司。在遠東地區、利惠公司在香港、菲律賓及澳門均設分廠。利惠（遠東）有限公司財務行政董事尹樹棠表示：「本公司宗旨是各分廠為當地市場服務，基本上自給自足。」

但該公司無法說服香港紡織廠生產其所需之高級牛仔布。「香港紡織廠並非是不能生產，而是不願生產。美國之外，高級牛仔

布仍由日本供給。」

由於最近牛仔裝大行其道，該公司工人工資及轉廠率亦劇增，利惠公司對此甚為關切。配額轉讓亦是一大難題。「本公司極欲擴大在港投資，但由於配額限制，却難於如願。」

### 本港設備 已達一流

在世界電器及電子工業中，飛利浦可謂享譽全球。該公司雖然總公司在荷蘭，但其工廠遍佈七十國，僱用工人共四十萬人，是典型跨國公司。

飛利浦香港有限公司製造音響設備，電子零件，原子粒及半導體收音機，照明設備等。該公司且擁有益電半導體有限公司及皇冠收音機有限公司之大部份資本。本港僱員約共二千五百人。

飛利浦香港有限公司新任執行董事梅雅來港不到兩月，對香港之「驚人效率」印象極佳。香港職工責任心很強，「一有任務，立即完成」。梅益並列舉出香港十餘項優點，自政府之不干預政策直至接近主要市場及原料產地。而最大缺點是工廠及住宅之地價租金均極其之高。

香港最早成立之大型電子公司是快捷半導體（香港）有限公司，於一九六二年來港建廠。該公司總經理戴寶麒表示，當初來港投資是因為香港人工低廉。但如今形勢已經改變，香港人工已不復低廉，但勞工之技術

水準日益提高，且每人平均產值亦已甚高。香港之吸引力已轉為先進工業中心之優越條件。香港擁有印尼等勞工地區無法具備之高級設備。

戴寶麒指出，目前之最大憂慮是港府某些政策之趨勢，尤其是香港實行國際勞工組織條例之問題。「星加坡已公開宣告不實行國際勞工組織條例。但香港政府實行比例不知何故日趨增多，此種趨勢會引起不安及不穩定。」

其次是最近對公司稅率之改變。「港督及財政司均表示，香港為求生存，必須維持低稅制。但如何才算低？無人說過，要者不在於稅率是百分之十六點五或十七，而是二年內就增加二次。此種情況會影響投資及擴展。還有改革稅制之建議，亦令人憂慮。」

戴寶麒對徵收電子產品出口稅以資助電子工業訓練之建議，亦表示不安，並已將其觀點知會港府。

但戴寶麒仍然堅信香港有堅穩經濟潛力及樂觀發展前景，他本人亦以此為家，因此才對某些政策之不利趨勢如此關注。

香港究竟是優是劣？不妨用陶氏化學公司執行董事龍定賢之評論作結：「香港確實有很高效率。飛機準時抵達，輪船迅速裝卸，交貨安全妥當，絕無故意滯留索償之虞，交通連絡，公私均屬一流。除此之外，在整個亞太地區，香港最歡迎外來投資。」

## 訪本會新任主席高登先生

羅兵咸會計師行高級合夥人高登先生昨日當選為本會新任主席。本刊為此專誠登門採訪，請高登先生對其任期內之新猷抱負、本會之進展目標及香港之發展前途，發表評論及展望。

羅兵咸會計師行於一九〇二年成立，一九〇七年加入本會，確屬本會資歷最深會員商行之一。該行對本會貢獻甚巨，歷年來一

直坦承本會司庫。在本世紀初，該行創辦人之羅亞述先生兼任本會執行秘書。一九六三至六四年，該行高登爵士榮任本會主席。

## Director's Viewpoint 'Watches and Mortgages'

I was very glad to see the recent newspaper report that Stelux Ltd. has expanded its corporate structure and production and sales capability by acquiring two more Swiss watch accessory manufacturing companies.

Stelux is one of Hong Kong's many success stories and a record of the growth of this company over the past 10 years would provide a fascinating case study for industrial researchers. Personal and corporate initiative, the spur of competition and, above all, the legitimate aspiration to realize business profit are exemplified in the Stelux story.

Stelux is an important segment of Hong Kong's rapidly expanding watch industry. In the last decade, we have moved from being producers of a few low quality accessories to being world scale manufacturers of high quality components, accessories and sub-assemblies. We shall become one of the world's largest producers of electronic watches and I have no doubt that we shall sooner or later manufacture fully mechanical watches as well. At that point, we shall be in competition with both Switzerland and Japan. It would make a great deal of business sense if Swiss and Japanese watch manufacturers were to enter into joint venture production arrangement with Hong Kong companies. Swiss skill, design and brand names allied to Hong Kong's productive capacity, productivity and free enterprise business philosophy would make an unbeatable combination.

I have been promoting this theme for almost 10 years with the Federation of Swiss Watch Manufacturers with, I must confess, little real success. Swiss watchmakers have been unable or unwilling to see Hong Kong as a suitable centre for high quality watch production.

The Swiss Consulate-General has also consistently pressed Swiss industry to examine Hong Kong's potential.

Perhaps now that Stelux has shown the way other cooperative ventures will follow to the satisfaction of both territories.

Another initiative seen recently was the immediate response by Citibank to the Financial Secretary's reference in the Budget address to the proposal that Government should construct 5000 home units a year for purchase by the occupants.

Citibank went on further and proposed a joint venture between the banking system and the Government to increase substantially Hong Kong's capability to produce home units for purchase by families at the lower end of the wage scale. Home ownership is a most desirable aid to social stability and, whilst the Government can point proudly to an unsurpassed record of housing construction during the past 23 years, the need to provide working class families with a demonstrable stake in our society, provides at least one good reason for early consideration of the FNCB proposals.

Jimmy McGregor

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## Overseas Industrial Investment in Hong Kong - You Can't Win Them All!

A few years ago the world's largest producer of outboard motors decided to look into the feasibility of establishing a plant in Asia. The company, Outboard Marine, embarked on a serious study to determine whether it was worthwhile locating a plant in this area of the world and if so where. It surveyed in depth a number of possible locations. One hundred and twenty specific questions were asked. These ranged over the entire economic, financial, political, legal, geographical and infrastructural spectrum of each country, from the size of its GNP to the quality of available schooling for expatriate children. When all the returns were in, the company's findings pointed conclusively to Hong Kong as the site of its future plant in Asia.

When Outboard Marine's HK plant — its first in Asia and largest outside the United States — was officially opened last November, the company's Chairman, Mr. Ralph S. Evinrude, listed some of the reasons why his Board had chosen HK: transportation, communications and banking facilities among the best in the world; a strong and stable currency; an excellent geographical situation; an intelligent and industrious workforce; vitality, confidence and adaptability; a stable political outlook and a Government policy of non-interference.

Of course, in the last analysis no company decides to set up a plant overseas for any reason other than profit. Therefore the most basic question of all which they will ask is:

'Is Hong Kong profitable?'

It could be that not every company is quite so systematic and thorough as Outboard Marine but there are certainly basic questions relating to the profitability of a location which every company will want to ask. For companies like OMC and Dow Chemical, which is also building a massive new plant here, a very important — even crucial — factor in their decision was the change in 1973 in the Government's industrial land policy. OMC's plant at Tsing Yi was the first example of the special procedure for making land available for selected industries which, by their nature, cannot be located in high-rise industrial buildings and which depend upon a high level of capital investment per worker and a more skilled labour force. The Dow Chemical polystyrene production plant was the second successful land application.

### Breakthrough

This policy change may in later years come to be seen as a major breakthrough in HK's industrial development and much of the credit for the change must go to Outboard Marine and Dow. Both companies had operated regional sales offices in Hong Kong for several years, but the high cost of land was previously a serious disincentive against establishing a manufacturing plant here.

For other industries, however, particularly labour intensive industries which can be housed in multi-storey buildings, the cost of land or premises is not such an important factor in their calculations. Of far more im-



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portance is likely to be the cost of labour.

For a textile company, or a firm producing, for example, zippers, the size of the local garment industry is likely to be a very important factor. For a company interested in manufacturing products in HK for sale to the whole Asian region, HK's central location and excellent sea and air communications might be at the top of their list.

### US leads

The most recent figures available (March 1975) put the total amount of overseas investment in Hong Kong industry at \$1,659 million and the number of factories with overseas capital participation at 249. The investment came from 21 countries, the bulk of it being from the United States (\$817 million), Japan (\$255 million), Thailand (\$134 million), the United Kingdom (also \$134 million) and Australia (\$90 million). Other investors included Singapore, Taiwan, Switzerland, France, the Netherlands, Bermuda and the Philippines. Approximately half of the factories were wholly owned by overseas interests and half were joint ventures.

These 249 factories were spread over almost the entire manufacturing spectrum, but the industries with the heaviest overseas participation were electronics, garments, watches and clocks, chemical products and electrical products. Collectively, they employ a labour force of almost 60,000, representing over 11 per cent of the total industrial workforce.

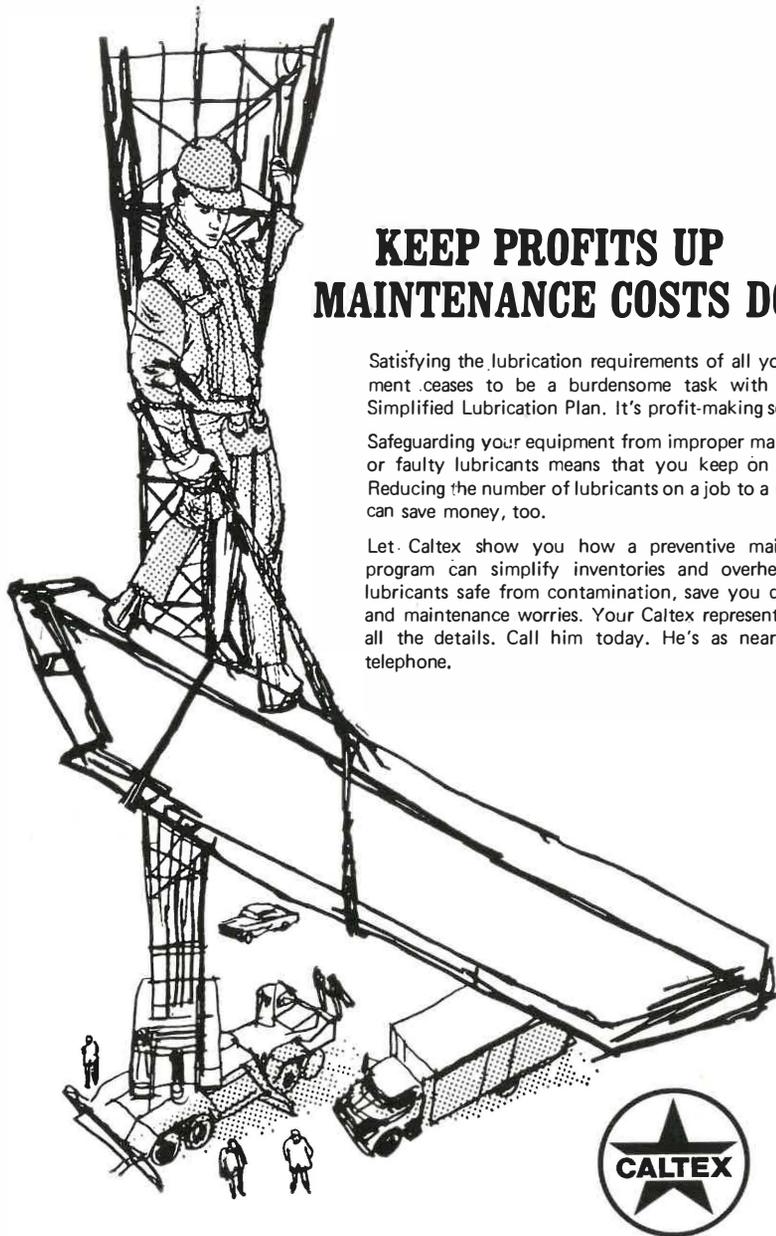
What induced these companies to come to Hong Kong in the first place? What were the particular advantages which Hong Kong offered to their industry? Have any of the companies subsequently regretted their decision? Do they see any particular drawbacks in having a plant in Hong Kong? Are they planning any further expansion?

To obtain the answers to these and other questions *The Bulletin* conducted a series of interviews with leading overseas manufacturing concerns in Hong Kong representing a wide variety of industries and a number of different nationalities.

The results were fairly predictable in as much as many of the same factors were mentioned by several different manufacturers. However, the emphasis attached to the various factors changed according to the nature of the industry.

Quite clearly overseas companies attach a great deal of importance to the consistency of government policies in Hong Kong. This is a point strongly in Hong Kong's favour. The Managing Director of Dow Chemical Pacific Ltd., Mr. Bob Lundeen, was particularly enthusiastic:

'In Hong Kong you know exactly what you're getting into. You can count on government policy being stable, pragmatic and consistent. You know what the ground rules are and you know that these ground rules will not change. You know the government is not suddenly going to demand equity ownership. Oh sure, the Financial Secretary might decide to raise taxes by half a per cent, but



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you know that taxes will remain low. You don't know these things in other countries. This consistency, this stability, is a tremendous asset. In fact I would place it right at the top of the list.'

However, Dow welcomed the change in Government's industrial land policy. 'There was no way we could have purchased land in, say, Kwun Tong, under the system of selling land to the highest bidder,' said Mr. Lundeen. 'Even with the change, the plot on Tsing Yi is by far the most expensive piece of land we own or lease anywhere.'

A major reason for Dow's decision was the size of the local market for polystyrene. Hong Kong is the world's number one exporter of toys and Dow supplies a substantial proportion of the local industry's overall polystyrene requirements.

'Our plant will lead to economic advantages for both ourselves and our local customers. We won't see any more wild fluctuations in the price of polystyrene. Our major customers will not need to hold large inventories in their godowns as before, and neither will we'.

Also, he said, Hong Kong is the only place in the world where the big majority of the company's customers are within a 20-mile radius of the plant.

There are at least 65 Japanese manufacturing concerns in Hong Kong. One of the largest of these in terms of both investment and employment is Toppan Printing Co. Ltd. which has a modern, well-equipped plant in Quarry Bay. Toppan's

Managing Director in Hong Kong is Mr. Toshiharu Kitano.

'We originally came to Hong Kong in 1964 as a joint venture with a local printing company,' explained Mr. Kitano. 'However, after five years of operation the company was still not able to make a profit, so finally the other party asked us to take over. In fact only in the last three years have we begun to show a profit in Hong Kong.'

'At the time we were considering establishing a joint venture overseas. We already had an office in New York so we were able to get orders from the US to be printed here and exported back to the States.'

Was HK's lower labour cost an important factor?

'It is true that labour here is cheaper than in Japan. However, output per worker is also much lower. For example, to operate our eight-colour rotary offset printing machine in HK we require 11 or 12 workers, whereas in Japan the same work can be done by five or six workers and in the United States I believe they can do it with four workers.'

'Our machines in HK are actually better than those in Japan, but there are still some books which we cannot print as the workers are not yet sufficiently skilled. The average worker in Hong Kong may have only had a Form Three education, whereas in Japan he will have studied to Form Six'.

One considerable advantage of having a plant in HK, said Mr. Kitano, is that many of the world's largest

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publishing houses are here. Thus the printing company can negotiate orders with them directly. Eighty per cent of Toppan's output is exported and major customers include Readers Digest, Newsweek, Asia Magazine, Octopus Books and the TDC, whose 'Enterprise' magazine is printed by Toppan.

Toppan, like many other HK companies, has the perennial problem of providing its operatives with good quality training only to see them leave after a few months. But, Mr. Kitano says, this is not entirely a bad thing. It leads to a general improvement of quality standards, particularly among the small printing companies — of which there are hundreds in HK — and therefore a better reputation in our major markets.

### Zippers

A major Japanese manufacturing concern in Hong Kong, and one which has been doing very well in recent years, is YKK Zipper Co. (HK) Ltd. The company's Director, Mr. Hirofumi Kuwahara, told *The Bulletin* that YKK is currently supplying some 80 per cent of the local market for zippers. They have benefitted in particular from the boom in denim and other casual wear in the last year or two.

YKK is a truly multi-national company, with plants in 36 countries, and 83 offices throughout the world. The company first came here in 1966 and commenced production the following year. They have recently purchased land in Tuen Mun and are

hoping to move there from their present premises in Kwun Tong in 1977. A major reason for establishing a plant in Hong Kong was the size of the local market coupled with the need for rapid delivery.

Mr. Kuwahara agreed that labour costs are not really cheap here because labour productivity is low. YKK also suffers from the high mobility of labour in Hong Kong.

The third Japanese company contacted by *The Bulletin* was Yashica (HK) Ltd., whose factory in Kwun Tong assembles cameras with components imported mostly from Japan. Yashica came to HK in 1967 originally as a joint venture. But like Toppan it later became a 100 per cent owned subsidiary of the parent company. This is Yashica's only plant outside Japan.

The Manager, Mr. Futsuzawa, told *The Bulletin* that his company chose HK partly for its proximity to Japan — which means that components arrive quickly — as well as for the absence of controls on foreign currency, the low tax rate, the low cost of labour and, above all, the high quality of labour here.

'Korea also offers good, low-cost labour', said Mr. Futsuzawa, 'but there are problems with foreign currency and the country is less stable politically than HK'.

Like other precision industries, Yashica has had difficulty finding subcontracting companies in HK.

'We are trying increasingly to make our own parts in Hong Kong and to rely less on Japan. Since we started production the proportion of parts



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imported from Japan has decreased. In fact we are now exporting some parts to Japan. But in terms of value the proportion of parts made here is still small,' said Mr. Futsuzawa.

Yashica recently started to produce a popular-priced 'Hong Kong model', designed and manufactured here, which so far has been selling quite well. Yashica might start selling it here next month. The Yashica factory presently has 520 workers. But demand is excellent and the company is planning to expand to 620 workers in the near future.

Another precision optical industry — this time Australian — is Hanimex (HK) Ltd. which specialises in manufacturing high quality optical components for the photographic and allied industries. Hanimex started production in Hong Kong in 1965, but prior to that used HK for financing operations, the attraction being HK's low tax rate and lack of exchange controls.

The company's Secretary, Mr. Derek Ronald, told *The Bulletin* that cheaper labour was certainly an important factor in the decision to establish a plant here. However a constant problem is the recruitment and training of staff.

"We're one of the few companies here producing precision glassware of this nature and therefore there's no pool of trained labour available. We invest considerable amounts of money in training workers but there's always the danger they won't stay. We had to retrench some workers during the recession in 1974 and now

that business has improved we're finding it difficult to get them back again.'

The majority of senior staff is recruited from the Polytechnic, where Hanimex provides six annual scholarships and on occasions some engineers are sent down to Australia for training.

Originally the local company's production was almost wholly exported to Australia, but this is no longer the case. 'Today our major markets are the US and Germany and only about 30 per cent of our production is now exported to Australia' said Mr. Ronald.

### Levis

When one thinks of jeans, one is likely to immediately think of 'Levis'. Levi-Strauss has operated a factory in Hong Kong since 1970. Initially it was a joint venture on a 70:30 basis with a leading local textile manufacturer. Later Levis bought the entire equity.

Most of the factory's output is exported to associate companies in the region, as well as Europe and Canada. In the Far East region, in addition to HK, the company has factories in the Philippines and Macau.

'Our philosophy', said Mr. Vincent Wan, Director of Finance and Administration of Levi Strauss (Far East) Ltd. 'is to aim to be more or less self-supporting in each area, that is, producing for the local market. For example, we produce in the US for the US market and eventually we should achieve self-sufficiency in the Far East market.'

However, said Mr. Wan, it has been

difficult to induce local textile mills to supply the kind of high quality denim they require. 'It's not that they can't produce such denim, but most of them are reluctant to. The best quality denim outside the US still comes from Japan.'

There are two major areas of concern for the company, he said. Firstly there is the high labour turnover, coupled with the rapid increase in wages. This has been particularly so in recent months, with the 'denim boom'.

The quota problem is also a considerable headache, said Mr. Wan. 'We would very much like to invest more heavily in Hong Kong, but we are unable to do so because of the quota limitation. It makes planning extremely difficult.'

### **The multi-multi-national**

One of the world's leading names in electrical and electronic goods is Philips. The company is, of course, Dutch-based, but it is probably one of the most multi-national of all multi-nationals, with plants in more than 70 countries employing some 400,000 workers.

Philips is involved locally in the manufacture of audio equipment, electronic components, transistors, semi-conductors and lighting equipment, mostly for export. The group has a majority participation in Electronic Devices Ltd. (EDL) which manufactures components, and in Coronet Industries, which manufactures radios. Total employment here is about 2,500.

The Managing Director of Philips Hong Kong Ltd. Mr. T. Meyer, said that, although he has been in Hong Kong for less than two months, he is already tremendously impressed with the 'fantastic efficiency' of the place. He has also found a refreshing sense of responsibility among local staff — 'If something has to be done here it is done quickly and well.'

Mr. Meyer listed more than a dozen other advantages of being in Hong Kong, from the lack of Government red tape to HK's proximity to major markets and materials sources.

A major drawback, he said, is the very high cost of land and rent, both industrial and residential.

The trouble with working for Philips, joked Mr. Meyer, is that you simply cannot get away from it. 'I passed through the Seychelles on holiday recently thinking "at least here I'll get away from Philips". But I suddenly come across a chap wearing a Philips T-shirt.'

One of Hong Kong's earliest electronics investors (1962) was Fairchild Semiconductor (HK) Ltd.. 'Our original investment decision was based on Hong Kong's favourable investment climate, and the availability and low cost of labour', said Fairchild's General Manager, Mr. R.E. Belcher. 'However, in the last 14 years initial factors have undergone significant change.

'Labour is no longer inexpensive and demand for labour frequently exceeds supply. But these problems have been off-set by the increasingly high value of output per worker and

the growing technical capabilities of the labour supply. Today's work force exhibits the combination of assets; highly industrious, dedicated and versatile.'

His greatest concern, Mr. Belcher said, is the potential change in the attractiveness of the investment climate. He focused on two major areas: labour legislation and taxation.

He is quite concerned about legislation limiting flexibility of the work force. There are signs that the Hong Kong Government is adapting labour laws from outside which do not always fit the real needs and requirements in Hong Kong. The unwarranted external interference and pressures in labour matters may, he said, prove detrimental to the interests of Hong Kong in the long run. Singapore, by contrast, has publicly announced it will not subscribe to or apply ILO Conventions, but for some reason, the Hong Kong Government appears to be introducing an increasing number of conventions.

His second area of concern is the recent changes in corporate tax rate. 'Both the Governor and the Financial Secretary have acknowledged that corporate tax rate must be low if Hong Kong is to remain viable as a trade and manufacturing centre. After many years of tax stability, we have now seen several recent increases in corporate tax rate and whilst the new tax rate itself is not a disincentive, the relevant concern is that there have been two tax increases in the last two years. Coupled with these changes is the creation of a committee to study

and make recommendations on the tax base for future Budgets. This introduces an air of uncertainty which affects investment decisions.

'Until the tax base and the corporate rate and therefore payback can be clearly determined, I cannot recommend further investment to my Board. Again by contrast, Singapore and Korea have known tax policies under which payback conditions can be firmly established.'

Despite his concern on these points, Mr. Belcher is clearly optimistic about Hong Kong's continuing high potential and strong economic future.

Indeed, after 7 years, Mr. Belcher sees Hong Kong as his home, which is why he is so concerned.

Perhaps the last word on Hong Kong's pros and cons should go to another American, since the US is by far the largest overseas investor here. Like nearly all the people contacted by *The Bulletin*, Mr. Bob Lundeen, Managing Director of Dow Chemical Pacific Ltd. is greatly impressed by the all-round speed and efficiency of HK.

'The place really works. Aircraft arrive on schedule, ships are not subject to long delays. You know that your cargo will arrive and be unloaded safely and there are no scandalous demurrage charges. Communications, both personal and industrial, are first class. Added to that, Hong Kong must be the most open place in the whole Asia-Pacific region for investment.

'If you think we're enthusiastic, we are!'

# Picture Briefing

**A & B** Two Good Citizen Award presentations were held in February. The first was a large-scale public ceremony at Yuen Long on February 13th attended by more than 3,000 people. A General Committee member, the Hon James M.H. Wu, presented a total of \$42,000 to 21 recipients, all of whom were from the New Territories. The second presentation took place in the Chamber boardroom, where two public-spirited taxi-drivers were given awards of \$2,000 and \$1,000 by the Vice-Chairman, Mr. Leslie Gordon.



**C** More than 300 members of the General Chamber and the American Chamber attended a luncheon talk held at the Furama Hotel on February 18th where the guest speaker was the noted US economist and investment counsellor, Dr. Pierre Rinfret.



**D** H.E. Lieutenant-General Sir Edwin Bramall, M.C.B., O.B.E., M.C., Commander of British Forces, attended a meeting of the Home Affairs Committee on March 4th to speak on the role of the British Forces in Hong Kong. Sir Edwin Bramall (2nd from right) is pictured here with Mr Leslie Gordon, Mr. H.M.G. Forsgate and Mr Peter Foxon.



**E** The Chamber's annual luncheon for members of the Consular Corps was held at the Hilton Hotel on March 8th. Mr Foxon is seen here talking with the Doyen of the Consular Corps, Mr Pio Pignatti Morano, the Italian Consul-General.



**F** Mr Foxon presented Chamber scholarships to six students from the two universities, the Polytechnic and Morrison Hill Technical Institute at a ceremony held in the Chamber Boardroom on March 12th. Mr Foxon and Mr Gordon are pictured here with the six lucky students.



**G** Mr Leslie Gordon was elected Chairman at the Annual General Meeting on March 29th. (See page 20).



## “Ground hostesses in Asia have a particular responsibility to their passengers.”

“You’re often dealing with people who don’t know the procedures and routines. They don’t know where to go. We just keep our eyes open, looking for passengers needing help. At Kai Tak, we have about 150 girls, speaking several languages. We try and take care of every passenger whenever we can. Yes, I like working with people.”

Cathay Pacific Ground Hostess Ann Buckley; interviewed at Hong Kong’s Kai Tak Airport, December 19th, 1975.

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## Introducing Our New Chairman L. W. Gordon.

**I**N 1907 the Chamber’s Secretary, Mr. A. R. Lowe, resigned his post due to, as he put it, ‘the pressures of business.’

That must have been a considerable understatement, since Mr. Lowe, one of the founders of the chartered accountants firm of Lowe, Bingham & Matthews, had to look after the Chamber’s affairs during half his time and run Lowe, Bingham & Matthews during the other half.

Mr. Lowe had served as the Chamber’s Secretary for five years. The firm was established in 1902 and joined the Chamber in 1907. It is, therefore, one of the Chamber’s most senior member companies.

In 1925 it was decided to employ full-time secretarial staff direct, ‘Thus leaving the Secretary free to cope with the ever-increasing work which befalls the Chamber with the rapid growth of the Colony’, as the minutes of the Annual General Meeting for that year put it. But Lowe, Bingham & Matthews remained the Chamber’s treasurers.

Thus the company’s contribution to the Chamber over the years has been considerable. Having supplied the Chamber with its Secretary in the early years of this century, Lowe, Bingham & Matthews then gave us our Chairman in 1963/64 — that was Sir Sidney Gordon. Now Sir Sidney’s brother, Leslie Gordon, is to be our Chairman for the next two years. Mr. Gordon was elected as the Chamber’s new Chairman at the Annual General Meeting. Just as Mr. Lowe found running the Chamber’s affairs almost

a full-time job in 1907, so too will Mr. Gordon find his time fully occupied with the ever-expanding responsibilities of the office of Chairman.

Lowe, Bingham & Matthews has come a long way since 1902 and is now HK’s largest firm of chartered accountants with more than 5,000 clients and a staff of over 620.

Mr. Gordon told *The Bulletin* he is looking forward to his tenure as Chairman. He sees his election as both an honour and a challenge. What are his plans for the Chamber during the next two years? ‘Well, first of all I don’t believe in change purely for the sake of change. But the Chamber must naturally keep up with developments. Thus quite a few organisational changes have been made in the past few months. The Chamber’s sphere of activities has been broadened. I think now we must assess our progress and evaluate the changes which have been made. But I think the Chamber should on the whole continue to develop along existing lines.’

Mr. Gordon said he would like to see more participation by members, both large and small, in Chamber functions. Such functions, he believes, help to stimulate more interest and encourage a sense of belonging to the Chamber.

He also feels that perhaps we might do a little more for the small members. Such companies do after all make up a sizeable majority of the Chamber’s overall membership. Mr. Gordon is conscious of the image

no longer accurate — which the Chamber might still have in the eyes of some people as a 'Western Merchants' Chamber principally representing the interests of a few larger members. Continuing efforts must be made to change this image.

Another area to which our new Chairman attaches considerable importance is home affairs. He is particularly pleased that the Chamber is now showing an increasingly active interest in this field. As he puts it, 'These are things which affect Hong Kong and which affect our members. In particular, I think the Chamber can play an important advisory role in examining and making proposals on new legislation.'

### Scottish nationalism

Turning to other matters, *The Bulletin* asked Mr. Gordon, as a Scot, his feelings about current developments in Scotland. The Scottish National Party has been steadily gaining strength in recent years, boosted no doubt by Scotland's new-found economic wealth as well as by growing disillusionment in Scotland about decisions that are made in Westminster.

'Although I am a Scot, and in fact I am currently Vice Chieftain of the St. Andrew's Society, it is 24 years since I lived in Scotland, so I'm naturally a bit out of touch with developments there. But I am certainly not an advocate of political independence for Scotland. I don't believe in dividing the UK up into separate parts like that. The country is small enough as it is!'

Still on the subject of the UK, what did he think about Members of Parliament who spend a few days here and then return to London as 'instant experts' on Hong Kong making all sorts of way-out statements about local conditions?

'On balance I think it's worth having MPs here, even if only for a few days. They can learn where to get information in future and they are likely to be more sympathetic to Hong Kong, having been here. It's better that they should come here than not come here. At least they can see for themselves what we have achieved in areas like housing and public works.'

He does not think it would be a good idea for Hong Kong to be directly represented at Westminster, as was suggested in Legco recently. 'This would mean getting involved in party politics. We should stay away from that.'

Leslie Gordon was born in Glasgow in 1925, in the year of the Ox. He joined the Scots Guards in 1943 ('As a guardsman, not an officer') and served for four years, mainly on the continent of Europe. He became a chartered accountant in 1951 and joined Lowe, Bingham & Matthews in Hong Kong in March 1952. He has remained here ever since. He became the Senior Partner of Lowe, Bingham & Matthews in 1972 and was elected to the Chamber's General Committee in the same year.

He is married, with a son and two daughters. The son appears to be following in Dad's footsteps and has been in Australia with Price Water-

house, the international auditing firm of which Lowe Bingham and Matthews is a Council member. Leslie Gordon represents the Hong Kong firm on Price Waterhouse International's Council and recently attended a meeting at Rio de Janeiro.

Mr. Gordon's eldest daughter is studying at Exeter University and the younger daughter is at school in the UK.

Like other local Taipans, Mr. Gordon holds an impressive list of Directorships, including those of Hong Kong Land and Dairy Farm and (of course) the dozen or so subsidiary or associate companies of Lowe, Bingham & Matthews. He is the Honorary Treasurer of the Community Chest and Vice-President of the Hong Kong Society of Accountants, as well as the English Schools Foundation. He also serves on a number of Government Advisory Committees, including the Banking Advisory Committee and is a member of the Trade Development Council. With his election as Chairman of the Chamber he will no doubt take on a number of other important Committee posts.

Mr. Gordon is a keen race-goer and sits on the Panel of Race-Meeting Stewards. He and his brother (Sir Sidney Gordon) own a horse. 'No, it hasn't won recently', he told *The Bulletin*. However, only two days after saying that, the horse, 'Pavot Boy', came up trumps at Happy Valley at 5-1.

He lists other hobbies as boating and golf and he also enjoys reading.

'You mean reading balance sheets?', we asked. 'No, non-fiction mostly, particularly historical works. But the trouble is there's just so much to read, and so little time in which to read it.'

Looking ahead, how did Mr. Gordon see Hong Kong's prospects in the next few years, particularly with regard to our efforts to attract more overseas investment in local industry and the growing competition which we face from neighbouring countries.'

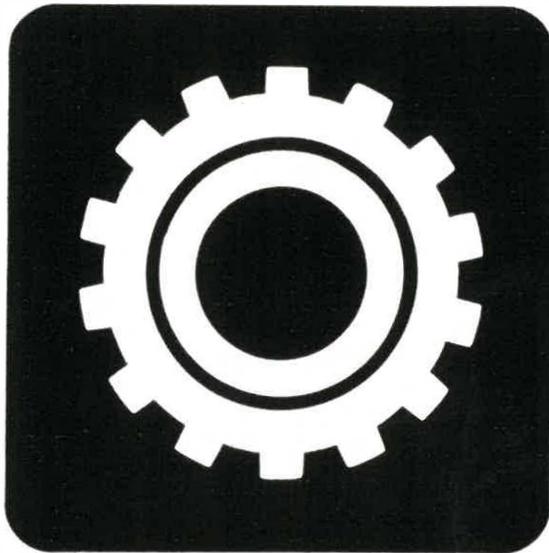
'Well, we're obviously going to have to put in considerably more effort in future in order to stay ahead of our competitors, but I think we will stay ahead. The Chamber, together with Government and the TDC, is doing a great deal to attract the right kind of industries to Hong Kong, and there would appear to be a definite interest overseas in investing here.

'Overseas industrialists are attracted by Hong Kong's skilled labour, low rates of taxation and free exchange facilities. Also the absence of import duties, and above all by Hong Kong's political stability. Hong Kong is the most stable place in the region and I think this is due in no small part to our stable form of government and absence of political parties.'

Leslie Gordon has great faith in the strength and flexibility of Hong Kong and the vitality of its people. He is an optimist, but it is optimism based on 24 years of experience in Hong Kong. We can be sure that his energy and experience will serve the Chamber and its 1,900 members well during the next two years.

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## MPs Demand the Facts - Or Do They?

**M**R. Speaker, I beg leave to ask the Home Secretary how many of my honourable friends have financial interests in organised prostitution in Soho? I also beg leave to ask how many of my honourable friends are bankers, merchants or industrialists, and how many are manual workers? Finally when does the Home Secretary intend to appoint a commission of enquiry into the social and economic circumstances of the United Kingdom?

Any Member of Parliament asking such a string of Private Member's questions in the House of Commons would instantly be branded either as lunatic fringe, or as one out simply to score an obscure political point. Furthermore, it is likely that the first question would have been met with an outburst of righteous indignation from MPs, and, under the operation of Parliamentary Privilege, it is doubtful if the question could ever have been reported in the press.

### Appropriate?

What however seems appropriate for the metropolitan power does not always seem appropriate for Hong Kong. These precisely were the questions asked about members of our Legislative Council by Mr. Frank Hooley, Labour MP for Heeley. ('Hooley for Heeley' seems an apt electioneering slogan — one wonders if he uses it?)

The questions were of course taken seriously by the Foreign Secretary, Mr. David Ennals, as indeed he is obliged to take them. One may be

reasonably sure however that the party whip would have been after Mr. Hooley for wasting Parliamentary time had he chosen to air these questions in respect of the UK and of his fellow parliamentarians.

It is a little unfair to poke fun at MPs who are prepared to take an interest, however biased, in Hong Kong. Hong Kong stands to gain from their interest whilst we could lose considerably if Westminster becomes apathetic to our problems.

### HK a vehicle

Given the nature of parliamentary democracy, we must from time to time expect the occasional MP to use 'the HK case' as a vehicle for his own political beliefs and ambitions. The Labour Party is dependent both on union cash and union votes. For instance, an MP with a union backing and perhaps background, will of course tend to assume that what is good for Britain is also good for HK. Mr. Hooley's questions concerning representation in Legco might therefore be seen in this context. HK need not get too concerned about it, since many MPs will be well aware that Mr. Hooley was in fact putting forth a set of political assumptions that do not necessarily command assent from the majority of the British people.

His question concerning prostitution was however in a different category. It was offensive and unnecessary and Mr. Hooley knew perfectly well what the answer would be. That he put such a question at all must be taken

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as a measure of his distaste for Hong Kong and his ignorance of our situation.

Member companies unfamiliar with British Parliamentary procedure may not fully understand the significance of Question Time in the Commons. The questions asked by Mr. Hooley are most certainly not to be regarded as statements by the British Government. They are in fact the statements of a private individual who also happens to be a Member of Parliament.

Because of the tremendous pressure on Parliamentary time, and because of the two-party system with its need for the back bench member to subordinate himself to the overall interests of his party, the ordinary MP does not often get an opportunity to bring to the attention of the Government all of the issues which he feels are of importance.

### Question time

One occasion when the ordinary MP can however bring up matters that might not otherwise be considered is Question Time. Every MP has a right to ask a Crown Minister for information on any facet of Governmental policy or administration, or what he believes ought to be the subject of Governmental policy or administration. The proviso, of course, is that the MP must ask—seemingly—for information rather than make a speech or put forward a statement of belief. However, it needs little ingenuity to turn a mini-speech into the form of a question.

Mr. Hooley probably wanted to say

'I believe there are too many bankers on the Legislative Council and not enough working men.' but could not do so under the parliamentary procedure open to him.

### Digests

The Chamber follows all the references made to HK in Parliament with the help of the digests made available by the HK Government Information Services. Although Hong Kong is only rarely mentioned in a full scale debate, it is frequently mentioned in Question Time. The statistically minded may be interested to know that almost 50 questions, including supplementary questions, concerning HK have been asked by Members since the Christmas recess. This indicates a substantial volume of interest in HK by MPs. And it would be wrong to imagine that all these questions were critical.

Questions asked cover the whole range of life in HK—social issues such as housing, education and crime are mentioned frequently. So inevitably is corruption. Leftwing MPs in particular tend to interest themselves in labour legislation and wage rates. MPs from constituencies where the British textile industry is located raise questions concerning the level of imports of textiles from HK into Britain.

As far as the current Parliamentary session is concerned, Mr. Hooley holds the record for numbers of questions asked. Including follow-up questions, he has in the last two months or so brought up different



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points concerning HK on 16 occasions. Other persistent questioners recently include Sir Anthony Royle, who of course has long had a close interest in HK and is one of our best friends in the House, Sir Paul Bryan, and at present Mr. Nicholas Winterton, although his questions have concerned themselves solely with textile imports — understandably so since the gentleman comes from a constituency with large textile interests.

Although the press frequently picks up and reports some of the more sensational questions concerning HK, the full flavour of Question Time, and thus the view of the British Government towards HK, only becomes apparent if a full session is allowed.

### Policy review

It is therefore worth quoting such a session at length. The following exchange of questions and answers took place on February 18th.

John Watkinson (Labour, Gloucestershire West) asked Secretary of State, Foreign and Commonwealth Affairs, if the Government intends to review its policy towards Hong Kong.

*David Ennals* (Minister of State, Foreign and Commonwealth Affairs): It is the Government's policy to administer Hong Kong in the interests of those who live there. The way this policy should best be implemented is naturally kept under review. My friend will have a first-hand opportunity to examine the situation when he visits Hong Kong in May.

*Watkinson*: Does my friend agree

that under the cover of vast wealth in Hong Kong lurk the areas of human deprivation in relation to the right to vote, social conditions and civil rights? Is not that a disgrace for this or any other Government? Will the Foreign and Commonwealth Secretary take the opportunity when he visits Hong Kong to discuss the value of a £40 million defence commitment to the colony?

*Ennals*: Certainly my friend will be looking at the conditions widely. The Hong Kong Government have had formidable problems dealing with social conditions in the territory particularly in absorbing large numbers of immigrants from China. The population of Hong Kong has increased sevenfold. The major task, but progress is being made, is particularly in planning of long-term programmes for social welfare.

*Sir Anthony Royle* (Conservative, Richmond-Upon-Thames): Does the Gentleman agree that Hong Kong must be looked at in the Asian context? The Colony has made great progress over the past two or three years. Will my friend give assurance that the Government will support the Hong Kong Government in their efforts?

*Ennals*: Yes, I certainly give assurance. The people of Hong Kong expect it. It is true that Hong Kong's record in a variety of respects compares favourably with that of other parts of Asia, but we are aware of the deficiencies. The Governor is closely in touch with us, and the Hong Kong Government are doing all they can.

*James Johnson* (Labour, Kingston-

Upon-Hull West): Does not my friend agree that Hong Kong is unique among the few dependencies left in the old Empire? Has he studied the Fabian pamphlet by England? If so, will he comment on the suggestion made in the House before, that although there are not direct elections to the Legislative Council, we should nominate as members of the Urban Council some elected in some shape or form by the people on the pavements?

*Ennals:* I have seen the pamphlet. It contains some important ideas which we are examining. The Governor himself has said there is room for change in the Legislative Council while retaining the essential balance. There is value in having a broader cross-section of life in Hong Kong represented.

*Christopher Tugendhat* (Conservative, City of London Westminster South): Does the Gentleman agree that the Governor and the whole of the Hong Kong Government recognise the need to associate the people of the Colony as closely as possible? Does he not agree they have done magnificent work in building up substitutes for democracy by the neighbourhood councils and so on? It is China more than anything else which makes progress difficult.

*Ennals:* It has to be recognised that Hong Kong's geographical and constitutional position—and obviously not moving towards independence—create problems which are almost unique. We have great confidence in the Governor and those who advise him.

Much of the interest in HK is generated by the efforts of the Anglo-HK Parliamentary Group, a group of private members who have chosen voluntarily, or been asked by their parties, to take a special interest in our affairs. To avoid any bias, this group covers both parties, and given the political differences between Labour and Conservatives, it is to be expected that one side will tend to concentrate on, say, labour relations and working conditions, whilst the other will tend to stress the benefits of HK's free enterprise system.

### HK Association

HK itself makes a continuous attempt to keep in touch with this influential group—which collectively can have a considerable influence on our future development—via the HK Government Office in London and the HK Association. The Chamber has recently stepped up recruitment for the HK branch of the HK Association, since a flourishing, informed and active local group is necessary to provide information and support for the efforts of the Association in London. Chamber member companies or individuals (membership can be on either basis) who are not members of the HK Association but would like to consider joining should contact Jimmy McGregor, who is Hon Secretary of the HK Branch, or his assistant, Miss Veronica Loo. The subscription is only \$200 per year for individuals and \$400 for corporate members.

One of the functions of the HK Association, in co-operation with

Government, is to sponsor visits by MPs to HK. The purpose of these visits is of course to provide MPs with an opportunity to see for themselves what HK is like and what our problems really are.

Judged by their performance, or lack thereof, at Question Time, some MPs appear to benefit little from their visits. This, one must assume, is because their pre-conceived ideas and convictions are so strong that they see only what they are looking for, or have come merely for the ride. But in many other cases one can notice a distinct improvement of the MPs' grasp of HK as an overall entity—keeping in perspective both the good and the bad.

### Benefit derived

Thus it was with interest that the Chamber noted that Mr. Christopher Tugendhat, who was in HK a few months ago and, among others, met members of the Chamber's Council, recently participated in Question Time on HK's behalf. Mr. Tugendhat's 'question' is quoted in the extract from the session held on Feb. 18th. In effect, it was a short speech, and showed that within the limits of the brief time allowed him for a question, here was one example of an MP who derived benefit from his visit.

The process of mutual inspection, as it were, is not one sided. For the past few years our own Urban Council has organised an annual visit to the UK with, among other things, the objective of briefing MPs on conditions and problems here. Some of

our local critics are among the councillors who have participated in these visits and it is not perhaps surprising that some MPs appear to accept the accuracy of some of this criticism without hearing the other view.

And, ultimately, only an idiot would want to pretend that HK is paradise. There are many shortcomings in our record and performance that are no cause for pride. But we have as many achievements of which we may justly boast.

If one discounts the pleas of those MPs with special interests, for example, concern to protect the industry of their constituencies, the picture of HK that emerges at Question Time in the House of Commons is not unfair to Hong Kong.

But we would like to meet Mr. Hooley on our home ground!

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昨日，其弟高登先生在本會週年大會上當選為本會新任主席。

## 滄桑巨變 貢獻甚多

自上世紀開埠初期至本世紀初葉，香港總商會執行秘書一職，往往請本港商業界聞人要員兼任，尚未聘請專人負責。

一九〇七年，本會執行秘書羅亞述先生在任職五年之後，因為「業務繁重」而辭退該職。

該條辭呈可說是太過謙遜。因為羅亞述先生身為羅兵咸會計師行創辦人之一，既要經營該行之繁忙業務，又要管理香港總商會之重大事務，實在是分身乏術，無暇兼顧。

而繼羅先生之後出任本會執行秘書一職之威廉士先生，亦是由羅兵咸會計師事務所為本會所聘任。

香港進入本世紀後，居民日益增多，商業日趨繁榮。香港總商會之業務及職責亦愈益擴大。

一九二五年，本會決定直接聘任專職執行秘書。根據該年度全體會員週年大會紀錄之記載：「此舉可使執行秘書足以應付本會因本殖民地迅速發展而日益增多之業務職責。」

但羅兵咸會計師事務所仍舊擔任本會之司庫。

自本世紀初迄於今日，香港之發展可謂滄桑田，變化甚巨。而本會亦已大大擴展，會員商行增至近二千間。羅兵咸會計師事務所也已成爲本港規模最大之會計師行，擁有五千多個客戶，及六百二十多名職員。

## 既是光榮 又是挑戰

本刊詢及高登先生在今後兩年任期中對本會工作有何抱負？高登先生表示，能當選本會主席，至感榮幸，既是一種光榮，又是一項挑戰。

「本人不主張爲改革而改革，但香港總商會必須與時代之發展齊頭並進，在協助本港發展方面扮演重要角色。過去數月中，本會已實行多項內部改組，使本會功能職責之範圍大爲擴展。現在應檢討及評價已有之進展及已作之改革。但本人認爲總體而言，本會應依循目前之方向繼續發展。」

高登先生表示，希望會員商行更多參加本會之大小活動。本會亦應繼續組織適於會員踴躍參加之各種活動，俾有助於增強會員商行對本會之關心及歸屬感。較小會員商行畢竟佔本會會員之大多數，也許應該適當多爲其着想。

高登先生並指出，香港總商會以前被稱爲「西商會」，被視爲主要代表少數較大會員商行之利益。此一「形象」近來雖已有所改觀，但在部分人士心目中也許仍然存在，必須繼續努力予以糾正。

本會新主席亦極爲重視本港民政事務，對於本會目前日益積極參與此方面事務，尤其感覺滿意。「有些事情既影響香港，亦影響本會會員。本人特別主張，本會應在審查及建議新法例方面扮演重要諮詢角色。」

## 離鄉別井 二十四載

話題一轉，本會「會刊」詢及高登先生身爲一個蘇格蘭人，對蘇格蘭目前之發展作何感想？

蘇格蘭民族黨近年來穩步拓展實力，影響日益擴大。其原因毫無疑問是由於蘇格蘭雖然在英國經濟中之地位日趨重要，但對英國議會之種種決策却越來越失望。

高登先生表示：「本人雖然是蘇格蘭人，而且事實上還是聖安德烈會（一蘇格蘭人團體——附註）之現任副會長，但如今離開蘇格蘭已達二十四年之久。然而，本人絕對不會主張蘇格蘭之政權獨立，而且根本不同意把英國分成若干獨立部份。英國如今已經是夠小的了！」

## 議員訪港 利多於弊

談及英國國會議員訪港短短數日，回到倫敦就儼然以「香港問題專家」自居，對本港情況發表種種不合事實之指責，高登先生又作何看法？

「本人認為，權衡利弊得失，英國議員來港訪問，即使僅逗留幾天，亦仍有一定價值。他們可以知道今後從何處獲悉資料及了解情況，對於香港也往往因有一遊之緣而較為同情。來總比不來好。他們至少可以親眼看到香港在住宅樓宇及公共建設等方面所取得之成就。」

高登先生認為，立法局最近關於香港應在英國議會中有直接代表之建議，並非善策。「有可能捲入黨派政治，還是敬而遠之為妙。」

## 經歷豐富 解甲經商

高登先生一九二五年生於格拉斯哥，生肖屬牛。一九四三年加入蘇格蘭近衛軍，服役四年，從軍歐洲。一九五一年，考獲英國特許會計師，一九五二年三月加入香港羅兵咸會計師行，直至今日。一九七二年，昇任該行高級合夥人。同年，入選香港總商會董事會。

高登先生已婚，有一子二女。子承父業，在澳洲派華國際會計師行服務。羅兵咸會計師樓為該行理事會成員公司，高登先生則出任代表，日前剛赴里約熱內盧出席會議。長女在英國愛克塞特大學深造，小女亦在英國讀中學。

## 志趣廣泛 多姿多彩

高登先生與香港其他「大班」一樣，兼任許多公司之董事，包括置地公司、牛奶公司以及羅兵咸會計師行之十餘間附屬或聯營

公司。高登先生是貿易發展局理事會理事，公益金義務司庫，香港會計師公會副會長及英文學校基金會副會長，並參加銀行業務諮詢委員會等若干政府之諮詢機構。高登先生榮任本會主席後，無疑將會兼任若干其他重要委員會之委員。

高登先生熱衷於賽馬運動，是馬會賽事董事局名譽幹事，與其兄高登爵士擁有一匹賽馬「樂童」，最近出賽，奮勇勝出，派彩率高達五比一。其他嗜好還有泛舟遨遊，打高爾夫球及閱讀。「是不是閱讀資產負債表」？「噢，不是，大都是人文書籍，特別是歷史著作。但欲讀之書籍如此之多，可讀之時間如此之少，委實力不從心。」

## 展望未來 充滿信心

展望未來，對於香港未來數年之前景，尤其是本會促進外國工業來港投資之努力，及本港面臨與南韓及台灣等隣邦競爭日烈之趨勢，高登先生又作何預測？

「不言而喻，本港今後必須倍加努力，才能繼續在競爭中領先。但本人相信香港將會繼續領先。本會與政府及貿易發展局正在大力促進海外工業來港建廠，看來外國工業對於來港投資亦確有濃厚興趣。」

「本港之熟練勞工，低稅率、外匯自由及免徵入口稅，對外國工業家頗具吸引力。特別是香港在政治上之穩定，在遠東地區可謂首屈一指，此大多應歸功於本港政制之穩定以及絕無政治黨派之爭。」

\* \* \* \*

高登先生對於香海之潛力及彈性以及香港市民之活力及幹勁，懷有極大信心。高登先生是樂觀主義者，而此種樂觀基於其在香港二十四年長期豐富之經驗。相信高登先生以其才幹及經驗為本會及其一千九百間會員商行服務，在今後兩年中必然大有建樹。

## 英國國會質詢香港事務析疑

報章不時報導英國議員在國會質詢香港事務，初看猶若海外奇談，內情實質究竟如何？讀畢本文即可知其答案。

### 借題發問 司空見慣

「請問內政部長，有多少位議員在蘇豪區妓院中有財務利益？再請問議員中有多少位是銀行家、商人或工業家，又有多少位是工人？最後請問內政部長意欲何時委任一調查委員會，調查英國之社會及經濟狀況？」任何英國議員如在下議院提出此類問題，一定會被視為極端分子，立即成為眾矢之的，不啻自毀宦途。而且國會有權不准報章報導此類新聞。

然而，工黨議員何理正是用上述問題在下議院詢及香港立法局議員。外交次長安魯斯當然亦必須鄭重其事答覆此類質詢。

探究英國議會民主之實質，某些議員借用「香港問題」之題目而發揮自己之政治主張，本來不足為奇。工黨既然依靠工會之支持，工黨議員質詢香港立法局之工人代表席位，也就理所當然，而且何理並不代表英國大多數臣民，香港大可對此置之不理。

### 明知故問 不足為奇

本會會員如不熟悉英國國會之工作程序，也許不能充分瞭解下議院「質詢時間」之意義。何理所提之問題顯然絕對不代表英國政府，而只是某議員之個人見解而已。

因為議會議程極其繁多而時間十分緊迫，又因為兩黨政制需要每位議員服從本黨整體利益，所以「後座議員」並不經常有機會在議會中提出各自之政見。而「質詢時間」就成為其唯一可乘之機，任何議員均有權向內閣大臣詢問政府決策或行政管理任何方面之情況。唯一規定是只准提出問題，不准發

表演說或聲明。然而，將簡短演說改為提問形式，對議員大人而言實在是易如反掌。何理所提問題無異是說「本人認為香港立法局議員中，銀行家太多却沒有工人。」其實何理本來就是明知故問。

### 詢問甚多 各異其趣

本會借助港府新聞處，對英國議會中涉及香港之發言，知之甚詳。香港在正式辯論中雖然難得為人提到，但在「質詢時間」中却頻頻被人道及。自從去年聖誕節休會期以來，議員所提問題中，已有五十個涉及香港。可見英國議員對香港確有濃厚興趣。然而此類質詢並非均是批評指責。

提問內容包括香港生活之各個方面，諸如居住、教育及罪行等社會問題就常被提及。貪污當然更是熱門問題。左翼議員往往對勞工法例及工資標準較有興趣。來自紡織業選區之議員則詢問香港紡織品輸英情況。

根據近二個多月之統計，何理提問最多，共計十六次，涉及範圍亦極廣。其他頻頻發問者有香港人之好友雷里爵士、布萊爵士及專門詢問紡織品入口之溫特頓先生。

### 議員提問 唇槍舌劍

報章報導國會發言，求其轟動視聽，容易以偏概全，導致錯誤印象。現將今年二月十八日英國下議員「質詢時間」之問答詳譯如下，以窺全豹：

工黨議員屈堅申問外交聯邦事務次長安魯斯先生，英國政府是否打算檢討對香港之政策。

安魯斯答：政府之政策是依據香港居民

之利益治理香港。並經常檢討該政策，務使妥善實行。閣下五月訪問香港，將有機會親自視察。

屈堅申問：閣下是否同意香港表面之巨大財富掩蓋着市民被剝奪選舉權及公民權等社會弊端？此種情況豈不是政府之恥辱？外交及聯邦事務大臣訪問香港時是否將討論四千萬英鎊之香港防衛費問題？

安魯斯答：香港政府治理香港社會有許多棘手問題，尤以容納大量中國移民為然。香港人口已增加七倍。首要任務是制定長期社會福利計劃，現已有所進展。

### 黨同伐異 壁壘分明

保守黨議員雷里爵士問：閣下是否認為必須以亞洲為背景討論香港問題？香港在近兩三年來已獲得巨大進展……閣下可否保證政府將支持香港政府之政舉？

安魯斯答：當然可以保證。香港居民亦期望此種保證。香港在許多方面已較其他亞洲地區為佳，但仍有缺點。香港總督與本部保持密切連絡，香港政府正在盡力而為。

工黨議員約翰遜問：閣下是否同意香港在從前英帝國剩餘之少數殖民地中並非例外？閣下是否閱悉英格蘭所著之費邊社小冊？閣下如已閱悉，可否對下議院以前之提議發表評論，即香港立法局雖無直接選舉，應否由市民直接選舉市政局議員？

安魯斯：本人已讀悉該小冊，本部正在研究其中某些重要主張。香港總督本人表示立法局保留基本平衡外可以有所改變。擴大香港社會各方面之代表性有其價值。

保守黨議員杜根德問：閣下是否同意香港總督及整個香港政府均承認必須盡量密切連系香港居民？閣下是否同意香港成立各種委員會已在建立民主制度方面獲致巨大成就？中國比任何其他因素更使香港難以實行此方面之進展。

安魯斯答：必須承認香港之地理位置及

政體制度（顯然不會演變成獨立政制）造成獨特之難題，但本部對港督及其同寅充滿信心。

### 訪問視察 消除成見

此種對香港之興趣大都應歸功於英港議員小組之努力。該小組由部份選區議員組成，或是出於自願或由黨派授意，對香港事務特別有興趣。該小組為避免偏見，包括兩黨議員，容許政見歧異，因此往往一方重視勞資關係及工作條件，另一方面則強調香港自由企業制度之利益。

香港逕由香港駐英辦事處及香港中英工商協會，設法與該小組經常保持接觸。該小組對香港未來之發展可有巨大之影響。本會最近正為香港協會本港分會展開徵募會員運動，以為倫敦總會進一步提供資料及支持。本會會員商行或個人有意加入香港中英工商協會者，請與該會香港分會義務秘書麥理覺先生或其助理盧劍英小姐連絡。每年會員費，公司會員僅四百元，個人會員僅二百元。

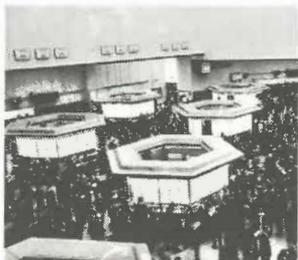
香港協會多項功能職責之一，是與港府合作組織英國議員來港訪問，親自視察香港之現狀及問題之所在。但某些議員大概是成見太深，訪港之行似乎得益甚微。但總體而言，英國議員對香港之看法已有明顯改進，既批評缺點，又讚揚優點。例如，杜根德議員數月前曾訪港，並會晤本會理事會，在上文引述之質詢紀錄中就為香港說話。

本港市政局近年來亦組織一年一度訪問英倫活動，目的之一即是向英國議員介紹本港實情及存在問題，本港某些批評者亦隨議員前往。歸根結蒂，香港本來就不是天堂，自然有許多缺點；但亦有許多成就，值得引以自豪。

如果撇開某些議員為保護選區紡織業而對香港過份關注外，下議院質詢時間對香港之評論尚屬公正。不過本刊希望有幸與何理議員一談，未知意下如何？

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