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November 2021

HKGCC: The Voice of Business in Hong Kong

bulletin

工商月刊



NORTHERN METROPOLIS: RESHAPING HONG KONG 北部都會區：重塑香港發展

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Forward-Looking Plans to Transform Hong Kong

From the Northern Metropolis to tough carbon targets, this year's Policy Address was marked by ambitious plans for the city's future



前瞻規劃推動香港轉型

從北部都會區到進取的減碳目標，本年度《施政報告》為香港規劃長遠未來

在未來數十年，香港的地貌和商業環境將隨着《北部都會區發展策略》的開展而徹底改變。這個鴻圖大計由行政長官林鄭月娥在最新一份《施政報告》中提出，建議重新規劃大片土地作住宅和商業發展，同時加強交通聯繫。

「北部都會區」旨在紓緩房屋嚴重短缺，應對長久困擾香港的重大挑戰。連同新建的住宅單位，該區能容納的人口將達至約 250 萬人，較現時水平增加一倍有多。

香港住房成本高昂，多年來一直對市民構成負擔，亦令企業難以吸引和留住國際人才。大規模建屋應可大大紓緩這個根深柢固的問題。

除了增加房屋供應，北部都會區亦會建設大型科技園，為高科技創新企業提供更大的發展空間，而資訊科技業蓬勃發展，亦能與現時以金融業主導的核心商業區發揮相輔相成的作用。

新發展區的地理位置優越，讓我們可更便捷地往來內地大灣區城市，與內地眾多創新企業合作，積極參與這項重要經濟發展策略。

這項宏大建設將重塑本港發展格局，為港企開創大量新機遇。總商會已做好準備，樂意就如何落實方案出謀獻計，並在發展過程中分享專業意見。

行政長官亦在《施政報告》中提出其他大計，包括公布多項嚴厲措施，推動可持續發展。為實現減碳目標，香港將在 2035 年前分階段淘汰燃煤發電，以全球標準來看，這個目標可謂十分進取。其他措施包括為建築物減碳、發展綠色運輸、減少廢物，以及推動香港發展成綠色金融中心等。

這些可持續發展目標表明，香港在興建住宅和發展新商業區的同時，亦銳意為全港市民打造更環保的綠色城市。

總商會歡迎政府為香港未來作出長遠規劃，但目前許多會員的首要關注仍是何時通關。我們希望已完成接種疫苗、檢測結果呈陰性的香港居民能儘快獲准免檢疫前往大灣區，讓企業可回復正常運作，並着手參與與北部都會區的發展。

Hong Kong's physical landscape and business environment will be transformed in the decades to come by the Northern Metropolis Development Strategy. This ambitious plan, announced by Chief Executive Carrie Lam in her latest Policy Address, will see a large tract of land redeveloped to create homes, businesses and transport links.

The Northern Metropolis aims to ease the acute shortage of housing that has been such a major challenge for the city for so long. The new residences will enable the population of the area to reach around 2.5 million people, more than double the current levels.

Hong Kong's high cost of housing has for many years created a burden for ordinary citizens and made it difficult for businesses to attract and retain international talent. Building more homes on such a large scale should go a considerable way to addressing this deep-rooted problem.

But it is about more than housing, as the Northern Metropolis will also become home to large-scale technology parks. This will give the city more physical space to develop innovative high-tech businesses, and a flourishing IT sector will also provide a complement to our finance-driven central business district.

The location of the development will allow easier access to the Mainland Greater Bay Area (GBA) cities, helping to facilitate cooperation with the many innovative companies across the border and ensuring it is part of this key economic development.

The scale and ambition of the Northern Metropolis project will reshape our city, creating many new opportunities for Hong Kong businesses. Here at the Chamber, we are ready to engage and advise on how these proposals can be transformed into concrete solutions, and to share our expertise as the plans start to take shape.

This exciting development is not the only ambitious plan laid out in the Policy Address. The Chief Executive also introduced a number of tough measures on sustainability. As part of the city's carbon-reduction efforts, Hong Kong will phase out the use of coal for electricity generation by 2035 – a relatively early target by global standards. This is in addition to targets for cutting carbon emissions in buildings, developing greener transport and reducing waste, alongside plans to make the city a hub for green finance.

These sustainability targets show that Hong Kong is committed to creating a greener city for all our citizens, and will go hand-in-hand with the drive to build new homes and develop new business districts.

While the Chamber welcomes these long-term plans for Hong Kong's future, right now, many of our members are focused on when the border will re-open. We hope that Hong Kong residents who have been fully vaccinated, and with a recent negative test, will be able to travel to the GBA without the need for quarantine in the near future. This will enable us to get back to business, and also to start playing our part as the Northern Metropolis begins to take shape.

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bulletin

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The Chamber is apolitical.
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Published By:
The Hong Kong General Chamber of Commerce
22/F United Centre, 95 Queensway, Hong Kong
Tel: 2529 9229 Fax: 2527 9843
www.chamber.org.hk

Printed By: OMAC Production House Ltd
21/F Kiu Yin Commercial Building,
361-363 Lockhart Road, Wanchai, Hong Kong
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本會並非政治組織，任何帶有政治意味的廣告均不代表本會立場。

出版：香港總商會
香港金鐘道統一中心廿二樓
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Nov 2021

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。

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Hong Kong General Chamber of Commerce
香港總商會 1861

Serving Hong Kong for 160 Years
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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.

自1861年起，香港總商會一直代表香港商界，致力捍衛企業的權益。



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Readers may have noticed that *The Bulletin* has started arriving in new eco-friendly envelopes. This packaging is made from plant-based materials including soy, wheat, corn and others. So, besides being re-usable and water-resistant, the packaging is also 100% compostable, conforming to the latest strict E.U. standards. We thank members for your continued support as we try to reduce our environmental impact at the Chamber.

各位讀者或已留意到《工商月刊》改以全新的環保信封寄發。這款信封以植物原料製成，成分包括大豆、小麥和粟米等。因此，新包裝除了可重用和防水，更為百分百可分解，符合嚴格的最新歐盟標準。總商會一直致力減少對環境的影響，感謝各位會員一如既往的支持。





Supporting the Community

Thanks to our members, the Chamber has been able to encourage more citizens to get vaccinated as we continue our broad support of the whole local community



關懷社會

總商會得到會員的鼎力支持，成功鼓勵更多市民接種疫苗，繼續服務社會

過去數月，總商會一片歡鬧，每天前來本會金鐘總部領獎的幸運兒多不勝數。

總商會「香港做得到！幸運大抽獎」在7月至9月底期間分別進行了七輪抽獎，向超過6,700位幸運兒送出由會員公司贊助的豐富獎品。

我們於今年較早前決定舉辦是次抽獎活動，冀能鼓勵市民接種疫苗。隨着各輪抽獎在今夏陸續舉行，接種疫苗的市民人數持續上升，目前已有近七成人口接種了第一劑疫苗。總商會十分榮幸能夠與社會大眾攜手抗疫，為保障香港市民的健康出力。

我亦藉此機會感謝一眾為是次大抽獎提供贊助的會員公司，全賴他們的慷慨支持，合共捐贈總值超過港幣4,300萬元的名貴獎品，方能成就是次活動。我深信，這些豐富禮品有助吸引更多市民及早接種疫苗。

「香港做得到！幸運大抽獎」一類活動亦展示出本港商界熱心服務社會，協力造福全港市民。一直以來，本會會員都踴躍

響應我們舉辦的社區活動，更不吝出錢出力，積極回饋社會；例如自1973年起贊助「好市民獎」基金，上月又支持總商會160周年慈善高爾夫球賽，還不時抽空參與各項學生發展計劃，分享真知灼見。

商界的支持在當下尤其寶貴，因為在全球疫情持續之下，香港企業的經營環境仍然嚴峻。我們明瞭很多公司正承受沉重的財政壓力，因此特別感激他們依然樂意參與這些別具意義的社區項目。

總商會跟許多企業一樣，仍然未能全面回復正常運作。社交距離限制持續實施，為了會員的安全健康着想，我們今年只好停辦所有旗艦活動和大型項目。

要社會逐步回復正常的唯一方法，是繼續提高疫苗接種率。疫苗接種步伐在夏季期間加快，我們希望這個勢頭能夠延續下去，令餘下的防疫限制得以放寬，讓我們可再次與會員聚首一堂。

There has been a great atmosphere in the Chamber over the past few months with a daily flow of happy winners coming to pick up their prizes from our Head Office here in Admiralty.

The Chamber's Hong Kong We Can Do It! Lucky Draw, which ran from July to the end of September, gave away member-sponsored prizes to more than 6,700 winners over seven separate draws.

We decided to organize these draws earlier this year with the aim of incentivizing people to get vaccinated. As the Lucky Draw progressed over the summer, the number of vaccinated citizens continued to rise, and now almost 70% of the population has had their first shot. It has been an honour and privilege to be part of a community-wide effort to better protect the health and well-being of Hong Kong citizens against Covid.

I'd also like to take this opportunity to thank our member companies who sponsored this campaign. We could not have organized this event without their generosity in donating prizes worth more than HK\$43 million in total. I'm sure that the opportunity of winning these fantastic prizes helped encourage many people to get vaccinated sooner rather than later.

Campaigns like the Hong Kong We Can Do It! Lucky Draw also show how businesses in the city are keen to help the wider society and work together for the benefit of all Hong Kong citizens. Our members have always been caring supporters

of the Chamber's efforts to give back to society. From donating to the Good Citizen Award Fund since 1973 to our 160th Charity Golf Tournament just last month, as well as sharing their time and expertise through our various student programmes, our members are always prepared to give their time and money for the good of Hong Kong.

This support is particularly appreciated right now, as the continuing Covid-19 situation around the world means that the business community in Hong Kong continues to face considerable headwinds. We know that many companies are feeling the strain, so we are particularly grateful for their involvement in these worthwhile community programmes.

As with many businesses, we are still unable to return fully to normal operations at the Chamber. The ongoing social-distancing regulations and concern for our members' wellbeing means that we have not been able to organize any of our flagship and large-scale events this year.

The only way that we will be able to move closer to normality is by continuing the push for higher vaccination levels. We hope the momentum of rising vaccinations that we saw over the summer will continue. It will eventually allow an easing of the remaining restrictions, so that we can finally see all of our members in person once again.

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Northern Metropolis: Reshaping Hong Kong

北部都會區：重塑香港發展

Plans to create a major new urban area will enhance our city's landscape and our economic future
政府提出建設新發展區方案，將為香港的城市面貌及經濟發展開創新局面



In the decades to come, Hong Kong's physical and economic landscape will undergo a transformation. The Northern Metropolis will provide a new commercial centre for the city with technology parks, infrastructure and thousands of new jobs and homes. It will strengthen our links with the Greater Bay Area (GBA) and provide a physical and sectoral counterbalance to our current finance-driven CBD around Victoria Harbour.

Chief Executive Carrie Lam announced the Northern Metropolis Development Strategy in her Policy Address on 6 October. In her speech, she said: "the Northern Metropolis will be the most important area in Hong Kong that facilitates our development integration with Shenzhen and connection with the GBA."

Under this ambitious plan, around 30,000 hectares – more than a quarter of Hong Kong's total land mass – will be redeveloped to create this new urban area.

Augustine Wong, Executive Director of Henderson Land Development, explained that some of this land had already been identified for potential development by the Government.

"The Northern Metropolis area, from the planning point of view, is bringing these plans together in one metropolis, instead of three or four new towns."

One aim of the plan is to help ease the city's housing shortage. When the development is completed, it will be home to around 2.5 million people, up from 1 million today. There will likely





be a mix of affordable housing and homes for the middle class, including the science and technology professionals who will be working there.

But the Northern Metropolis is not just about housing, and also includes plans for major commercial development. "It is about enterprises and technology, especially the innovative and creative industries," Wong said. "I think what the Government wants to achieve with the Northern Metropolis is a self-sustaining new town."

He explained how the new Northern Metropolis plan is quite different to the new towns that were built in Hong Kong, particularly from the 1960s to the 1980s. The first generation, such as the development of Tsuen Wan, was based on the need for more land for manufacturing. This was followed by more public housing, then a third generation of dormitory-style new towns.

However, one downside of these new towns is that many Hong Kong residents now travel from the New Territories towards Central to get

to work, creating crowded trains and roads heading south every morning and spare capacity in the other direction. The Northern Metropolis will help address this issue by providing around 650,000 jobs in total. This will even out the imbalance in traffic flow while also making use of the transport infrastructure that is already in place.

Change in outlook

While creating new rail and road links, building more homes and offering new jobs are important proposals, the Northern Metropolis plan also points to much deeper connections with the Mainland GBA cities.

"I think this is a very important proposal that could reshape the path of Hong Kong's economic development," said Dong Tao, Vice Chairman, Greater China, Private Banking Asia Pacific at Credit Suisse.

"The significance is not about increasing housing units, it's not about creating a new CBD, and it's not about finding a few new pillar industries for Hong Kong."

As Tao sees it, the Northern Metropolis reflects a sea change in the city's economic thinking. Since Hong Kong returned to China 24 years ago, there has been relatively little integration with the Mainland.

"If you stand on the banks of Shenzhen river, you would be stunned by the contrast of modern buildings and active commerce on the northern side of the Shenzhen river, while on the south bank, you

採納

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The Code, issued by the Government of the Hong Kong Special Administrative Region, is to facilitate self-regulation on the part of employers and employees in eliminating discriminatory practices in employment. It seeks to promote equal employment opportunities among all persons - irrespective of their sexual orientation.

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《守則》網頁
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Facts and Figures

The Northern Metropolis includes the mature new towns in Tin Shui Wai, Yuen Long, Fanling and Sheung Shui, as well as six new development areas: Kwu Tung North and Fanling North, Hung Shui Kiu and Ha Tsuen, Yuen Long South, San Tin and Lok Ma Chau, Man Kam To and the New Territories North new town.

Plans to encourage innovative industries include the “San Tin Technopole” which includes the Hong Kong-Shenzhen Innovation and Technology Park and the areas around Lok Ma Chau. This aims to be a rival to Silicon Valley, and is more than 16 times bigger than the Hong Kong Science Park.

In terms of housing, the strategy will provide at least 165,000 residential units – equivalent to around 13 to 14 Taikoo Shings – providing homes for 2.5 million people in total.

The plan includes considerable investment in transport infrastructure, with new road and rail crossings, including a rail link between Hung Shui Kiu and Qianhai in Shenzhen’s Nanshan district, and extending the planned Northern Link northwards to connect to the new Huanggang Port.

The Northern Metropolis will support 650,000 jobs, including 150,000 in the I&T sector, up from around 116,000 jobs at present.



see green unmanaged land and container storage,” he said.

The newly announced strategy – in particular the size and scope of the Northern Metropolis – shows that Hong Kong is now actively seeking engagement with Shenzhen and the Greater Bay Area.

Another main reason why the Northern Metropolis plan is so groundbreaking is that it signifies a major shift in the city’s economic balance.

“The old Hong Kong development model is running out of steam,” Tao said. “In the 1980s, Hong Kong had four pillar industries – now it has only one left.”

And while the finance sector remains strong, it relies on projects and clients in the Mainland, he added.

Rents in Hong Kong – particularly in our traditional CBD – are too high for many industries, including some of the rising technology industries that will be key to the city’s continued prosperity.

“Hong Kong needs to find a new way to be competitive, to create wealth and benefit the general public,” Tao said.

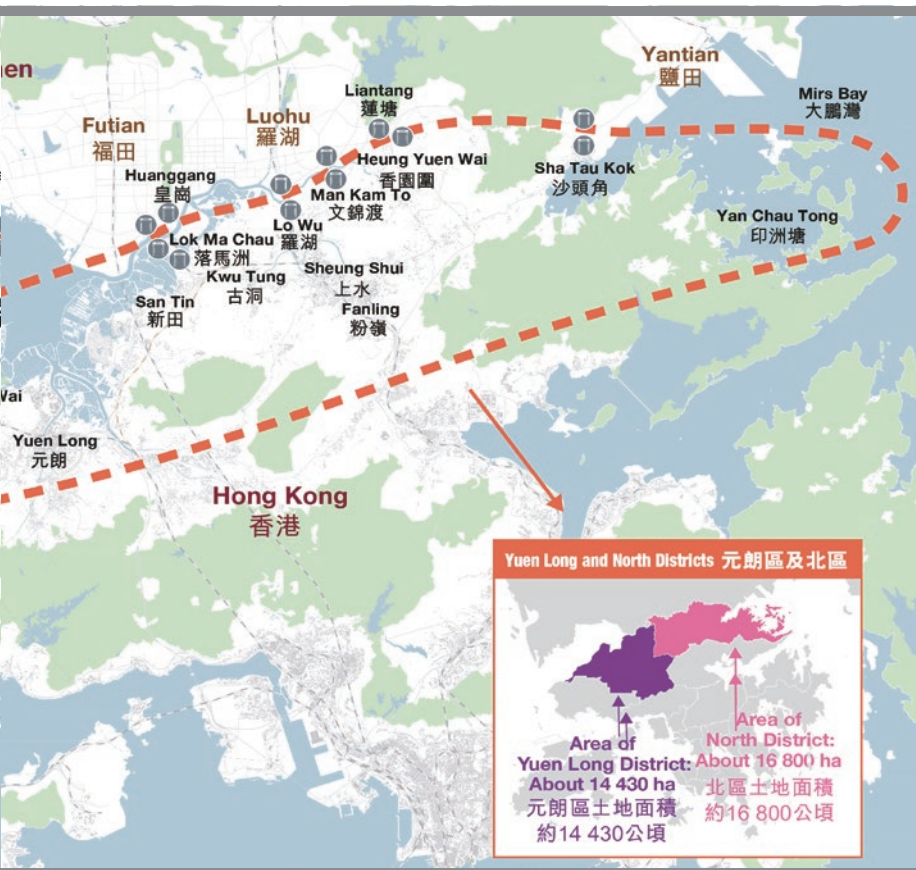
Wong from Henderson Land agreed that the Northern Metropolis proposal was a logical development, given the huge opportunities across

the border and the rapid growth of the GBA.

“Hong Kong and Shenzhen should not be considered as two different or totally separated entities,” he said. “Given the macroeconomic situation and the latest political situation, it makes sense to have a plan for Hong Kong that coordinates with our neighbour.”

Ecological protection

Besides a number of current and proposed new towns, land under the Northern Metropolis also takes in wetlands and fishing ponds, mountains and coastal areas. Wong anticipates that the Government



Source 資料來源：HKSAR Government 香港特區政府

will take a more active role in managing the wetland areas to better protect the birds and other wildlife there, therefore enabling a small proportion of the fishing ponds to be reclaimed without damaging the environment overall.

“The proposed policy is a compromise by the Government,” he said. “On the one hand, some of the fishing ponds will be used for development, but on the other hand, more money will be provided to actively protect and enhance the remaining ponds.”

Indeed, environmental protection and developing eco-tourism are key parts of the plan, which aims to enhance

conservation efforts while enabling more people to access areas including the Hong Kong Geopark and the Mirs Bay in the east.

Long-term plan for prosperity

Douglas Woo, Chairman and Managing Director of Wheelock and Company, said: “Land supply is a ‘Team Hong Kong’ issue.”

He welcomed the proposed Northern Metropolis as a plan that will not only help solve our housing issues, but also provide an opportunity for Hong Kong businesses and the community to work together to deliver the project.

“A new, 30,000-plus hectare land supply initiative, along with short- and medium-term housing initiatives, have been added to the table,” Woo said. “This seems to be an opportunity to think big and think positive. With a constructive mindset, there is very little we can’t do.”

The Northern Metropolis is clearly a long-term project. It is likely that it will take place in several phases, and the plans may evolve over time in response to the changing local and global environment. Wong from Henderson Land suggested it could be compared to Shanghai’s Pudong New Area, which has been built gradually since the 1990s, with the plans changing as the Chinese economy grew rapidly during this period.

There is no doubt that building more and closer links with the GBA will be of tremendous benefit to companies in Hong Kong. A substantial new business hub to allow more innovative companies to flourish, that is geographically close to the dynamic tech hub of Shenzhen, will be crucial if Hong Kong is to continue to prosper.

“There is no guarantee the Northern Metropolis will succeed,” Tao from Credit Suisse said. “But there is a guarantee that if it does not happen, Hong Kong will continue to struggle – economically, politically and socially.”

香港的城市面貌和經濟格局將於未來數十年迎來變革。「北部都會區」將打造成全新的商業中心，內設多個科技園區，配合基建設施，能夠創造大量的就業機會和房屋供應之餘，亦可加強香港與大灣區的聯繫，更可平衡本港的空間布局和產業結構，改變現時維港兩岸核心商業區側重金融業的格局。

行政長官林鄭月娥於10月6日發表的《施政報告》提出《北部都會區發展策略》，並表示：「北部都會區是香港境內促進深港融合發展和連繫大灣區最重要的地區。」

按此宏大藍圖，約30,000公頃的土地——超過香港土地總面積的四分之一——將被改劃為全新的都會區。

恒基兆業執行董事黃浩明解釋，方案涉及的部分土地早已被政府劃為可發展用地。

「從規劃角度看，北部都會區將這些發展項目融為一體，而非分散成三至四個新市鎮。」

方案的其中一個目的，是紓緩本港的房屋短缺問題。北部都會區建成後，區內可容納的居住人口將從目前的100萬增加至約250萬，除了提供可負擔的住房，亦為中產家庭包括在區內就業的科技專才提供居所。

然而，北部都會區不僅是一項房屋策略，也牽涉多項重要的商業發展。「方案與企業和科技息息相關，尤其是創新創意產業。以我所見，政府希望將北部都會區打造成自給自足的新市鎮。」黃浩明說。

他剖析這個新方案與香港現有新市鎮（特別是於1960至1980年代期間興建的市鎮）的明顯分別。本港第一代新市鎮的誕生，源於對工業用地的殷切需求，荃灣便是一例；其後隨着公共房屋需求增加，第二代新市鎮應運而生；第三代則為市郊住宅區。



不過，這些新市鎮也不無缺點。現時許多新界居民跨區前往中環上班，造成每天早上下行鐵路和道路擠塞、北向交通疏落的情況。北部都會區將開創約65萬個職位，可望改善交通流量分布不均的問題，同時能夠充分利用現有的運輸基建設施。

革新思維

北部都會區着重建設新的鐵路和道路網絡、增建房屋和創造就業，而進一步加

強與大灣區內地城市的聯繫亦是計劃的重點。

瑞士信貸亞太區私人銀行大中華區副主席陶冬指出：「這個方案可重塑香港的經濟發展道路，意義重大。」

「方案的意義不在於增加住宅供應，亦與構建全新的核心商業區，以及為香港開發新的支柱產業無關。」

陶冬認為北部都會區反映香港的經濟思維已產生巨大變化。自24年前回歸祖國以來，香港與內地融合的程度一直相對較低。

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事實與數據

北部都會區涵蓋發展成熟的天水圍、元朗、粉嶺和上水新市鎮，以及六個新發展區：古洞北及粉嶺北、洪水橋及廈村、元朗南、新田及落馬洲、文錦渡及新界北新市鎮。

區內推動創新產業發展的計劃包括構建「新田科技城」，涵蓋港深創新及科技園和落馬洲一帶，面積相當於超過16個香港科學園，致力打造成為香港矽谷。

房屋方面，《發展策略》將提供至少16.5萬個住宅單位，相當於約13至14個太古城，可容納共250萬居住人口。

該項規劃涉及龐大的交通基建投資，包括興建新道路和鐵路站，例如連接洪水橋和深圳南山區前海的跨境鐵路，以及將擬建的北環線支綫向北延伸至新皇崗口岸。

北部都會區將提供65萬個工作職位，包括15萬個創科產業職位，較現時約11.6萬個職位大幅增加。

「試試站在深圳河畔，您會對南北兩岸截然不同的景象感到震驚——北岸現代建築物林立，商業氣息濃厚，反之南岸盡是一片綠油油，到處都是未經規劃的土地和貨櫃場。」他說。

這項新發展策略顯示，香港現正積極尋求與深圳和大灣區合作，從北部都會區的規模和範圍之廣可見一斑。

北部都會區被視為一大突破的另一主要原因，是該計劃標誌着本港的經濟重心出現了明顯轉移。

陶冬表示：「香港的傳統發展模式已難以為繼。在1980年代，香港有四大支柱產業，如今卻僅剩其一。」

他又補充，儘管金融業仍然蓬勃，卻需依賴內地的項目和客戶支持。

對許多行業（包括對本港持續繁榮提供重要動力的新興科技產業）而言，香港的租金過於高昂，以傳統核心商業區尤甚，令企業難以負擔。

陶冬說：「香港要另闢新徑保持競爭力、創造財富和造福社會。」

恆基兆業黃浩明認同，內地機遇處處，大灣區發展一日千里，故發展北部都會區的建議順理成章。

「香港和深圳不應被視為兩個截然不同、互不相干的實體。」他續說：「考慮到宏觀經濟環境和近期的政治形勢，為香港訂立一套與毗鄰地區協作的方案絕對合情合理。」

生態保育

除了多個現有和擬議發展的新市鎮，北部都會區也包括濕地和魚塘、山巒及海岸地區。黃浩明預期政府將採取更積極的濕地管理措施，保護棲息於區內的雀鳥和其他野生動物，從而在不破壞整體環境的前提下收回部分魚塘。

他解釋：「擬議政策是政府作出的讓步，一方面將部分魚塘用作發展，一方

面投入更多資金積極保育和改善餘下魚塘的生態環境。」

保護環境和發展生態旅遊是規劃的重要部分，旨在加強保育工作，同時便利市民前往位於發展區東部的香港地質公園和大鵬灣等地區。

長遠規劃 促進繁榮

會德豐主席兼常務董事吳宗權表示：「土地供應問題關乎香港整體發展。」

他歡迎政府提出發展北部都會區，有關策略不但有助解決房屋問題，亦讓香港商界和社會有機會合力實現這項發展大計。

吳宗權說：「新都會區的總面積超過30,000公頃，再配合短中期的房屋發展項目——這是激勵我們大膽設想、積極求變的機會。只要抱持建設性的正面態度，便可創造無限可能。」

由於北部都會區是長遠項目，有關計劃或會分階段推展，隨時間演進，以迎合不斷轉變的本地和全球環境。恆基兆業黃浩明引用上海浦東新區為例子，指出該區自1990年代起逐步發展，各項計劃隨着當時中國經濟起飛而有所調整變動。

毫無疑問，與大灣區建立更緊密聯繫將為港企帶來莫大的裨益。深圳是充滿活力的科技樞紐，在毗鄰地區建設大型的核心商業區，將有助更多創新企業茁壯成長，對香港延續繁榮至關重要。

瑞信陶冬表示：「北部都會區不保證成功，但若然計劃未能成事，香港將難以走出經濟、政治和社會困境。」

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Supply Chain Chaos Drags On

供應鏈混亂持續

Costs likely to rise for consumers due to a combination of supply shortages and soaring demand for goods

商品需求激增，加上供應短缺，恐推高消費價格

Have you recently encountered delays in the delivery of imported goods? Or seen empty shelves in supermarkets that have not been replenished for quite some time? In September, McDonald's warned that its popular crispy chicken wings could run out due to the uncertainties plaguing global supply chains.

Earlier in the year, businesses in Hong Kong were already sounding the alarm over the effects of a tangled supply chain. According to findings from a Chamber survey conducted in July, "supply chain disruption" was considered a major challenge that businesses expected to face as the year progressed. It should therefore be no surprise that 2021 could go down in history as the year of supply shortages.

Supply chain issues are also affecting businesses globally. The world's largest carmakers have trimmed production, citing shortages in raw materials and semiconductor chips. Industries and brands have been hit by factory and port closures due to Covid-19 outbreaks and associated social restrictions.

The very nature of the pandemic has complicated efforts to address the supply problems. This is because even if port activities in one place return to normal, ports in another location could grind to a

halt due to a spike in local Covid cases – creating a web of backlogs. Distancing measures have also disrupted the way port and warehouse workers and cross-border truck drivers operate under normal circumstances.

In August, a terminal at Ningbo-Zhoushan port in eastern China, the world's third-busiest port, was closed for a fortnight after a worker was infected with the Delta variant. The grounding of Ever Given in the Suez Canal in March and adverse weather further compounded the global supply chain crunch, which was already buckling under the pandemic. This has resulted in shortages in parts and finished products.

The supply side of such a global malaise is only one aspect of the equation. To further complicate matters, consumer demand has been soaring since shortly after the onset of the pandemic. This has been fuelled by generous government handouts in many jurisdictions that have mostly been channelled into online purchases as brick-and-mortar shops were forced to shutter temporarily.

The easing of Covid restrictions around the world as vaccination rates go up has served to push up demand driven by



rising consumer confidence. "Revenge spending" supported by accumulated savings and stimulus cheques has turbocharged purchases, putting further stress on a supply chain that was already stretched thin.

Global recovery in the first half of 2021 has already lifted merchandise trade above its pre-pandemic levels, prompting the World Trade Organization to upgrade its forecasts for trade in 2021 and 2022. The new forecasts are for global merchandise trade volume to increase by 10.8% this year and 4.7% in 2022, compared to previous predictions of 8% and 4% respectively.

There are also structural issues with the system itself. Over the past decades, multinational businesses have prioritized efficiency and lower



manufacturing costs by developing highly integrated supply chains and just-in-time manufacturing systems. This seemingly optimal operational model, however, offers little margin for error to cope with unexpected shocks.

At the time of writing, the Financial Times reported that some 580 container ships were stuck outside ports around the world – nearly double the number at the beginning of the year – according to real-time data from Kuehne+Nagel, one of the world's largest logistics companies.

As a result, shipping costs have skyrocketed, with the average cost of shipping a standard 40-foot container climbing to a record high of more than US\$11,000 in mid-September, compared to the pre-pandemic rate of sub-US\$1,500, based on data provided

by Freightos, a freight automation platform. At the same time, data from the consultancy firm Sea-Intelligence shows that global shipment schedule reliability has fallen to between 35%-40% for most of the year, well below the 75%-85% range recorded in 2019.

While companies may absorb the increase in costs initially to avoid losing price-sensitive consumers, the unrelenting increase in freight rates mean that the buying public will have to shoulder higher prices this year. There are increasing worries that the price pressure might not be transitory, as initially thought, and supply chain bottlenecks, if sustained, could undo the fragile economic recovery.

Projections on how long supply chain disruptions may last vary and are

heavily dependent on the course of the pandemic. In the long run, investment in port infrastructure and automation will be needed. Meanwhile, multinational businesses are increasingly aware of the necessity for a strategic change from a "just-in-time" to "just-in-case" operating model to prepare for contingencies and build resilience.

For now, policymakers and central bankers can only hope that the market's "invisible hand" will restore some semblance of normalcy, which would ideally be achieved through an increase in the supply of materials and goods rather than a decline in demand. Otherwise, the risk of stagflation – the unwelcome combination of rising prices and low economic growth – could become a real threat.

大家最近可曾遇到進口商品交付延誤的情況？又有否發現超市部分貨架空空如也，卻遲遲未有補貨？麥當勞於 9 月宣布，由於全球供應鏈不穩，熱賣食品脆香雞翼隨時會暫停供應。

本港企業在今年較早時已警覺到供應鏈失衡所帶來的影響。總商會於 7 月進行的一項調查顯示，受訪企業視「供應鏈受干擾」為今年餘下時間面對的其中一項主要挑戰。由此可見，說供應短缺為 2021 年年度大事也不為過。

供應鏈問題亦困擾全球企業。礙於原材料和半導體晶片缺貨，全球各大汽車製造商紛紛減產。疫情及相關的社交限制措施迫使廠房

和港口停運，令企業和消費品牌大失預算。

疫情的特殊性質，令紓緩供應鏈問題變得複雜——即使某地的港口活動回復正常，另一地點的港口亦可能因本地感染個案上升而要停運，導致貨物積壓；而社交距離措施亦擾亂了港口和倉庫工人及跨境貨車司機的正常作業方式。

今年 8 月，位於中國東部的全球第三繁忙貨櫃港寧波舟山港因一名工人感染 Delta 變種病毒而需局部關閉兩周。「長賜號」於 3 月擱淺蘇彝士運河，加上惡劣天氣，令早已受到疫情衝擊的全球供應鏈進一步受壓，致使零件和產品缺貨。

供應短缺只反映這場全球困局的其中一面。自疫情爆發後不久，消費需求殷切，令問題更趨複雜。這是由於各地政府向民眾發放財政援助，刺激商品需求，而在實體商店被迫暫時停業下，民眾紛紛轉投網購消費。

隨着全球疫苗接種率上升，各地陸續放寬防疫限制，令消費信心增強，帶動需求進一步上漲。疫情期間的儲蓄和各項政府資助補貼積累下來的購買力得到釋放，形成「報復式消費」，刺激商品需求，令本已脆弱的供應鏈雪上加霜。

2021 年上半年全球經濟復蘇，帶動商品貿易增長至超越疫情前的水平。這促使世界貿易組織上調對今明兩年的全球商品貿易預測，

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從先前預測的 8% (2021 年) 和 4% (2022 年) 增幅，分別上調至 10.8% 和 4.7%。

另外，供應鏈系統本身亦存在結構性問題。過去數十年，跨國企業透過建立高度整合的供應鏈和及時生產模式，藉此提升效率和降低生產成本。這種運作模式看似理想，惟一旦出現突發事故，便難以作出調整應對。

撰文之時，《金融時報》引用全球最大物流公司之一 Kuehne+Nagel 的實時數據，指出全球各地約有 580 艘貨輪被滯留港外，數量較年初增加近一倍。

港口擠塞導致運費飆升。根據貨運平台 Freightos 的數據，一個標準 40 尺貨櫃的運

費在 9 月中平均超過 11,000 美元，創下歷史新高，而疫情前的運費則不到 1,500 美元。與此同時，顧問公司 Sea-Intelligence 的數據顯示，今年全球船期準班率大部分時間下跌至 35% 至 40% 的水平，遠低於 2019 年介乎 75% 至 85%。

為免流失對價格敏感的客戶，企業最初或願意承擔這些額外成本，但面對運費持續上漲，買家今年恐怕要支付更高的價格。市場亦日益憂慮通脹壓力未必如之前預期般只屬暫時性，而供應鏈瓶頸問題若然持續下去，無可避免會影響脆弱的經濟復蘇進度。

各方對供應鏈受阻情況將持續多久有不同的預測，主要取決於疫情發展。長遠而言，投資港口基建和自動化設備十分重要。同時，跨國企業日漸意識到有需要改變策略，從「及時生產」模式轉向「以防萬一」模式，以提高韌性應對緊急情況。

目前，政策制定者和央行行長只能寄望市場的「無形之手」能發揮作用，令供應鏈逐漸回復正常，而最理想的情況當然是透過增加原材料和商品供應，而不是遏抑需求；否則，物價上漲與低經濟增長同時出現，亦即所謂滯脹風險恐將成真。



運輸及房屋局
Transport and Housing Bureau



「第三方物流服務供應商資助先導計劃」 “Pilot Subsidy Scheme for Third-party Logistics Service Providers”

累計資助高達港幣100萬
Funding Up To HK\$ 1 Million



計劃已批出101個項目，合計約港幣6,600萬元
A total of 101 projects were approved, with the
approved funding amounting to around HK\$66 million

為維持香港物流業界的競爭力，香港特別行政區政府已於2020年10月12日正式成立「第三方物流服務供應商資助先導計劃」，鼓勵物流業界透過科技應用提升效率及生產力，成功申請企業最高可獲港幣 100萬元資助！

With a view to maintaining competitiveness of Hong Kong's logistics sector, the Government of the Hong Kong Special Administrative Region launched the "Pilot Subsidy Scheme for Third-party Logistics Service Providers" on 12 October 2020 to encourage the adoption of technology by the logistics sector for enhancing efficiency and productivity. Successful applicant enterprises will be provided funding up to HK\$1 million!

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More Than an Enforcer: Multiple 競委會：執法

Holding training sessions and updating guidelines are among the activities that help businesses understand the rules

The Competition Commission is the authority responsible for enforcing the Competition Ordinance. In this role, it investigates suspected contraventions of the Ordinance. In appropriate cases, it pursues such contraventions in the Competition Tribunal. The Tribunal then decides whether there has indeed been a contravention, and, if so, whether to impose financial penalties and other sanctions.

It is understandable, therefore, that many businesses see the Competition Commission, and the Competition Ordinance itself, purely as a threat to their business (or an opportunity to complain about the practices of other businesses).

While complying with the Ordinance and avoiding investigations by the Commission are important, it should be borne in mind that the Commission has several other roles which are important, and often useful, to businesses. These include conducting training sessions, giving guidance to businesses on compliance with the Ordinance, dealing with applications for clearance of commercial transactions, and advising the Government on competition issues.

Below are some recent examples of these Commission roles.

Training

The Commission regularly organizes training sessions and webinars for businesses and other stakeholders on

competition law. In October alone, it announced a training course on competition law for businesses, lawyers and compliance professionals, to be held in November, and a webinar on the Competition Ordinance that will take place in January.

In September, the Commission held two webinars: one for businesses generally, and another specifically for businesses in the hotel and travel agency sectors.

Training of management and staff is an important part of any effective competition compliance programme. The Commission has stated that if a company does contravene the Ordinance, the fact that it has tried to ensure compliance through a compliance programme (including training) would be a mitigating factor when the Commission assesses the penalty that it recommends the Tribunal should impose.

Businesses would therefore be well advised to take the opportunity of attending any such training sessions that the Commission offers.

Guidance

The Commission issued a comprehensive set of guidelines on the Competition Ordinance when it came into force in December 2015. Since then, it has issued further guidelines from time to time on how the Competition Ordinance applies to

particular commercial situations. The Commission calls these guidelines “Advisory Bulletins.”

In July this year, for example, the Commission issued an Advisory Bulletin on how to ensure that the rules on admission to trade and professional associations do not contravene the Ordinance. Earlier Advisory Bulletins include one on how discussions and arrangements between businesses on wages and other terms and conditions of employment may contravene the Ordinance: an issue of particular relevance to companies’ HR departments.

Businesses should monitor the Commission’s website for any



Roles of the Competition Commission 機關以外的多重角色

舉辦培訓班和更新指引等措施，皆有助企業了解相關守則

Advisory Bulletins it issues, as these are a very useful and important supplement to the initial guidelines issued in 2015.

Clearance

If businesses are proposing to enter into a commercial agreement which restricts competition, but which they believe generates efficiencies and consumer benefits which outweigh the harm to competition, they may apply for a Commission decision confirming this. If the Commission issues a decision, this gives them

the security that they can implement the agreement, without fear of being challenged under the Competition Ordinance.

Similarly, if a business or trade association believes that there is a category of agreement which may restrict competition, but which they believe generates efficiencies and consumer benefits which outweigh the harm to competition, they may apply for a Commission decision confirming this, in the form of a block exemption order (BEO).

For example, the Commission issued a BEO for vessel-sharing agreements between container shipping lines

in 2015. In August this year, the Commission launched a public consultation asking interested parties what it should do when the BEO expires in August next year. Should it:

- (a) renew the BEO in its current form (and if so, for how long);
- (b) renew the BEO subject to amendments (and if so, what amendments); or
- (c) let the BEO expire?

Advice to Government

The Commission advises the Government on any significant competition issues arising from Government proposals. For example, in September, the Commission made several recommendations to the Government on the latter's proposal to renew the franchises of the incumbent bus operators, with a view to increasing competition in the market.

Conclusion

The Commission has a number of important roles which have an impact on businesses, apart from its role as enforcer of the Competition Ordinance. Business are advised to monitor the Commission's activities in these other roles, as well as enforcement, to assess any potential benefits for – or threats to – their operations.



競爭事務委員會（競委會）作為執行《競爭條例》（條例）的機關，負責調查涉嫌違反條例的行為，並把合適的個案入稟競爭事務審裁處（審裁處），再由審裁處裁定有關行為有否觸犯條例，若違規情況屬實，則判定是否處以罰款或其他制裁。

因此，許多企業純粹視競委會和《競爭條例》為對業務的威脅（或投訴其他企業營商手法的機會），這實在可以理解。

企業遵守條例，以免成為競委會的調查目標固然重要，但值得注意的是，對企業來說，競委會還肩負其他重要而且有用的職能，包括舉辦培訓活動、指導企業如何遵守條例、處理商業交易的審批申請，以及就競爭事宜向政府建言獻策。

要了解競委會如何履行上述職能，可參考最近的一些例子，詳述如下：

培訓

競委會定期為企業及其他持份者舉辦競爭法培訓課程和網上講座。單在 10 月份，競委會已公布將在 11 月為企業、律師和合規人員舉辦競爭法培訓課程，以及在 1 月舉行一場《競爭條例》網上講座。

競委會於 9 月分別為一般企業及酒店與旅行社營運商舉辦了兩場網上講座。

任何競爭合規方案要行之有效，培訓管理層和員工至關重要。競委會已表明，倘若一家公司確實違反條例，而該公司曾試圖透過訂立合規方案（包括培訓）確保奉公守法，則在競委會釐定向審裁處建議施加的罰則時，可以作為求情因素。

因此，企業應把握機會參與競委會舉辦的各項培訓活動。



指導

《競爭條例》於 2015 年 12 月生效的同時，競委會就條例公布了一套全面的指引，並在此後不時就條例如何應用於特定商業情況發表進一步的指引。競委會稱這些指引為「意見公告」。

舉例說，競委會於今年 7 月發表意見公告，闡述如何確保行業和專業協會的入會規則不會違反《競爭條例》。早前發表的一份意見公告曾探討一項公司人力資源部門尤其關注的議題：企業之間有關工資和其他僱傭條款的討論和安排或抵觸條例。

競委會網站刊載的意見公告就 2015 年公布的初步指引提供了有用和重要的補充，企業宜密切注視。

審批

假如企業計劃訂立一項限制競爭的商業協議，而他們認為有關協議所帶來的效率和消費者利益皆大於其對競爭造成的損害，則可要求競委會作出決定，以資確認。若然競委會作出相關決定，企業便可安心執行協議，無懼受到《競爭條例》的挑戰。

同樣，假如企業或行業協會認為某類協議或會限制競爭，惟其產生的效率

和顧客利益超過對競爭造成的損害，則可向競委會申請集體豁免命令（命令），確認符合豁免條件。

例如，競委會在 2015 年就貨櫃船運公司之間訂立的船舶共用協議發出命令，而該命令將於明年 8 月屆滿。今年 8 月，競委會就檢討命令展開公眾諮詢，決定是否：

- (a) 將該命令續期，而現有形式將維持不變（如是者，將續期多久）；
- (b) 在修訂該命令後續期（如是者，有何修訂）；或
- (c) 讓該命令的期限屆滿？

向政府提供意見

競委會就政府提出的重要競爭議題提供建議。例如，競委會在 9 月就政府擬向固有巴士營辦商批出新專營權提出若干建議，務求增加市場競爭。

結論

競委會除了負責執行《競爭條例》，還肩負多個與企業息息相關的重要角色。企業宜留意競委會在各個範疇的動向，以評估其會否對公司業務帶來任何潛在效益或威脅。



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Careers for a Positive Impact

開創事業 造福社會

Hong Kong can provide not only great jobs for young people, but also the opportunity to create a better society for themselves and for future generations

香港除了為青年提供良好的工作前景，亦鼓勵他們為下一代建設更美好的未來

Despite Covid travel restrictions, recent memories of social unrest, and even severely unaffordable housing, Hong Kong is still a dream home for most people in the world.

It is one of the safest big cities anywhere. Our world-class infrastructure allows everyone to move around easily, including access to stunning natural environments. The economic prospects presented by the Greater Bay Area are the envy of businesspeople everywhere.

Let us not forget that most big cities in the world contain sprawling informal settlements where citizens lack access to clean piped water, sewerage, secure housing, or even reliable electricity. By 2050, according to some estimates, up to one third of all global urban dwellers will live in a slum, without services. Even the United States is not immune to the blight of urban poverty, as homelessness has expanded significantly during the past year.

Notable exceptions include parts of developed Asia like Japan, Korea, Taiwan, Singapore, and now Mainland China, in addition to many advanced cities in the Western world.

However, some young people in Hong Kong have adopted the view that life might be better elsewhere. A Chinese

University of Hong Kong poll found that 60% of youth surveyed reported the desire to leave Hong Kong. The Hong Kong Federation of Youth Groups found that one-quarter of university-educated under-35's plan to pursue work elsewhere. These are troubling figures, given that the future of any society is dependent on its younger generation.

On one hand, there are very real reasons for this sense of despondency. Decent housing remains unaffordable for many. Sky-high rents colour all aspects of life, from family planning to the simple act of buying lunch. The narrowing of Hong Kong's industrial base has led to constrained employment opportunities, and structural inequality has led to persistently low economic mobility, particularly for the youth.

The confluence of these overlapping socioeconomic factors combined with a culture of long working hours has led to significant mental health issues, now readily acknowledged.

But those that make the difficult decision to relocate away from Hong Kong may find their new life unexpectedly challenging. It was recently reported that of the people who have moved to the United

Kingdom on the BNO scheme, almost half were still unemployed as of the end of August. Only 18.5% had found full-time work. Many have settled for jobs well below their qualifications and accepted significantly lower pay levels, frequently in jobs involving manual labour.

Not everyone wants to leave. Not everyone is able to leave. Most young people will remain in Hong Kong. For them, there is a need for greater attention and resources to be focused on fostering a positive outlook, and a "can-do" spirit. The current negativity and pessimism should not be accepted as inevitable.

Equally, the mindsets of young people are unlikely to shift without coordinated and determined intervention. This is particularly the case given the pervasive and complex media landscape and competing narratives, influenced by geopolitics.

There are many forms intervention could take, and thus many opportunities for various sectors in society to make a positive impact. Young professionals across sectors, industries, and backgrounds should be empowered to better appreciate what they can do to make a positive impact on Hong Kong society.



The challenges are well known. Taking ownership of problems, also known as complaining, has become commonplace. What is required now, in our estimation, is to inspire young people to take ownership of solutions, and thereby recognise that individuals and communities can change society for the better, by taking action.

What are some examples of solutions?

The benefits of regular engagement in physical activity are widely understood. Despite our dense living environment, there are opportunities for rethinking the use of under-utilised spaces and creating more community-based sports facilities.

Hong Kong has an ageing population. Shifting demographics will impact society in many ways. It will also trigger new opportunities in health, caregiving, gerontechnology

and even retrofitting apartments to be more age-friendly. Serving the elderly and ensuring dignified ageing in place will create new professions in the future. Young people should be encouraged to see these as valuable and attractive career options.

Local food production is another area that can offer real benefits to society, and thus inspire young people to engage constructively. Improved health and nutrition, closer connection to the land and the cycles of nature, and contributing to the urgent need for decarbonisation by consuming local produce – these are just a few of the many reasons why it makes sense. In a very practical

sense, young people will benefit from getting their hands dirty and growing the food of the future. Likewise, there are many areas of society ripe for new ideas, and ripe for action. Some of these will involve new cutting-edge technologies like digital connectivity and smart city applications. Many, however, are not dependent on technology, but instead rely only on bold thinking, and a focus on action.

Young people need to see a path to a brighter future and also to be given the opportunity to help create that future. This is why we believe it is more critical than ever to encourage the next generation to "Stay & Build."

Stay & Build is a new platform to encourage and inspire young people to get engaged in creating a better future for Hong Kong. It is part of the Global Institute For Tomorrow (GIFT), an independent pan-Asian think tank founded in Hong Kong.

For more information, please visit : info.global-inst.com/stayandbuild



儘管受疫情旅遊限制、社會動盪以至高昂樓價影響，香港仍然是世上大多數人嚮往的安居之所。

香港是全球最安全的大城市之一。我們擁有世界級的基礎設施，交通便捷，而且壯麗的自然景色近在咫尺。此外，大灣區的經濟前景令世界各地的商家羨慕不已。

我們應謹記，雜亂無章的非正規住區在全球各大城市十分普遍，不少居民缺乏潔淨的自來水、排污設施和安全居所，甚至沒有可靠的電力供應。據估計到2050年，全球多達三分之一的城市居民將在貧民窟生活，不獲提供基本服務。就連美國也無法避免城市貧窮問題，當地無家者人數在過去一年急增。

除了西方多個先進城市，明顯的例外還有日本、韓國、台灣和新加坡等亞洲發達國家，以及中國內地。

不過，香港有部分年輕人認為外地生活質素或會較佳。香港中文大學一項調查發現，六成受訪青年有意離開香港。香港青年協會的調查結果亦顯示，35歲或以下的大學畢業生中有四分之一計劃前往外地發展事業。年輕一代是社會的未來棟樑，上述數據實在令人擔憂。

這種悲觀情緒不無根據。許多市民無法負擔高昂的住房成本，租金高企會影響生活的各個層面，從家庭計劃到一日三餐亦會受到牽連。香港單一的產業結構導致就業空間受到局限，而結構不平等亦造成社會流動性持續偏低，當中以青年尤甚。

這些社會經濟因素互相結合，加上工時長的職場文化引發嚴重的精神健康問題，種種難處已廣為人知。

然而，年輕人作出艱難決定離開香港後，或會發現新生活充滿意想不到的挑戰。最近有報導指出，透過BNO計劃移居英國的港人當中，近半在8月底仍然失業，只有18.5%獲聘為全職僱員。許多人從事與個人資歷不符的工作，薪酬水平大不如前，不少職位更需要體力勞動。



並非所有人都希望或有能力離開，因此大部分年青人將繼續留港發展。就此，社會需要投放更多關注和資源，為青年開創光明前景，並鼓勵他們重拾拼搏精神。目前的負面情緒和消極氣氛不應被視為理所當然。

同樣，只有決心作出調解和協調，才能改變年青人的心態。這項工作尤其重要，因為受到地緣政治影響，傳媒生態趨於複雜，論述互相矛盾。

社會各界可採取多管齊下的方式，發揮積極的力量。來自不同界別、行業和背景的年輕專才應得更充分的肯定，激勵他們為社會帶來正面影響。

諉過於人、投訴埋怨的情景已司空見慣。我們認為現在要做的事，就是鼓勵青年人設法解決問題，從中領悟到個人和社區能夠採取積極行動，推動社會進步。

有何解決辦法？

定時運動的益處人人皆知。身處狹小擠迫的生活環境，我們不妨重新思考如何

善用未盡其用的空間，提供更多社區體育設施。

香港人口正在老化。人口結構改變將對社會造成多方面的影響，亦為保健、護理和樂齡科技等領域開創新機遇，例如按長者的需要改裝單位。為長者服務及打造尊嚴體面的樂齡生活將成為一門新職業，我們應鼓勵年青人將之視為有價值、具吸引力的就業選擇。

本地食品生產亦能為社會帶來實際效益，並啟發青年積極作出貢獻。除了改善健康和營養、與土地和大自然建立更緊密聯繫，以及應對迫切的減碳需要，食用本地農產品還有眾多益處。實際上，親手為未來栽種食糧的青年也能從中獲益。

社會上有許多領域需要新構思和行動。部分領域涉及數碼聯通和智慧城市應用等先進技術，但亦有不少範疇無需依賴科技，只要大膽創新和專注實踐即可成事。

青年需要展望更光明的前景，還要有機會參與建設未來。因此，我們必須鼓勵下一代留港發展、共建未來。

Stay & Build是鼓勵和啟迪青年為香港創造更美好未來的新平台，由在香港創辦的亞洲獨立智庫全球未來研究所（GIFT）設立。如欲了解更多資訊，請瀏覽info.global-inst.com/stayandbuild



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Upskilling and Reskilling for a Future-ready Workforce

New Zealand shows that twenty first century apprenticeships are more than just on-the-job training.

Tomorrow's workforce needs to be smart, technology aware and always ready to pivot in order to succeed. Success starts with using the right professional training model – Technical and Vocational Education and Training (TVET) provides desirable and practical real-world skills.

Through a comprehensive analysis of research on vocational training across 22 countries, the European Centre for the Development of Vocational Training identified the benefits of TVET in increasing productivity, developing employees with tailored skills, and improving life-satisfaction as well as economic stability.

New Zealand is a case study in this success. With a long history of vocational training linked with qualifications from academic bodies, New Zealand has shown how this system can benefit the individual, businesses, and GDP. As training and development specialists, Skills Consulting Group (SCG) takes that success to an international audience, working across the Asia-Pacific and the rest of the world.

'Vocational education has been a core part of New Zealand's education system since the first apprenticeship legislation in 1865,' says Bridget Dennis, Senior Vice President – Global Markets for Skills Consulting Group.

'We were also one of the very first countries to implement an outcomes-based qualification framework in 1990, implementing concepts of lifelong learning by extending the education system beyond schools and into workplaces.'

When it comes to the future of work, the World Economic Forum's (WEF) 2020 survey reflects that between now and 2025, on average, 15 per cent of a company's workforce is 'at risk of disruption'. Increasingly over the next few years, the skills required by employees will continue to radically change, requiring an increase in problem solving skills and responsiveness. TVET can help bridge that gap.

'There is a huge demand for people with hard skills, such as engineers, required to work in environments very specific to Hong Kong,' says

Dennis. According to the Construction Industry Council, manpower shortage is one of the most pressing issues facing the construction industry.

'There is also room for soft skills development, like managerial and finance, to be undertaken in a real-world setting.'

Across big data, the latest trends recognise the relationship between job descriptions and skills. This is where TVET comes in. Certifications, paired with relevant skillsets equate to professional success – benefitting both organisations and their people.

'On-job learning is widely acknowledged as the most cost-effective form of learning for businesses. Increasingly, we are seeing industry move towards apprenticeships and/or internships,' says Dennis.

'Providing workers with ways to build their skills – a pathway into the world of both work and careers – is a key solution for both business and industry. Growing people through skills is what our workforces need to succeed.'

Skills Consulting Group is an international consultancy focused on developing people in the workforce. We have a range of expertise in vocational education, on-the-job learning, and workplace wellbeing.

At the core of everything we do, are People.



www.skillsconsultinggroup.co.nz



提升自身技能, 擁抱未來工作模式

新西蘭展示, 21世紀學徒訓練計劃不僅限於在職培訓

未來的工作模式, 要求僱員需要展示遠見、對科技發展擁有獨特觸覺及具備隨時轉型的能力。在未來獲取成功的關鍵, 需要結合專業的培訓模式—職業技能教育與培訓(TVET), 讓你可擁有合適的專業能力以符合現今及未來發展所需。

歐盟職業訓練發展中心針對22個國家的職業培訓研究進行分析, 發現職業技能教育與培訓(TVET)可有效提升生產力、培養僱員技能、生活滿意度和經濟穩定性。

新西蘭正是一個成功的案例。新西蘭擁有悠久的職業培訓傳統, 專業的職業培訓機構提供不同獲認可的培訓課程, 健全的職業技能教育系統成功提升員工能力、企業競爭力及本地生產總值。作為在職培訓和技能開發專家, Skills Consulting Group希望與亞太地區和世界各地的專業人士和跨國企業分享職業技能教育的成果。

Skills Consulting Group全球市場高級

副總裁Bridget Dennis表示:「新西蘭由1865年起推出首個學徒制度法案, 自此職業教育便成為當地經濟發展的重要元素。」

「在1990年, 新西蘭成為率先落實成果導向的認證架構的國家之一, 我們將教育系統從學校延展至工作場所, 以實現終身學習的理念。」

在2020年, 世界經濟論壇針對未來人力資源市場需求進行調查, 發現在5年內約有15%的企業會面臨勞動力中斷風險。因此在未來數年, 僱員需要大幅度提升自身技能, 需具備面對複雜問題的解決能力和應變能力, 而職業技能教育與培訓正可強化這些領域。

Dennis說「在香港, 某些工作環境非常需要特定的專業人才, 如工程師等需具備專業知識和技術。」香港建造業議會亦指出, 建築業目前最大的問題就是人力斷層。「而且軟技能, 如管理和財務等, 仍然有很大的發展空間。」

透過大數據分析, 最新的人力資源發展突顯出工作描述和技能之間的關係。在這種情況下, 職業技能教育與培訓(TVET)透過認證相關技能組合, 將有效加強職場技能, 這不僅提升僱員利益, 企業亦可同樣受惠。

Dennis覺得「現時不同行業均轉向採用學徒/實習制, 因為在職培訓無疑是企業提升員工技能的最具效益方法。為僱員的職涯發展規劃提供清晰可行的建議, 提升員工的技能是企業和行業取得成功的關鍵。」

Skills Consulting Group總部設於新西蘭, 由專業的培訓、個人發展、改善職場待遇及培訓品質的團隊所組成, 為世界各大企業提供專業的人力管理及在職培訓服務。「以人為本」為我們的服務宗旨。

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Marketing Excellence Through Tech

利用科技提升營銷成效

Avalade's focus on nurturing talent is one of the company's keys to success amid the challenges of Covid

專注培育人才是 Avalade 在疫情下的成功之道

Avalade Group was founded in 2003 with a mission to apply technology to achieve marketing excellence. Since then, the company has evolved beyond a consultancy service, also offering marketing application platforms via digital platform subscriptions and software licenses, for clients in the retail and hospitality spheres, among others.

"We are focused on what we do well, and we love what we do!" said Director Kenneth Cheuk. "This passion has not only brought us new ideas for clients and enhancements to our own application platforms, but also given us energy to withstand stormy times."

Although there is no shortage of management consultant firms in Hong Kong, Cheuk believes that Avalade has kept up with the competition and

even thrived under the impact of the pandemic.

"Competition is always keen, but we all compete on a level playing field," he said. By focusing on the hotel, travel and retail sectors, Cheuk believes that Avalade will be able to continue carving out a niche for itself due to the strong growth in these sectors in both Hong Kong and the Mainland.

Another key to success for the group is a focus on developing its biggest resource – its pool of talent.

"We are a knowledge-based business – retaining talent, developing our company culture and

growing our team has always been a key priority," Cheuk said.

As with many other businesses, Avalade found the Covid pandemic to be a catalyst for change. Hybrid work models, increased awareness of healthcare as well as mindfulness training are some of the examples of changes that Avalade has implemented to help protect staff members' health and also to ensure the company's working standards are on par with industry competitors.

The group's focus on allocating resources to employee-friendly practices has also earned it the Caring Company award from the Hong Kong Council of Social Services for more than 10 years.

Avalade was initially motivated to join the Chamber to take advantage of the numerous training opportunities and workshops on offer. Since then, the company has also found the Chamber to be an avenue for the company's voice as part of the city's business community.

"We appreciate the work of the many committees of the Chamber because they represent the diverse needs of businesses in Hong Kong," said Cheuk.





Avalade Group 於 2003 年成立，致力利用科技發揮最大的營銷效益。自開業以來，該公司不斷拓展業務，除了顧問諮詢服務，亦設有數碼平台訂閱和軟件服務，為零售、款待等行業客戶提供營銷應用平台。

董事卓冠豪表示：「我們專注發揮一己之長，敬業樂業！這種熱誠不但驅動我們為客戶構思新意念，提升公司的服務平台，還賦予我們動力，在逆境中迎難而上。」

管理顧問公司在香港比比皆是，但卓冠豪認為，Avalade 能夠在競爭中維持優勢，甚至在疫情下蓬勃發展。

他說：「市場競爭向來十分激烈，但大家都在公平的環境下競爭。」他認為中

港兩地的酒店、旅遊和零售業增長強勁，只要 Avalade 專注服務這些領域，定能開拓自家的專屬市場。

著力開發公司最大的資源——人才庫，是該集團另一致勝之道。

「我們的業務建基於知識，因此保留人才、培養企業文化和擴充團隊一直是公司的優先要務。」卓冠豪說。

與許多企業一樣，新冠病毒疫情驅使 Avalade 革新。為保障員工健康及確保公司的作業標準與行內競爭者看齊，Avalade 推出了多項變革，例如實施混合工作模式、提高員工的保健意識及靜觀訓練等。

集團着重調配資源實行各種僱員友善方案，使其連續十多年榮獲香港社會服務聯會頒發「商界展關懷」標誌。

Avalade 之所以加入總商會，原是為了參加形形色色的培訓活動和工作坊，惟入會後始發現，Avalade 作為本港商界一份子，總商會亦為企業提供一個表達意見的平台。

卓冠豪說：「我們感激總商會旗下各委員會竭誠服務，代表各行各業發聲，全力滿足不同企業的需求。」

Company 公司名稱：**Avalade Group Ltd**
HKGCC Membership No. 總商會會員編號：HKA0894
Established 創辦年份：2003
Website 網站：<https://avaladegroup.com>

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Building for a Brighter Future 建設更光明未來

The ability to adjust to changing market conditions gives property developer reason for optimism

地產發展商靈活應對不斷轉變的市場環境，對前景保持樂觀

Since it was founded in the 1970s, the Henry Group – named after founder Henry Ng Chun For – has grown and diversified its property development and investment portfolio in Hong Kong.

In 2013, after a rebranding the group re-emerged as H Development Holdings Ltd, and today manages a portfolio of commercial buildings, retailers and residential properties. It also has a focus on “Ginza-style” developments – which follow the Japanese trend of having restaurants, bars and shops throughout the higher floors of the building.

“We are committed to adhering to the cornerstones of excellence, integrity, creativity and partnership that Henry Ng Chun For first laid out for us more than half a century ago”, said Chairman Eric Ng.

The outbreak of Covid-19 has put a damper on much of the global economy, but the real estate sector has held up reasonably well throughout the pandemic. Of the different sub-sectors

within the property sphere, the residential sector has performed the best, owing much of its success to low interest rates and the continuing strong demand for housing in Hong Kong.

Ng said that with the improving Covid-19 situation and the development of the Greater Bay Area, he is optimistic for the prospects for the city’s economy.

“We believe the Hong Kong real estate markets will continue to improve, particularly in the commercial sectors and the residential markets due to their strong demand,” he said.

This confidence in the commercial real estate market led the group to launch a new project, Park Aura – an F&B focused Ginza-style mall in Tin Hau – in early December 2020, as the city was experiencing its fourth wave of Covid cases.

The company had to think of new ways of operating amid the pandemic uncertainty. As finding qualified tenants to fill the ground and first floor of the shopping centre would

prove to be a difficult task due to the pandemic restrictions, the group decided to introduce the concept of a “Food Loft” in the space instead.

The idea proved to be a success, as the two floors are now filled with 13 different food and beverage outlets for diners to indulge in a variety





of local and international cuisines.

The second floor hosts a “Feast Market” offering everything from local artisan ice cream to imported frozen meat. Meanwhile, the 22nd floor functions as a rental space for private and corporate events, cooking classes, dining functions and other occasions.

Looking to the future, H Development Holdings aims to focus on developing more commercial properties in the core business districts in Hong Kong. For example, a new commercial project, Health Aura, located next to St Paul’s Hospital in Causeway Bay, is set to be completed in April 2022, Ng explained.

“We are also developing a mixed-use commercial complex in the heart of Tsim Sha Tsui, and our target completion will be in April 2023,” he added.

With its sights firmly set on Hong Kong’s recovery, H Development Holdings decided to join HKGCC to build relationships with our members, who are “strong corporations, from multinationals to SMEs as well as local and international senior officials,” said Ng. “We believe HKGCC is able to help us expand our network and bring new business opportunities to our group by participating in the Chamber’s different events.”

亨利集團以創辦人吳鎮科命名，自 1970 年代成立以來一直在香港拓展多元化的物業發展和投資業務。

2013 年，集團重塑品牌後更名為亨利發展控股有限公司，現時管理的物業投資組合包括商廈、零售商舖和住宅物業等。集團亦專注發展源自日本的「銀座式商廈」，在大廈高層開設樓上餐廳、酒吧和商舖。

集團主席吳力表示：「我們秉承吳鎮科先生在超過半世紀前奠下的基石，貫徹忠誠互信、卓越創新的理念。」

新冠病毒疫情重挫環球經濟，但房地產業在疫情期間仍然表現良好。在行內各個細分領域中，以住宅範疇表現最佳，這主要歸因於低利率環境和香港的房屋需求持續強勁。

吳力表示，隨着疫情緩和及大灣區不斷發展，他對本港經濟前景感到樂觀。

他說：「我們認為香港的房地產市場將持續向好，尤其是需求殷切的商業和住宅領域。」

集團對商業房地產市場充滿信心，銳意發展主打餐飲服務的銀座式商廈「亨環·天后」。不過，新項目在 2020 年 12 月初投入營運時，正值本港出現第四波疫情。

面對疫情帶來的不明朗因素，公司需尋求新的營運方式。在疫情限制下，物色合資格租戶進駐商場地面和一樓並非易事，因此集團決定在基座開設「美食市集」。這個方案十分成功，目前美食市集共有 13 家外賣食肆，讓食客嚐遍各式本地和國際佳餚。

位於二樓的「百味市集」提供全方位的美食選擇，包羅本地手工雪糕以至進口凍肉，而 22 樓則設有出租場地，可供舉辦私人和公司活動、烹飪班、宴會和其他活動。

展望未來，亨利發展控股將專注在香港的核心商業區發展更多商業樓宇，例如毗鄰銅鑼灣聖保祿醫院的新商業項目 Health Aura，預計將於 2022 年 4 月落成。

他補充：「我們亦正在尖沙咀的核心地段發展一座混合用途商廈，目標竣工時間為 2023 年 4 月。」

亨利發展控股著眼香港經濟復蘇，遂決定加入總商會，積極與會員建立聯繫。吳力說：「總商會會員實力雄厚，包羅跨國企業、中小企以及本地和國際高級官員。我們相信透過參與各式各樣的活動，總商會將有助我們拓展網絡，並為集團帶來新商機。」

Company : **H Development Holdings Ltd**

公司名稱：亨利發展控股有限公司

HKGCC Membership No. 總商會會員編號：HKH0933

Established 創辦年份：2013

Website 網站：www.hdevelopmentholdings.com



Chamber Chairman Peter Wong attended the Commemoration Ceremony for the 110th Anniversary of the Xinhai Revolution, which was held in Hong Kong on 23 September. Wong also served as an advisor to the organizing committee of the event, which was jointly organized by the Hong Kong Association for Promotion of Peaceful Reunification of China, and the Hong Kong Federation of Overseas Chinese Associations. Around 500 dignitaries also joined the ceremony including officials from the SAR government and the Central Authorities, representatives from all walks of life in Hong Kong, descendants of the sages of the revolution, and scholars of this period of China's history.

總商會主席王冬勝於9月23日出席香港各界紀念辛亥革命110周年大會，他是活動籌備委員會顧問之一。是次活動由中國和平統一促進會香港總會及香港僑界社團聯合會合辦，特區政府和中央政府官員、香港各界代表、革命先賢後裔及相關專家學者等約500人獲邀出席。

China Committee Vice Chairman Edmond Yew was one of the judges of the Qianhai Guangdong – Hong Kong – Macao Youth Innovation and Entrepreneurship Competition (Hong Kong Area) on 24 September. HKGCC was one of the supporting organizations of the event, which included competitions in Guangdong, Macao and Taiwan as well as Hong Kong.

中國委員會副主席姚逸明於9月24日擔任2021前海粵港澳青年創新創業大賽（香港區）暨「創業菁英@前海」選拔評委。比賽分四個賽區舉行，分別為廣東、澳門、台灣及香港，總商會為協辦單位之一。

The "Reception by the Compatriots of Commercial & Industrial Circles of Hong Kong in Celebration of the 72nd National Day of the People's Republic of China and the 100th Anniversary of the Founding of the Chinese Communist Party" was held on 27 September. Chamber Vice Chairmen Oscar Chow and Douglas Woo attended along with CEO George Leung.

Acting HKSAR Chief Executive John Lee, Deputy Director of the Liaison Office of the Central People's Government in the HKSAR Tan Tieniu, and other government officials were the officiating guests at the ceremony. The Chamber was one of the organizers of the event, which was attended by more than 350 guests.

「香港工商界同胞慶祝大會——中華人民共和國成立72周年暨中國共產黨成立100周年」於9月27日舉行，總商會兩位副主席周維正和吳宗權聯同總裁梁兆基代表本會出席。

香港特區署理行政長官李家超、中聯辦副主任譚鐵牛及多位政府官員擔任大會的主禮嘉賓。總商會為活動的主辦機構之一，當日出席嘉賓逾350人。

The Canton Fair was held from 15 to 19 October in hybrid format this year, with the theme of "Canton Fair Global Share." China Committee Chairman Eric Fok and several China Committee members virtually attended the Opening Ceremony of the 130th Canton Fair and Pearl River International Trade Forum on 14 October.

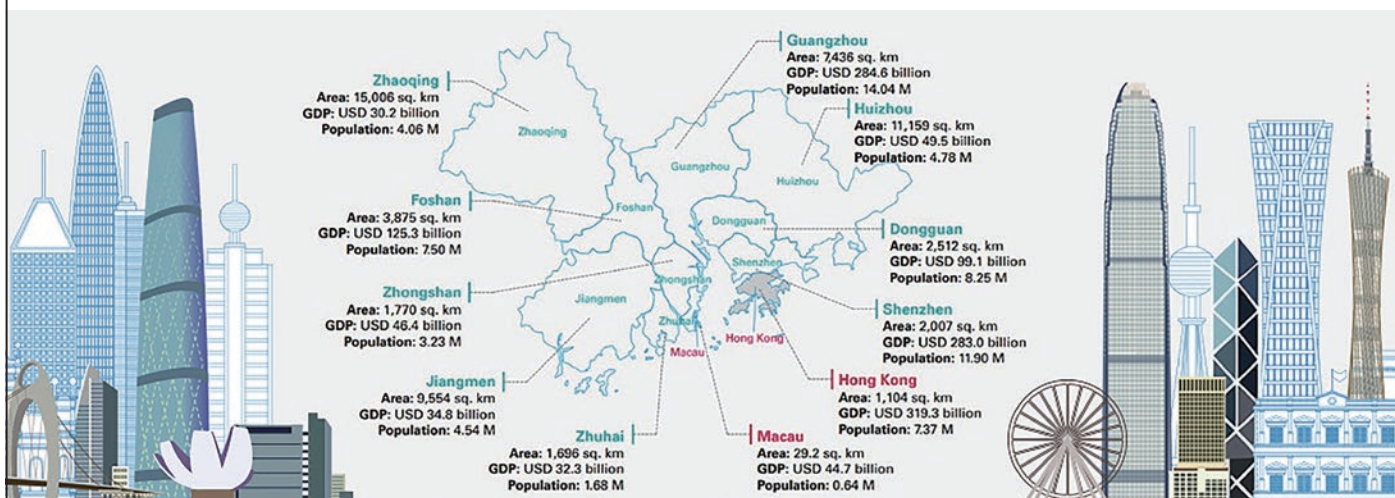
第130屆中國進出口商品交易會暨珠江國際貿易論壇於10月15日至19日以線上線下融合模式舉行，本屆主題為「廣交世界、互利天下」。中國委員會主席霍啟山聯同多位中國委員會委員於10月14日以線上形式出席活動的開幕式。



China Committee Chairman Eric Fok represented the Chamber at the "Opening Ceremony of the Consultative Committee on Guangdong-Hong Kong Co-operation (Guangzhou Nansha) Service Centre," which was held simultaneously in Nansha and Hong Kong on 11 October. HKGCC is a member of the new Service Centre. CY Leung, Vice-Chairman of the National Committee of the CPPCC, is the Consultative Committee's Advisor while Yue Yi, Former Vice Chairman and Chief Executive of Bank of China (Hong Kong), is the Chairman.

廣州南沙粵港合作諮詢委員會服務中心啟用儀式在10月11日分別於南沙及香港兩地同步連線舉行，中國委員會主席霍啟山代表總商會出席。總商會為中心的會員之一。廣州南沙粵港合作諮詢委員會由全國政協副主席梁振英擔任顧問，中銀香港原副董事長兼總裁岳毅出任主任委員。

HKGCC GREATER BAY AREA CORNER 香港總商會粵港澳大灣區資訊



Chamber Launches GBA Email Service

總商會推出大灣區電郵查詢服務

Many HKGCC member companies are keen to access the huge opportunities in the Greater Bay Area, but have questions about different issues. At the same time, we also have members that have been active in the GBA for some time.

To help Hong Kong businesses learn more about expanding into the region, the Chamber's GBA Working Group has set up an email enquiry hotline that aims to find solutions and answer questions.

Petrina Tam, Convenor of the GBA Working Group, explained why they decided to set up this service.

"We realised that a lot of our Chamber members – especially SMEs – haven't really tapped into the GBA opportunities," she said. "Some members have tried to expand into the GBA, but withdrew after encountering various challenges."

Many businesses struggle because they are not familiar with the regulations, or the procedures around setting up a new company, Tam explained. While there are consultants available, these can be

costly, and SMEs are sometimes not sure where to start.

"In our GBA Working Group, we have members from a wide range of industries," Tam said. "Many of them are already in the GBA, and have resources and staff based there, so they can provide this service of sharing information."

Members of the Working Group are in fields including accounting, law, finance, IT, logistics, retail, property and healthcare, so they have a broad range of expertise.

If members want to make use of this service, they can simply email the Chamber, introduce themselves and their company, and share the issue or question that they need help with. The HKGCC Secretariat will then assign it to

one of the GBA Working Group members who will try to help.

A few caveats: the service is for HKGCC members only, who must use their company e-mail address. It aims to be a "a door to knock on" to try to help with initial problems, and Working Group members will not provide in-depth or ongoing consultation as part of this helpline service. The Chamber will also not be responsible for any advice given.

While the border with the Mainland remains closed, Hong Kong companies and entrepreneurs have not been physically able to explore the GBA. But they should not delay their plans, Tam said.

"Covid has put the brakes on companies expanding in the Mainland GBA cities, but businesses should get ready for when the borders reopen."

The email address is gba@chamber.org.hk and members can also check out the Greater Bay Area Corner on the Chamber's website: www.hkgcc.org.hk

查詢服務的電郵地址為 gba@chamber.org.hk，會員亦可到本會網站 www.hkgcc.org.hk 瀏覽「粵港澳大灣區資訊」專頁



總商會很多會員公司都有意探索大灣區的龐大機遇，卻對各項議題了解不多。不過，本會亦有不少會員活躍於大灣區市場已有一段時間。

為協助港企了解如何進軍大灣區，總商會大灣區工作小組現已設立電郵查詢服務，協助會員排難解困。

大灣區工作小組召集人譚唐毓麗解釋開設這項服務的原因。

她說：「我們發現不少會員——尤其是中小企，未有切實把握大灣區的機遇。部分會員在大灣區拓展業務時困難重重，最終決定退出。」

譚唐毓麗指出，許多企業不熟悉當地法規和成立公司的程序，但聘用顧問的成本高昂，中小企往往不知從何入手。

「大灣區工作小組的成員來自各行各業，當中不少已進駐大灣區，並在

當地投入資源和僱用員工，因此能分享在區內營商的資訊和經驗。」她說。

工作小組成員分別來自會計、法律、金融、資訊科技、物流、零售、房地產和醫療保健等領域，擁有廣泛的專業知識。

會員如欲使用這項服務，只需電郵至總商會，介紹公司的業務，並提出需要解答的疑難。總商會秘書處會將個案轉介予合適的大灣區工作小組成員跟進。

請注意：本服務僅供總商會會員使用，而會員必須使用公司

電郵進行查詢。服務旨在提供一個求助渠道，解答會員遇到的初步問題，工作小組成員不會提供深入或持續的諮詢服務。總商會亦不會對任何建議負責。

鑒於中港邊境仍然關閉，香港公司和企業家未能親身探索大灣區。不過譚唐毓麗表示，企業應及早計劃，事不宜遲。

「疫情阻礙了企業拓展內地大灣區市場，但他們亦應為通關做好準備。」



Is GBA Investment Worth the Risk?

大灣區投資是否值得冒險？

Technology firms are coming under pressure but this is also helping speed up innovation and industry diversification in the Greater Bay Area
科技公司受壓，但這亦有助推動大灣區創新及產業多元化

The Greater Bay Area (GBA) – encompassing the Guangdong, Hong Kong, and Macao regions – has a population of more than 86 million people in 11 megacities. Despite the pandemic, the GBA enjoyed growth in 2020, with its GDP exceeding US\$1.66 trillion.

Still, investors are asking: Is the area worth the risks?

Pressure from the U.S.

Manufacturing in the GBA has been hard hit during the pandemic. Although the Chinese government has taken some action to cool prices, the cost of steel input has risen substantially. In addition, the global disruption of trade due to Covid-19 has led to a shortfall of available containers and ships, leading to the highest shipping rates in more than a decade. This comes on top of the Trump-era tariffs and price increases in other key raw materials, such as copper and aluminum.

The net result is that "free-on-board" shipping prices have gone up by 30 to 40% for a wide range of manufactured goods exported from the GBA. These price increases are now working their way through the global economy.

Since 2018, the GBA has faced several significant events in addition to the pandemic. In addition to increasing tariffs on Chinese imports and restricting exports of technology, the U.S. has regulated the public listing of Chinese firms on U.S.

stock exchanges. Meanwhile, China has increased oversight of technology firms and tightened control over Hong Kong.

From washing machines to semiconductors

The U.S.-China trade war initiated by the Trump administration started unassumingly, with a disagreement over solar panels and washing machines. In 2018, frictions moved to steel and aluminum and began to involve a host of other nations, from Mexico to Turkey.

The GBA was most seriously affected by what has been termed by policy observers as Trade War Battle 3, which covers intellectual property rights, innovation and technology. By the end of 2020, the trade deficit with China had dropped to US\$310.8 billion, the lowest since 2011.

The impact of Trade War Battle 6, which focused on semiconductors, took effect in 2019 and 2020. The GBA is a tech hub and home to four of the country's top five technology companies by revenue: Huawei, ByteDance, DJI and Tencent. And not only was the technology industry targeted, but specific companies such as ZTE and Huawei had their access to U.S. technology severely curtailed.

Standards are another arena of contention. The most recent battleground is the extension of the 5G hardware restrictions on Huawei

to restrictions on Chinese companies' participation in the O-RAN Alliance, a 200-company industry group that is working on open telecommunication standards. This may lead to a forking or balkanization of 5G.

Internal headwinds

Headwinds have also come from within China. The last-minute cancellation of the Ant Financial IPO in November 2020 by the Central Government was followed by a record fine for Alibaba in April 2021.

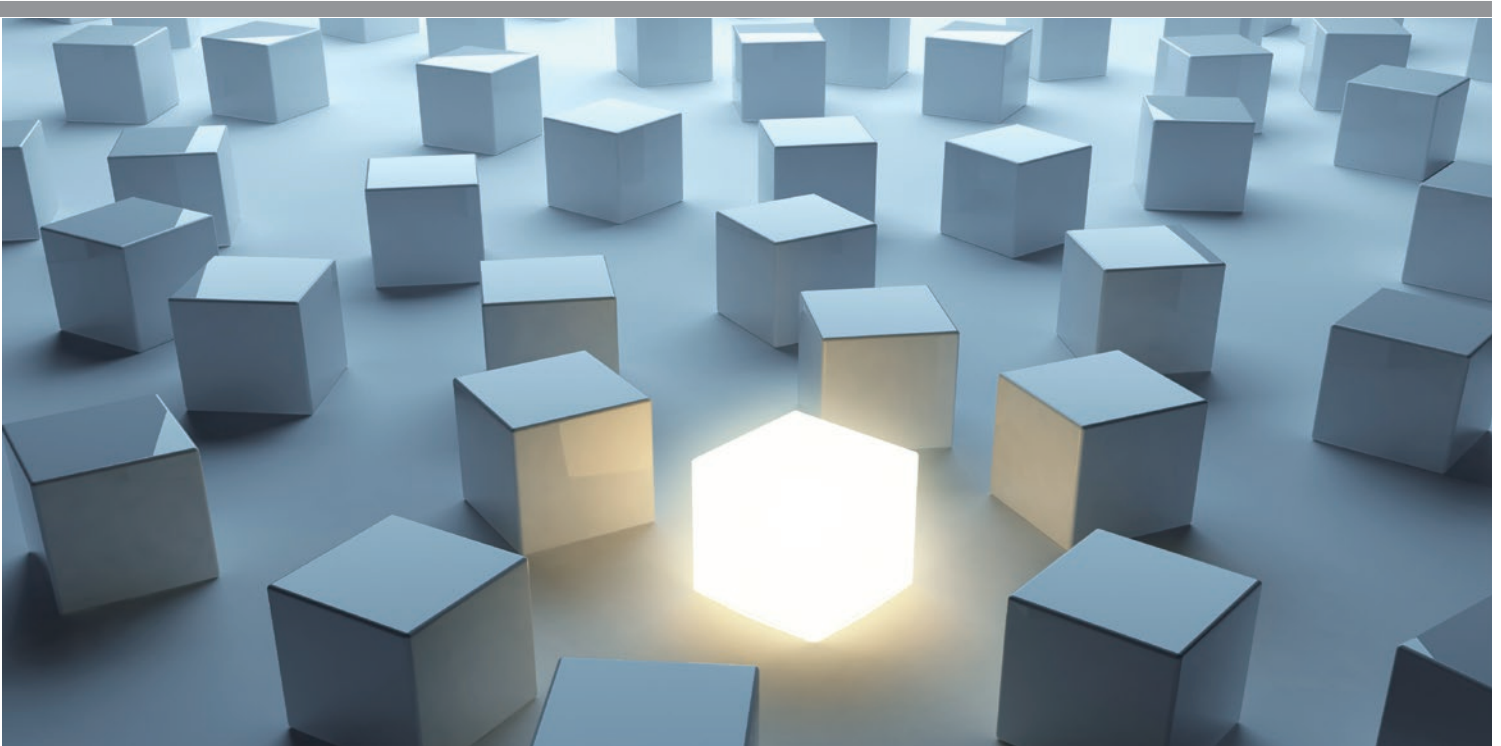
In the background, a series of regulatory measures were brewing, aimed at reducing the economic power of the largest tech firms. These include antitrust regulations that cover areas such as restricting user traffic, blocking competitors' products and discriminatory pricing. New laws on data security and to protect personal information also came into force this year.

A lot of these laws appear to overlap, but the net effect is to dampen the economic power of the tech giants.

What are the implications of all these pressures for FDI and the GBA? Will the GBA and its technology sector maintain its growth?

Strategies for resilience

Let's consider Shenzhen, the largest of the GBA cities. In October 2020,



there were more than 2,600 newly registered companies in high-tech areas, representing a year-on-year growth of 11.3%. As of December 2020, while much of the world remained in lockdown, some 90,000 new foreign-invested companies started up, in all sectors.

Historically, the confluence of challenges facing the GBA is not new. In the 1980s, a higher valued U.S. dollar enabled American consumers to buy Japanese and European cars and other imported goods at very competitive prices. This fuelled trade deficits and provoked tariffs and restrictions with limited effect. Then the 1985 Plaza Accord depreciated the value of the dollar against the yen and major European currencies. Exports to the U.S. dropped.

The immediate impact on Japan's export-oriented economy was devastating and led to the "lost decade" of the 1990s. Japan fought back, however, with more research and development, resulting in better quality products and diversified export markets.

Not wanting to experience the same loss, China is pursuing a similar course. As

Nietzsche observed: "That which does not kill us makes us stronger." That is exactly what is happening in the GBA.

Accelerated diversification

Above all, the new laws are forcing GBA companies to align with global standards and regulations, especially on data security and privacy. Trade and other restrictions have also accelerated diversification, both geographically for production and in business sectors that avoid restrictions.

For example, sales of Huawei's 5G base station equipment have been severely restricted and the ban prohibiting the use of Google's Android operating system has affected Huawei's handset business. Huawei has taken positive steps to address this with its own open source operating system, Harmony. However, this will have a forking effect. It is only a matter of time before other Chinese smartphone manufacturers use it, once it has its own app ecosystem developed.

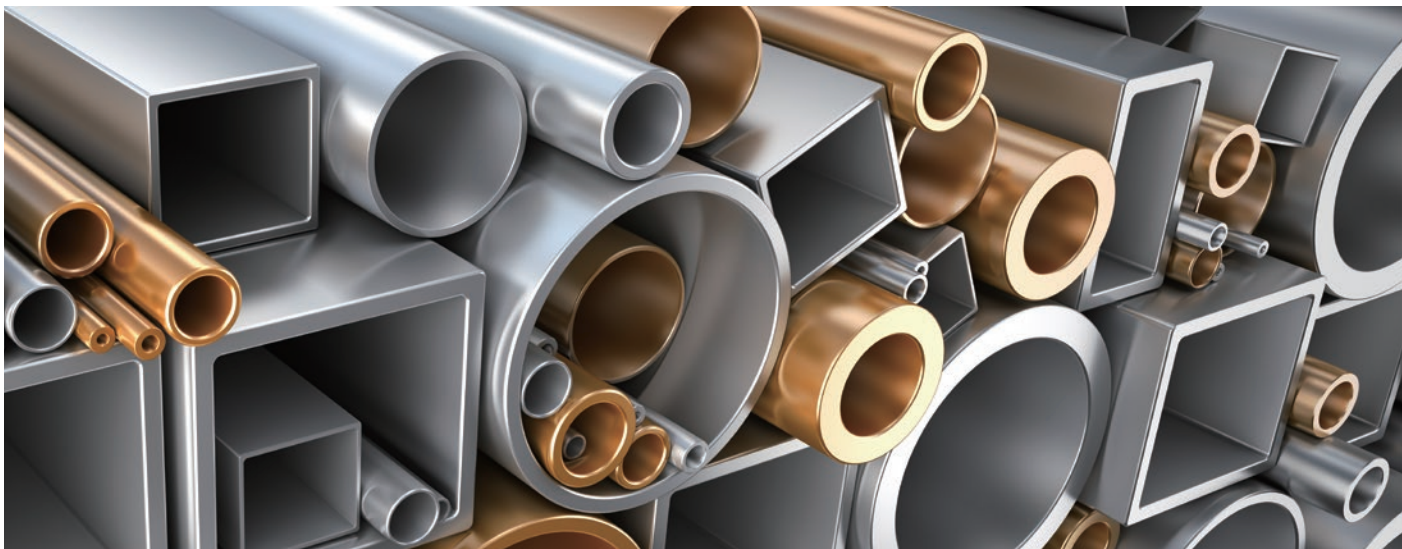
Huawei has been more successful on the PC front, with licenses being allowed once again from Microsoft, Intel and AMD

for Huawei notebooks. And it is rapidly expanding three other sectors: cloud computing, AI, and automotive technology. The automotive sector is promising. China is the world's biggest car and light truck market, and the vehicles increasingly employ more and more technology. As automotive solutions are not considered a security issue, the U.S. approved the export of specific chips to Huawei for its components business in August 2021.

Going forward

The ratification of the Regional Comprehensive Economic Partnership (RCEP), expected by the end of 2022, will also benefit the GBA by lowering trade barriers in the East Asia and Pacific region.

The net result? The GBA will likely continue to be the jewel in the crown for China as the country adapts to new realities. According to this view, shared by some of the world's largest investment houses and most prestigious consultancies, the answer is clear. Investors remain drawn to the GBA's potential continued growth.



大灣區由廣東、香港和澳門地區的11個大城市組成，總人口超過8,600萬。受到疫情衝擊，大灣區在2020年仍能錄得經濟增長，GDP超過1.66萬億美元。

不過，投資者仍然質疑：大灣區是否值得冒險？

美國施壓

大灣區的製造業在疫情期間大受打擊。儘管中國政府已採取措施穩定價格，鋼材的成本仍然大幅上升。此外，疫情對全球貿易造成干擾，導致貨櫃短缺和船期緊張，令運費升至十多年來的高位。在此之前，特朗普政府加徵關稅，而銅、鋁等其他主要原材料的價格亦上升。

這些因素令大灣區出口各類製成品的離岸運費上升三至四成，有關升幅的影響正在蔓延至環球經濟。

除了新冠病毒疫情，大灣區自2018年以來經歷了連串事件。美國先後向中國進口貨物加徵關稅和限制技術出口，又規範中國企業在美國的證券交易所上市。與此同時，中國加強監管科技公司，並收緊對香港的控制。

從洗衣機到半導體

特朗普政府發動的美中貿易戰因太陽能板和洗衣機的爭議而起，最初未有引起太大的關注。在2018年，貿易摩擦的焦點轉移到鋼鋁產品，而且開始牽涉墨西哥和土耳其等其他國家。

政策觀察家所稱的「第三輪貿易戰」針對知識產權、創新及科技領域，對大灣區造成的影響最為嚴重。美國對華貿易逆差在2020年底收窄至3,108億美元，創下2011年以來新低。

「第六輪貿易戰」主要涉及半導體，其影響在2019和2020年開始呈現。大灣區作為科技樞紐，內地收入最高的五大科技公司中有四家——華為、字節跳動、大疆創新及騰訊——都在區內設立總部。貿易戰針對的不僅是科技行業，中興通訊和華為等個別公司亦受到嚴格的限制，難以進口美國技術。

技術標準是另一爭議點。進一步限制向華為供應5G硬件，以及限制中國企業加入開放式無線存取網路（O-RAN）聯盟，成為了最新戰場。該業界組織由200間會員公司組成，旨在制定開放電訊標準，有關措施或會導致5G技術出現分叉或四分五裂。

國內逆風

中國內部亦面臨逆風。在2020年11月，中央政府突然暫緩螞蟻金融上市，其後於2021年4月又對阿里巴巴處以破記錄的罰款。

在這些行動背後，當局正在醞釀一系列規管措施，旨在削弱大型科技公司的經濟實力。有關措施包括修訂反壟斷法，使其涵蓋限制用戶流量、封殺競爭對手的產品和價格歧視等行為。保障數據安全和個人資料的新法規亦已於今年生效。

這些法規看似互相重疊，但其目的不外乎削弱科技巨擘的經濟實力。

這些壓力對外國直接投資和大灣區有何影響？大灣區及其科技產業能否維持增長？

提高韌性策略

以大灣區最大城市深圳為例，在2020年10月新註冊的高科技企業超過2,600間，按年上升11.3%。截至2020年12月，儘管全球多地繼續實施封鎖措施，所有行業的新成立外資企業總數約為9萬間。

大灣區面對的挑戰並非新鮮事。在1980年代，美元強勢令美國消費者能以極具競爭力的價格購買日本和歐洲的汽車及其他進口商品，導致貿易逆差擴大，並引發了關稅和限制措施，但成效不大。其後，在1985年簽署的《廣場協議》使美元兌日圓和主要歐洲貨幣貶值。輸往美國的出口下跌。

日本的出口導向經濟立即受到重挫，並於1990年代陷入「失落十年」。不過日本在危機後重整旗鼓，透過着手研究和開發，成功提升產品的質素和開拓多元化的出口市場。

為免步日本後塵，中國正採取類似的策略。正如哲學家尼采所言：「凡殺不死我的，必使我更強大。」這正正反映了大灣區的現況。

促進多元發展

最重要的一點，是新法規迫使大灣區企業遵循國際標準和規管要求，尤其是在保障數據安全和私隱方面。貿易和其他限制亦加快了多元化發展——企業除了積極物色新的生產

地，還尋求拓展業務領域，以期避開限制。舉例說，華為5G基站設備的銷售受到嚴格限制，加上被禁用Google的Android作業系統，均對其手機業務造成影響。華為已採取積極行動，以自家開源作業系統鴻蒙應對。不過，這將造成分叉效應。華為一旦成功建立應用程式生態系統，其他中國智能手機製造商便會紛紛轉用該系統。

華為在電腦業務方面的發展較為突出，微軟、英特爾和AMD已獲准繼續向華為供應手提電腦零件。此外，該公司正積極拓展三個業務領域：雲端運算、人工智能和汽車技術。

汽車行業前景可期。中國是全球最大的汽車和輕型貨車市場，而且愈來愈多新技術應用

於汽車領域。由於汽車應用方案不被視為構成安全問題，美國在2021年8月批准向華為出口用於汽車零件的特定晶片。

展望

《區域全面經濟夥伴關係協定》預期將於2022年底正式生效，有助減少東亞和亞太區的貿易壁壘，大灣區將可從中獲益。

這些發展有何啟示？隨着中國適應新時局，大灣區或會繼續成為國家的掌上明珠。多家全球最大的投資機構和享負盛名的顧問公司均認同這一觀點，因此答案顯而易見：大灣區持續增長的潛力，將繼續吸引投資者青睞。



This is an abridged version: you can read the full article on www.hinrichfoundation.com

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Americas Committee 美洲委員會

Visit to Local Craft Brewery 參觀本地精釀啤酒廠



Evaristo Trevino Berlanga, Chairman of the Americas Committee, led a group of members on a visit to the Moonzen Brewery in Kwun Tong on 7 October. During the visit, members learned about all stages of the beer-making process, from brewing and fermentation to the packaging of the final product, as well as the ingredients used to achieve the desired flavour and aroma. Mexican founder Laszlo Raphael also shared the story of how he launched the company and how it has grown to become one of the leading local brewers in Hong Kong. Members also sampled some of Moonzen's range of unique craft beers while taking the opportunity to network with fellow members.

美洲委員會主席 Evaristo Trevino Berlanga 於 10 月 7 日率領會員參觀位於觀塘的門神啤酒廠，探索啤酒從釀造、發酵到包裝等各個製作階段，以及了解味道、香氣與原材料的關係。來自墨西哥的創辦人 Laszlo Raphael 還分享了酒廠成立以至發展為本港頂尖精釀啤酒廠之一的經過。會員亦藉機一嚐風味獨特的手工啤酒，歡聚交流。

Asia & Africa Committee 亞洲及非洲委員會

Embracing Thailand's Digital Transformation 泰國迎來數碼轉型



At a webinar on Thailand's digital transformation and e-commerce market on 27 September, Consul General Tull Traisorat introduced this rapidly expanding sector and discussed how Hong Kong could also help connect Thailand with the Greater Bay Area.

Dr Chaichana Mitrpant from Electronic Transactions Development Agency and Dr Narain Chutijirawong from Deloitte Thailand also joined the event and shared their insights on how businesses in Thailand have been going digital during Covid-19. Attendees also learned about Thailand's immense growth in "social commerce," one example being Thai seafood merchant Hasun Dried Seafood, which made 200 million THB (HK\$465,000) in a year from Facebook sales alone.

After the webinar, Consul General Traisorat met with Chamber CEO George Leung and discussed organizing more events to inform members about the country, such as the latest innovation and technology developments in Thailand's Eastern Economic Corridor.

委員會於 9 月 27 日舉辦泰國數碼轉型和電商市場網上研討會，邀來總領事 Tull Traisorat 介紹這個迅速發展的行業，並探討香港如何協助泰國與大灣區建立連繫。

來自泰國電子交易發展局的 Chaichana Mitrpant 博士和德勤泰國的 Narain Chutijirawong 博士亦有與會，分享泰國企業在新冠病毒疫情期間邁向數碼轉型的過程。與會者還了解到在泰國大行其道的「社交商務」模式，並以當地海味乾貨批發商 Hasun Dried Seafood 的例子加以說明：該公司在短短一年內單以 Facebook 渠道便創造出 2 億泰銖（46.5 萬港元）的銷售額。

會後，總領事 Traisorat 與總商會總裁梁兆基會面，商討未來為會員籌辦更多資訊活動，介紹泰國的動態，例如當地東部經濟走廊最新的創科發展。

Medical Opportunities in Africa

非洲醫療機遇

Hazel Ip, Managing Director at All Trusted Medical, spoke at the Asia and Africa Committee Meeting on 20 September. She shared her experience of working in Africa as a young entrepreneur, where she set up a mobile clinic and helped her company, which supplies medical equipment such as IVD analyzers, become a trusted name in Kenya and South Sudan.

Procuring medical equipment is not an easy task for hospitals in Africa, she explained, as these are often not very accessible, and therefore costs are high. Her company helps hospitals cut costs by introducing more budget-friendly alternatives to expensive brand-name equipment, and in turn contributes to making medical care more affordable.

Ip added that many African countries could also benefit from Hong Kong's professional expertise in areas such as shipping and logistics, and product marketing to help them reach international markets.

All Trusted Medical 董事總經理葉佳諾於9月20日出席亞洲及非洲委員會會議，分享在非洲成立流動診所的經歷，以及協助其公司（一家提供體外診斷分析儀等醫療設備的供應商）在肯亞和南蘇丹建立商譽的過程。

她解釋，非洲的醫療設備往往供應不足，導致成本高企，因此醫院要採購醫療器材並不容易。她的公司為醫院引入價格較相宜的設備，取代昂貴的品牌器材，協助減省成本，從而為民眾提供更可負擔的醫療保健服務。

葉佳諾補充，許多非洲國家還可借助香港在航運、物流、產品營銷等領域的專業知識，進軍國際市場。



Fostering Ties with Mongolia

與蒙古加強聯繫

Consul General of Mongolia Jargalsaikhan Gundegmaa, accompanied by Vice Consul Enkhbolor Gantulga, visited the Chamber on 29 September where they met CEO George Leung and Asia & Africa Committee Chairman Jonathan Lamport. The Consul General explained that the country is rich in natural resources and has a growing solar and wind energy industry. Mongolia also exports quality agricultural products including exotic meats and cashmere, some of which have already reached stores in Hong Kong. Tourism is an important sector under normal circumstances, and the visitors said that for people yearning to travel again, Mongolia could be a perfect destination for a vacation once borders reopen, with fantastic sights like the Gobi Desert and vast grasslands for horse riding and trekking.

蒙古總領事 Jargalsaikhan Gundegmaa 在副領事 Enkhbolor Gantulga 陪同下，於9月29日到訪，與總商會總裁梁兆基和亞洲及非洲委員會主席林偉全會面。總領事解釋，

蒙古天然資源豐富，太陽能和風能發展蓬勃，當地還出口野味和羊絨等優質農產品，其中部分已於香港市場有售。在正常情況下，旅遊業是重要產業；旅客表示，蒙古坐擁戈壁沙漠等壯麗景色，還有遼闊的草原可供策騎遠足，待邊境重開後，當地可望成為度假勝地，讓久未出行的遊客重拾旅遊的樂趣。



COMMITTEE CHAIRMEN

委員會主席



Americas Committee
美洲委員會
Mr Evaristo Trevino Berlanga



Asia & Africa Committee
亞洲及非洲委員會
Mr Jonathan Lamport
林偉全先生



China Committee
中國委員會
Mr Eric Fok
霍啟山先生



HKCSI – Executive Committee
香港服務業聯盟 — 執行委員會
Ms Veronica Lockyer
駱凱燕女士



Digital, Information & Telecommunications Committee
數碼、資訊及電訊委員會
Ms Jennifer Yuen Chun Tan
陳婉真女士



Economic Policy Committee
經濟政策委員會
Mr John Anthony Miller
苗學禮先生



Environment & Sustainability Committee
環境及可持續發展委員會
Mr Wilson Kwong
鄭永銓先生



Europe Committee
歐洲委員會
Mr Davide De Rosa
戴偉德先生



Financial & Treasury Services Committee
金融及財資服務委員會
Mr Harrison Ho
何樂生先生

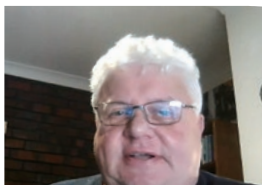


Industry & Technology Committee
工業及科技委員會
Mr Victor Lam
林凱章先生



Legal Committee
法律委員會
Ms Agnes Tan
陳國萍女士

Belt and Road Working Group 一帶一路工作小組



Exploring the Digital Silk Road 探索數碼絲路

Andre Wheeler, CEO of Wheeler Management Consulting Pty Ltd / Asia Pacific Connex, spoke at the meeting on 24 September, which was hosted by Edmond Yue, Co-convenor of the Belt and Road Working Group. Wheeler gave a presentation on the latest developments of the Digital Silk Road and its practical applications, such as how it is connecting land and port via non-human interfaces, and extending such connections into cities. New technologies had emerged, Wheeler explained, to help make logistics seamless and more efficient along the Belt and Road.

Wheeler Management Consulting Pty Ltd / Asia Pacific Connex 行政總裁 Andre Wheeler 出席 9 月 24 日由一帶一路工作小組共同召集人余國賢主持的會議，介紹數碼絲路的最新發展及實際應用，例如如何透過非人工界面實現海陸聯通，以及將之延伸至城市。Wheeler 解釋，新技術的出現有助「一帶一路」沿線物流無縫對接，提升效率。

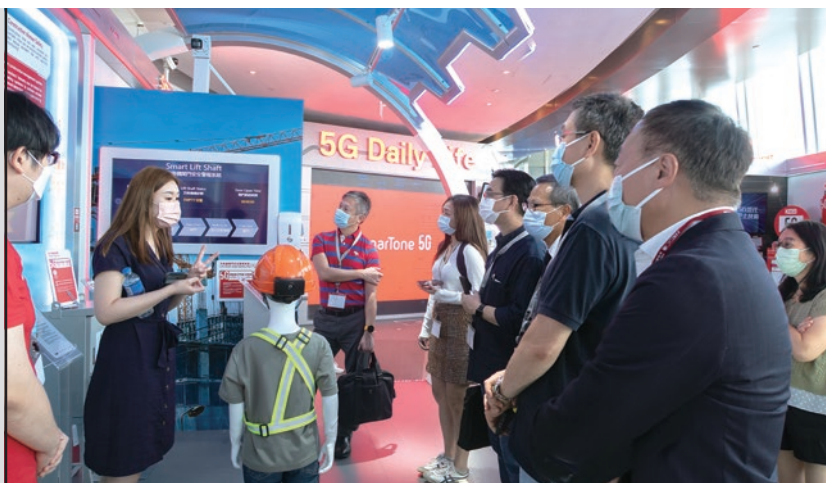


經濟政策委員會

香港大學經濟學副教授趙耀華和惠譽評級中國內地及香港首席分析師 Andrew Fennell 出席 9 月 20 日的研討會，探討本港的長遠財政健康，涵蓋公共收入的可持續性、政府財政盈餘的投資策略、疫情對本港財政儲備的影響，以及香港的信貸評級展望。講者並就如何提升本港長遠的財政穩定性提出建議。

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

Sanda Cheuk, Deputy Director-General (Telecommunications) at the Office of the Communications Authority, spoke at the committee's meeting on 6 October where he shared the Government's latest initiatives to promote 5G and further develop Hong Kong as a leading telecommunications hub. He briefed members on the progress and expected outcomes of developments including the auction of new spectrums for 5G services, roll-out of the 5G early deployment subsidy scheme, and enhancements to the Telecommunications (Amendment) Bill 2021. 通訊事務管理局辦公室通訊事務副總監（電訊）卓聖德出席委員會 10 月 6 日的會議，分享政府推廣 5G 技術及進一步發展香港為領先電訊樞紐的最新措施，並概述各項發展項目的進度及預期成果，包括拍賣 5G 服務新頻譜、推出「鼓勵及早使用 5G 技術資助計劃」和完善《2021 年電訊（修訂）條例草案》。



A group of Chamber members visited the SmarTone 5G LAB @sky100 on 29 September to get a first-hand glimpse of how 5G technology is currently being applied across sectors including retail, transport, health and construction. The tour included an introduction to a range of current and upcoming initiatives, such as the safety monitoring system for the Tai Lam Tunnel and electric buses, which are supported by 5G and other innovative technologies such as big data, cloud and artificial intelligence. Members also took part in interactive displays and enjoyed panoramic views of the city skyline from the 100th floor of the International Commerce Centre.

總商會於 9 月 29 日率團到訪 SmarTone「5G LAB@天際 100」，了解 5G 技術在零售、運輸、健康和建築等領域的應用。期間，會員認識到當前和即將推出的一系列方案，例如以 5G 技術和大數據、雲端和人工智能等創新技術為大欖隧道和電動巴士設計安全監測系統，亦有機會體驗各種互動裝置，更可從環球貿易廣場 100 樓俯瞰維港美景。



COMMITTEE CHAIRMEN 委員會主席



Economic Policy Committee

Stephen Chiu, Associate Professor of Economics from the University of Hong Kong, and Andrew Fennell, Lead Analyst for China and Hong Kong at Fitch Ratings, discussed Hong Kong's long-term fiscal health at a seminar on 20 September. They covered topics including the sustainability of public revenues, the Government's approach to investing its surpluses, the impact of the Covid-19 pandemic on Hong Kong's fiscal reserves, as well as the city's credit rating outlook. The speakers also offered their suggestions on how Hong Kong could shore up its finances for the longer term.

Europe Committee 歐洲委員會

Exhibition Sector Amid Covid 疫情下展覽業的發展

Michael Duck, Executive Vice President at Informa Markets, spoke at the Europe Committee meeting on 29 September. He updated members on the latest developments in the exhibition industry, particularly in Europe and Hong Kong. He said that the sector had been badly hit by the pandemic, with 10% of companies surveyed in the UFI Global Exhibition Barometer saying they will have to close if business does not improve in the next six months.

On a more positive note, he noted that trade exhibitions are starting to resume in many parts of the world, from Las Vegas to Milan to Shanghai – particularly in locations that can take advantage of large domestic markets. Global companies that have country offices in these areas have also benefited from the return to more normal operations.

But for some international hubs in the MICE industry, such as Hong Kong, many challenges remain, particularly the ongoing limitations on travel. He added that 71% of the companies surveyed ranked "lifting of current travel restrictions" as the most important factor to help the sector bounce back.



亞洲博聞執行副總裁麥高德出席歐洲委員會9月29日的會議，講解展覽業的最新發展，尤其是歐洲和香港的市場動向。他表示業界大受疫情打擊，根據國際展覽業協會發表的「全球展覽業晴雨表」調查報告，有一成的受訪公司表示若然未來六個月的業績未見改善，他們唯有無奈結業。

另一方面，他指出貿易展覽業在全球多個地區正開始復蘇，例如拉斯維加斯、米蘭和上海，以及一些坐擁龐大內銷市場優勢的地區。在這些地區設有辦事處的跨國企業，其業務亦已回復到較為正常的水平。

不過，對於香港一類國際會展旅遊樞紐來說，仍有眾多挑戰有待克服，特別是旅遊限制持續實施。他補充道，71%的受訪企業視「撤銷現行旅遊限制」為有助業界重整旗鼓的最重要因素。



Manpower Committee
人力委員會
Mr CK Lee
李志強先生



Membership Committee
會員關係委員會
Mr Leland Sun
孫立勳先生



Real Estate & Infrastructure Committee
地產及基建委員會
Mr Eric Ma
馬紹祥先生



Retail & Tourism Committee
零售及旅遊委員會
Ms Nikki Ng
黃敏華女士



Shipping & Transport Committee
船務及運輸委員會
Mr Kenneth Bell
鮑健偉先生



Small & Medium Enterprises Committee
中小型企業委員會
Mr Norman Yeung
楊敏健先生



Taxation Committee
稅務委員會
Ms Alice Leung
梁愛麗女士



Taiwan Interest Group
台灣小組
Mr P C Yu
余鵬春先生



Women Executives Club
卓妍社
Ms Nikki Ng
黃敏華女士



Young Executives Club
卓青社
Mr Eric Fok
霍啟山先生



Ms Elsa Wong
黃玉娟女士

Europe Committee 歐洲委員會



German Election: Impact and Prospects 德國大選：影響及展望

For the first time in 16 years, Germany will welcome a government not led by Angela Merkel, following the elections in September. At the Chamber's webinar on 18 October, Dr Roland Vogt, Head of the School of Modern Languages and Cultures at the University of Hong Kong, and Eberhard Brodhage, Founder of Asia Europe Business Partners, agreed that the new government would likely remain a model of continuity in Europe and globally, and take proactive leadership in expanding cooperation with the Indo-Pacific region.

Dr Vogt explained that Germany is an inward-looking but socially progressive society, but its leadership has a strong influence on the development and policies of the European Union. He expected the new chancellor would need to carefully balance the demands of the country and the bloc, with challenges including E.U. integration, immigration and weaker leadership at the E.U. level.

Brodhage briefed members on the economic outlook for Germany, with growth expected to be robust next year. He said expected Germany would have a more substantial presence and cooperation with like-minded countries, based on a multilateral and rule-based order, while maintaining its pragmatic engagement with China.

德國在 9 月舉行大選後，即將迎來 16 年來首屆由默克爾以外人士帶領的政府。在總商會 10 月 18 日的網上研討會，香港大學現代語言及文化學院主任傅榮朗博士及 Asia Europe Business Partners 創辦人包凱歌均認同，新政府將繼續成為歐洲以至全球延續繁榮穩定的典範，並積極帶領多國擴大與印太地區的合作。

傅榮朗博士解釋，德國是內向型的先進社會，但其領袖對歐洲聯盟的發展和政策極具影響力。面對歐盟一體化、移民問題和歐盟領導弱勢等挑戰，他預期新任總理需要審慎平衡國內與歐盟之間的需求。

包凱歌與會員分享德國經濟展望，預料明年增長強勁。他預期德國將與志同道合的國家加強聯繫和合作，維護以規則為基礎的多邊秩序，同時與中國維持務實往來。



Celebrating Oktoberfest 慶祝德國啤酒節

Committee members had a few Happy Hour beers at The Murray on 15 October to celebrate Oktoberfest. Participants enjoyed the opportunity to catch up and meet new committee members amid the German festive ambience.

委員會於 10 月 15 日假香港美利酒店舉行歡樂時光聚會，同慶德國啤酒節，一眾成員藉機敘舊迎新。

GBA Working Group 大灣區工作小組

Rocky Tung, Director, Head (Policy Research), Financial Services Development Council, shared his insights on the progress of financial services cooperation between Hong Kong and the Mainland, particularly in the Greater Bay Area region, at the GBA Working Group meeting on 29 September. He also discussed the opportunities and challenges that Hong Kong businesses are facing in the GBA. Christophe Lee, Founder and CEO, Lotus Asset Management, also shared his on-the-ground experience of making use of financial services to expand his business across the GBA.

To support members expand their business in the GBA, Convenor Petrina Tam proposed to set up a GBA Working Group Service Centre with an enquiry hotline to provide consolidated information for members' reference.

大灣區工作小組於 9 月 29 日舉行會議，香港金融發展局政策研究總監董一岳剖析香港與內地特別是大灣區的金融服務合作進展，並探討港企在大灣區的機遇和挑戰。蓮華資產管理有限公司創辦人及行政總裁李健平亦分享自身實戰經驗，講述如何利用金融服務拓展區內業務。

為協助會員在大灣區拓展業務，工作小組召集人譚唐毓麗建議設立大灣區工作小組服務中心和查詢熱線，為會員提供綜合資訊。



Chamber Chairman Meets with MPFA

總商會主席與積金局會面

Chamber Chairman Peter Wong and CEO George Leung met with Ayesha Lau, Chairman of the Mandatory Provident Funds Scheme Authority (MPFA), on 18 October to discuss the MPF system and how to help Hong Kong's working population when they reach retirement.

Lau emphasized that HKGCC had been a valuable partner for many years, and that the MPFA appreciated the Chamber's constructive suggestions on the MPF system from the business perspective. She also spoke about the development of the eMPF platform, which will bring increased efficiency and a better user experience for businesses and employees once launched.

總商會主席王冬勝和總裁梁兆基於 10 月 18 日與強制性公積金計劃管理局（積金局）主席劉麥嘉軒會面，討論強積金制度，並商討如何為本港的勞動人口提供退休支援。

劉麥嘉軒強調，總商會多年來一直是積金局的重要夥伴，並感謝總商會從商界的角度就強積金制度向局方提出建設性建議。她還介紹「積金易」平台的進展；該平台啟用後，將為企業和僱員帶來更高效、更優質的用戶體驗。



Allen Yeung and Richard Wong, respectively President and Vice President of the Greater Bay Area International Information Industry Association, visited the Chamber on 21 September. They were received by Petrina Tam, Convenor of the GBA Working Group. The Association was established in April this year with the aim of promoting connectivity within the region, facilitating integrated development and encouraging IT cooperation.

大灣區國際信息科技協會會長楊德斌及副會長王懷和於 9 月 21 日到訪，由總商會大灣區工作小組召集人譚唐毓麗接待。該協會於今年 4 月成立，旨在促進區內聯通、融合發展，並鼓勵資訊科技交流合作。



Sweet Treats for Autumn

Volunteers from the Chamber teamed up with the Tung Wah Group of Hospitals to distribute gift bags with mooncakes and cookies to kindergarten kids from TWGHs Shiu Wong Lee Moon Fook Nursery School ahead of the Mid-Autumn Festival. The sweet treats were provided by iBakery, a social enterprise under the TWGH, which trains and hires people with disabilities to work in a range of roles in its factory, bakery, cookie shops, restaurant and snack kiosks.

中秋送暖

臨近中秋，總商會義工與東華三院攜手向該院屬下蕭旺李滿福幼兒園的學童送上福袋，內有由東華三院社企 iBakery 製作的月餅和曲奇。iBakery 培訓和聘用殘障人士，安排他們在廠房、烘焙工房、曲奇餅專賣店、餐廳和輕食站出任不同職位。

Legal Committee 法律委員會

Raymond Lam and Carole Mok, Senior Solicitors from the Intellectual Property Department, shared the latest developments in Hong Kong's trademark regime at a committee meeting on 27 September. They discussed the proposed application of the "Madrid Protocol" to Hong Kong, which facilitates the protection and management of trademarks across multiple jurisdictions. Subject to the progress of related preparatory work, the Madrid Protocol is expected to be implemented in Hong Kong as early as 2022 or 2023.



知識產權署兩位高級律師林黃裳和莫嘉珞出席委員會 9 月 27 日的會議，介紹香港商標制度的最新發展，並討論在香港實施《馬德里議定書》的建議。該議定書旨在便利企業在多個司法管轄區保護和管理商標，最早可望於 2022 或 2023 年在港實施，具體時間視乎相關籌備工作進度而定。



Internal investigations – whereby an organization conducts a formal inquiry to verify suspected cases of workplace regulatory violations – are a powerful tool for maintaining corporate compliance. Desmond Yu and Iris Cheng, respectively Partner and Associate at MinterEllison LLP, detailed the fundamental issues associated with internal investigations, including those relating to employment laws, secrecy and confidentiality requirements, and legal professional privilege, at a webinar on 7 October. They also shared tips on the key elements which companies should bear in mind when planning and carrying out internal investigations. These included the dominant purpose of the investigation, parties responsible for conducting the fact-finding exercise, as well as how to obtain and preserve evidence, and conduct interviews.

內部調查——機構就涉嫌辦公室違規個案展開正式調查——是確保企業奉公守法的有效工具。銘德有限法律責任合夥律師事務所合夥人余卓倫和律師鄭玉萍出席 10 月 7 日的網上研討會，詳述與內部調查有關的基本議題，涵蓋僱傭法、保密要求和法律專業保密權等相關事宜。講者還講解企業籌劃和展開內部調查時不可忽視的重要元素，包括調查的主要目的、搜證人員、獲取和保管證據以及進行面見的方法。

Manpower Committee 人力委員會



David Siew, Partner, People Services, and Michelle Hui, Director, Executive Search and Recruitment, from KPMG China spoke at a hybrid event on 23 September about the changing workplace amid Covid-19. They briefed members on the latest opportunities and challenges facing companies in Hong Kong arising from the changes in the way companies operate, shifting employee expectations and the tight job market. The speakers also referred to some recent tax cases to highlight the key tax considerations that employers and HR professionals should consider when terminating staff.

在 9 月 23 日的活動上，畢馬威中國個人服務合夥人蕭維強和行政人員招聘服務總監許秀芝就疫情下工作模式轉變的主題，向線上線下的與會者講解營運模式和僱員期望的轉變，加上就業市場緊張，為本港企業帶來的機遇與挑戰。兩位講者還引述近期一些稅務案例，說明僱主和人力資源專家在裁員時應留意的重要稅務考量。

Bonnie Yau, Executive Director of the Occupational Safety and Health Council, discussed the trends and causes of work accidents in Hong Kong and introduced some prevention measures at a hybrid committee meeting held on 29 September. During the meeting, Jeffrey Tang and Teddy Liu were elected as Vice Chairmen.

職業安全健康局總幹事游雯出席委員會於 9 月 29 日舉行的線上線下同步會議，剖析香港工傷意外的成因和趨勢，並介紹相應的防範措施。會上，鄭添之和廖國泰當選委員會副主席。



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

At a committee meeting on 11 October, Ellie Tang, Head of Sustainability at New World Development, shared her views on how the real estate industry was moving towards sustainability. At the same meeting, Eric Ma was elected Chairman, while Gilbert Tsang,

John Siu and TK Chiang were elected co-Vice Chairmen.

在委員會 10 月 11 日的會議，新世界發展可持續發展主管鄧業煒分享地產業如何邁向可持續發展。會上，馬紹祥當選主席，而曾慶祥、蕭亮輝和蔣東強則獲選聯席副主席。



Industry professionals explained the latest innovative solutions they have developed for the real estate sector at a webinar on 7 October co-organized with the PropTech Institute. Vishalsai Daswani, Founder and CEO at MyPropty, spoke on the opportunities and challenges for the development of proptech in Hong Kong. He was joined by Gary Walter, Co-founder and CEO at Realinflo, and Harris Sun, Founder and CEO at RaSpect, who shared their views on the pace of adoption of technology in Hong Kong compared to other global cities. Also at the event, Arshad Chowdhury, Managing Partner at Betatron Venture Group, provided an investor's perspective on developments in proptech.

總商會在 10 月 7 日與房地產科技協會合辦網上研討會，邀來多位業界專家闡述各自研發的房地產創新方案。MyPropty 創辦人兼行政總裁 Vishalsai Daswani 探討香港房地產科技發展的機遇與挑戰；Realinflo 聯合創辦人兼行政總裁 Gary Walter 和維視拍創辦人兼行政總裁辛子雋比較香港和其他國際城市應用科技的進度，Betatron Venture Group 董事總經理 Arshad Chowdhury 則從投資者角度剖析房地產科技的發展。



Retail & Tourism Committee 零售及旅遊委員會

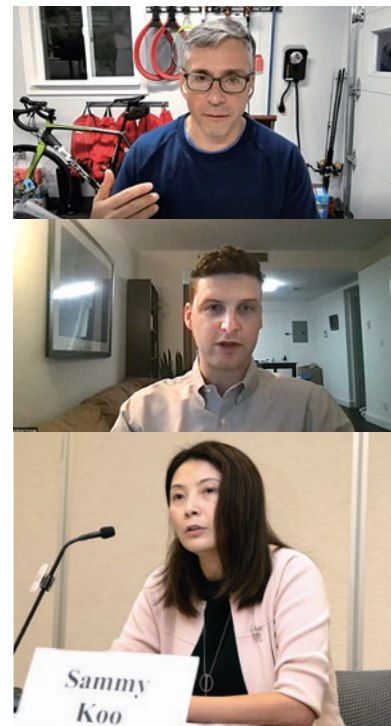
Members discussed the committee's work programme for the coming year at the meeting on 23 September, including exploring ways to revitalize tourism in Hong Kong and participating in charity drives with local NGOs, as well as contributing to the Chamber's submission to the upcoming Budget consultation.

委員會於9月23日舉行會議，商討來年工作計劃，包括探討振興本港旅遊業的方法、參與本地非政府組織舉辦的慈善活動，以及就《財政預算案》公眾諮詢向總商會提供意見。

Sustainable Finance Working Group 可持續金融工作小組

Paul Brody and Andrew Forman, respectively Global Blockchain Leader and Manager of Digital and Emerging Technology at EY, spoke at a webinar on 6 October on how adoption of blockchain infrastructure could contribute to scaling sustainable finance and facilitate the development of trading of carbon credits, as well as tokenised ESG assets. EY Partner Sammy Koo discussed the prospects for such applications in Hong Kong and the Mainland.

安永全球區塊鏈主管 Paul Brody 和數碼新興技術經理 Andrew Forman 出席10月6日的網上研討會，闡釋如何利用區塊鏈基礎設施推動可持續金融發展，並促進碳信用額交易和環境、社會及管治（ESG）資產代幣化的發展。安永合夥人顧智心探討區塊鏈基礎設施在香港和內地的應用前景。



Small & Medium Enterprises Committee 中小型企業委員會

Lester Ip, Chief Inspector, Cyber Security Section 2, from the Hong Kong Police Force's Cyber Security and Technology Crime Bureau, spoke at a committee meeting on 24 September. He updated members on the latest cybercrime trends and shared some tips for businesses on how to avoid becoming a victim of online crime. Ip also discussed some of the cybersecurity developments that can help protect businesses further against the risks.

Sophia Chong, Assistant Executive Director, Hong Kong Trade Development Council, also joined the meeting and shared information about the HKTDC's 3-in-1 "Exhibition+" hybrid marketplace.

香港警務處網絡安全及科技罪案調查科葉卓譽總督察出席9月24日舉行的委員會會議，講解網絡犯罪的最新趨勢和企業避免受騙的方法，並分享網絡安全的發展動向，以助企業自保。

香港貿易發展局助理總裁張淑芬亦有與會，並向會員介紹貿發局的三合一「展覽+」線上線下商貿平台。



Jacky Tsai, Technology Lead for Trusple, and Carmen Chan, Managing Director, Head of Trade and Working Capital, Greater China and North Asia, Transaction Banking, Standard Chartered Bank, shared their insights on the use of blockchain in cross-border trade at a webinar on 28 September. They also discussed how SMEs can capitalize on the growth of blockchain applications. The speakers said that members should keep abreast of the latest market developments and new services that were becoming available to help them optimize their business operations.

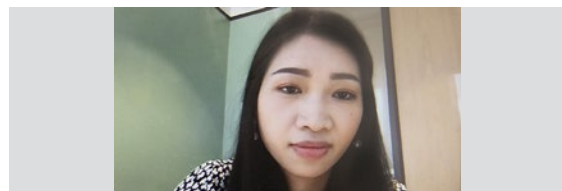
在9月28日的網上研討會，Trusple 技術負責人蔡建生和渣打銀行金融交易銀行部大中華及北亞區貿易及流動資金融資董事總經理陳翠珊探討區塊鏈在跨境貿易的應用，以及中小企可如何受惠於區塊鏈的應用發展。要完善公司的業務運作，兩位講者建議會員緊貼市場發展及服務趨勢。

A webinar on 16 September looked at the impact of climate change on sea levels and the potential effect on businesses in Hong Kong and Asia. Debra Tan, Director and Head at China Water Risk, explained the risks caused by rising sea levels and their implications to Hong Kong's finance, property, logistics and trading sectors. Dharisha Mirando, Investor Engagement & Water Risk Valuation Lead, spoke on the impact of coastal threats on 20 capitals and key economic hubs in the Asia Pacific region.



工作小組在 9 月 16 日舉行網上研討會，探討氣候變化對海平面及香港以至亞洲企業的潛在影響。會上，中國水風險董事兼主管 Debra Tan 解釋海平面上升構成的風險及其對本港金融、房地產、物流和貿易行業的影響；投資者參與及水風險評估主管 Dharisha Mirando 則講解沿岸威脅對亞太地區 20 個首府城市和主要經濟樞紐的影響。

Amid the low risk of Covid-19 in Hong Kong and the stimulation of the Consumption Voucher Scheme, both online and offline retail activities have increased in recent months. Nicole Chow, Large Account Lead for Travel, Ecommerce and Logistics at Google, discussed at a Chamber webinar on 5 October how the pandemic had accelerated changes in consumer shopping behaviour. Key trends for retailers to be aware of include mobile first, online and offline integrated experience and long-term loyalty.



隨著本港疫情緩和，加上消費券計劃的刺激，無論線上或線下的零售市道在近期均錄得增長。Google 香港旅遊及電子商務行業總監周玉婷出席總商會 10 月 5 日的網上研討會，闡述疫情如何加速消費者購物行為的改變，其中零售商須多加關注的重要趨勢包括：轉用流動平台、線上線下融合體驗，以及品牌忠誠度。



Michelle Leung, Senior Vice President, Head of Fung Omni Services, and Corrie Ren, Vice President – Business Development, Global Supply BD&KA, LazGlobal, shared their insights on the latest e-commerce trends across Asian markets at a seminar on 6 October.

E-commerce is growing rapidly in Asia, a trend that has been fuelled by the widespread adoption of mobile devices and the convenience of online shopping, and boosted further by the pandemic. The 14.3% retail e-commerce sales growth seen in Southeast Asia in 2021 reflects the huge potential of the sector. The speakers said that businesses should make use of social media when marketing to the younger generations, who use online platforms to express themselves and share the products and services they enjoy.

Joanna Wan, Digital Sales Director, BB Beauty, also joined the panel discussion and shared some tips for new e-commerce players. She pointed out that the Southeast Asian market is very different from the Hong Kong market, so sellers should do market research, as well as being clear about local laws as well as customs and tax duties.

Fung Omni Services 高級副總裁梁熾貝及 Lazada 跨境商家及業務拓展專家（香港負責人）麒安出席 10 月 6 日的研討會，剖析亞洲電商市場的最新趨勢。

受惠於手機普及化、網購便利快捷，加上疫情進一步推動數碼轉型，電子商務在亞洲蓬勃發展。2021 年，東南亞零售電子商務銷售額錄得 14.3% 的增長，反映行業發展潛力優厚。講者認為年青一代慣於利用網上平台表達意見和分享他們喜愛的產品和服務，因此企業應善用社交媒體向年青消費者推銷。

BB Beauty 數碼銷售總監 Joanna Wan 亦參與隨後的討論環節，分享經營電商的心得。她指出東南亞市場有別於本地市場，銷售商宜先做好市場調查，充分了解當地的法律、關稅和稅務規定。



Chamber Deputy CEO Watson Chan spoke at the “Open Forum and Pilot Study for the development of a Corporate Innovation Index (CII),” organized by the Chinese University of Hong Kong’s Business School, on 4 October. The Chamber has partnered with CUHK on this initiative to establish a framework of corporate innovation and to help businesses to benchmark their innovation more effectively. At the forum, the participants discussed progress so far in developing the CII and feedback from industry practitioners.

總商會副總裁陳利華在 10 月 4 日為香港中文大學（中大）商學院舉辦的「企業創新指數開放論壇及先導研究」活動致辭。總商會正與中大合作建立企業創新框架，協助企業更有效地評估其創新表現。會上，一眾與會者討論了企業創新指數的編製進展，並分享業界人士的意見回饋。

Taxation Committee 稅務委員會

At a committee meeting on 5 October, Carrie Lui and Ian Chen, respectively Special Counsel and Registered Foreign Lawyer at Baker McKenzie, explained the tax issues associated with different types of employee incentive schemes.

在 10 月 5 日的委員會會議，貝克·麥堅時特別法律顧問呂嘉怡和註冊外地律師 Ian Chen 講解各類僱員獎勵計劃相關的稅務事宜。



Women Executives Club 卓妍社



WEC members enjoyed a guided tour to Swire’s “Believe in Hong Kong” Exhibition on 11 October. The exhibition celebrates Swire’s more than 150 years of doing business in Hong Kong and contains historical artifacts and photographs showcasing the company’s contribution to the growth of the city into a global commercial hub across a range of industries. Members also learned how the group has been giving back to Hong Kong over the years through its various educational funds and charities.

卓妍社會員於 10 月 11 日參加由太古集團舉辦的「信望香港 信望未來」展覽導賞團。是次展覽為太古在香港營商逾 150 周年誌慶，當中展出歷史文物和圖片，展示了集團在本港各行各業的投入參與，推動香港發展成為國際商業樞紐。會員還了解到集團歷年來如何通過設立各種教育基金及慈善機構回饋社會。

Talent Development 人才發展



It is important for employers to be aware of potential pitfalls to help them prevent employment conflicts or unreasonable complaints resulting from employees' misunderstanding or misbehaviour. At a practical workshop on 30 September, Albert So, Chairman of the Hong Kong Mediation and Arbitration Centre, discussed some court cases relating to common issues arising from employees behaviour.

During the workshop, participants explored effective methods for recruiting and interviewing employees. They also learnt about legal issues regarding staff injury, leave application, invasion of privacy, discrimination laws and post-employment restrictions.

僱主必須慎防墮入勞資關係的潛在陷阱，以免因員工的誤會或不當行為引發僱傭衝突或無理投訴。在9月30日的工作坊，香港調解仲裁中心主席蘇文傑探討僱員行為引起的常見問題及相關案例。

學員除了掌握招聘和面試的有效方法，還認識到有關工傷、請假、侵犯私隱、歧視法和離職後限制的法律事宜。

The Chamber held a series of YouTube Creator Academy Online Workshops in September to help members get started on the popular video-sharing platform. In these sessions, Kaman Louie, YouTube Strategic Partner Manager, introduced 10 fundamentals for YouTube Creators in video production and channel management. She also discussed how content creators could earn money through YouTube's different advertisement formats, as well as how to analyse and optimize their channel using insights from YouTube.

總商會在9月舉辦多場 YouTube Creator Academy 系列網上工作坊，協助會員利用 YouTube 這個廣受歡迎的平台分享短片。YouTube 戰略合作夥伴 Kaman Louie 介紹了在 Youtube 製作影片和管理頻道的十個基本原理，以及用家如何透過 YouTube 的各種推廣方式賺取收入，並講解如何利用 YouTube 分析和優化頻道。

Obituary

Denis Lee Wing Kwan

Denis Lee Wing Kwan, a former member of the Chamber's Council and General Committee, passed away in October. He served the Chamber as a member of the Council and General Committee from 1994 to 2002, and twice as the Chairman of the SME Committee in 1991-1994 and 1998-2002.

Denis was very active in the business community and made great contributions to Hong Kong. May he rest in peace.



李榮鈞

總商會諮議會前成員兼理事李榮鈞於10月與世長辭。李榮鈞曾於1994至2002年擔任總商會諮議會及理事會成員；並在1991至1994年和1998至2002年期間兩度擔任總商會中小型企業委員會主席。

李榮鈞活躍於工商業界，積極貢獻香港。願他安息。



Teeing Off for a Good Cause

高球競技為公益

Chamber holds golf tournament to celebrate 160th anniversary and raise funds for the Hong Kong Society for the Protection of Children
總商會舉辦高爾夫球賽，慶祝創會 160 周年，並為香港保護兒童會籌款

Congratulations to the winners and a big thanks to all participants in the Chamber's 160th Anniversary Charity Golf Tournament, which took place at the Hong Kong Golf Club at Fanling on 22 October.

The event was organized as part of our anniversary celebrations and in support of the Hong Kong Society for the Protection of Children (HKSPC), with a total of \$300,000 raised to support HKSPC's work in Hong Kong. Chamber Chairman Peter Wong, Deputy Chairman Leland Sun and Vice Chairman Oscar Chow presented a cheque to Jacqueline Chow, Member of HKSPC Executive Committee & Fund Raising Committee, and Claire Chen, Chairman of

HKSPC Fund Raising Committee, at the event.

"The Hong Kong Society for the Protection of Children does so much good work on behalf of our city and the Chamber is delighted to be able to make our contribution," Wong said. "On behalf of the Chamber, I'd like to thank all the sponsors and individuals who gave their time and money to make today's event possible."

The Team Champion Cup went to Pan Asian Mortgage Company Limited, comprising Leland Sun, Aron Harilela, Honsum Ip and Glenn Fok. The Team Runner-Up Cup went to Newpower International (Holdings) Co., Ltd,

comprising David TC Lie, David Costello, Tony Lee and Honson To.

A total of 18 teams participated in the event. Besides teams from among HKGCC's membership, there were also teams fielded by the Chinese General Chamber of Commerce, Chinese Manufacturers' Association, Federation of Hong Kong Industries and the Irish Chamber of Commerce, as well as teams from the three Platinum Sponsors of the tournament – Chevalier Group, HSBC and Pan Asian Mortgage Co Ltd.

Thanks to all of our sponsors and also to the Hong Kong Golf Club for hosting us and for sponsoring the Eden Course.



總商會於10月22日假粉嶺香港哥爾夫球會舉行的160周年慈善高爾夫球賽已圓滿結束，謹此恭賀得獎隊伍，並衷心感謝各健兒踴躍參與，共襄善舉。

是次慈善賽為總商會會慶活動之一，總共籌得30萬元的善款，支持香港保護兒童會在香港的工作。總商會主席王冬勝、常務副主席孫立勳和副主席周維正當天親臨球場，向香港保護兒童會執行委員會及籌款委員會會員周璋瑩和籌款委員會主席陳磊頒贈支票。

王冬勝表示：「香港保護兒童會多年來服務社會，總商會很高興能夠為慈善出力，支持該會的工作。我代表總商會，感謝一眾贊助機構及人士，他們不吝慷慨解囊，出心出力，方能成就這次善舉。」

隊際賽總冠軍由宏亞按揭證券有限公司奪得，隊員包括孫立勳、夏雅朗、葉漢森及霍經麟；亞軍則由新大中國際（集團）有限公司奪得，隊員包括李大壯、高德明、李振雄及陶匡淳。

是次賽事共有18支隊伍參賽，除總商會會員外，香港中華總商會、香港中華廠商聯合會、香港工業總會、香港愛爾蘭商會，以及三家白金贊助機構，包括其士集團、香港上海滙豐銀行有限公司及宏亞按揭證券有限公司，亦派員組隊競逐賽事。

總商會答謝一眾贊助機構鼎力支持，同時鳴謝香港高爾夫球會贊助伊甸球場作為比賽場地，促成善舉。





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The Only Issuing Body for Certificate of Business Identity
The Only Online Authentication Service

產地來源證

全港最多簽發量

Certificates of Origin

Issuing the most COs in Hong Kong

商事證明

提高商貿文件的認受性

Certification of Documents

The key to document credibility & legitimacy

代辦領事認證

一站式完成商會加簽及領事認證

Consulate Endorsement Facilitation

One-stop-shop services

實名企業認證

提升企業聲譽

Certificate of Business Identity

Enhance business reputation

暫准進口證

免關稅臨時進口至78個國家及地區

ATA Carnet

Duty free & tax free for temporary imports to 78 countries & districts

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Moving to the Post-Merkel Era

邁向後默克爾時代

Germany's role as a beacon of stability in Europe and globally is likely to continue even amid a shifting domestic political landscape

即使政治環境經歷轉變，德國仍然會繼續引領歐洲以至全球邁向穩定

The recent elections in Germany brought not only the end of the Merkel era but also a redrawing of the electoral landscape in the country. Despite these changes, Germany is likely to remain a model of stability in Europe and beyond, members heard at our webinar on 18 October.

Dr Roland Vogt, Associate Professor of European Studies at the University of Hong Kong, said that although the two major parties – the Christian Democrats and Social Democratic Party (SDP) – continue to dominate, the new map is more nuanced and differentiated.

“The right-wing populist AfD now has a foothold in the east, and we are seeing a couple of green specks on the map. The Greens have very strong support in urban centres, which is also a new shift.”

He noted that this fragmentation and drop in support for the major parties is one of the ways in which German politics is moving closer to the European mainstream.

Talks about forming a coalition were still ongoing at the time of the webinar, but it seemed likely that Olaf Scholz from the centre-left SPD will take the reins in a new coalition. Despite this change, there will probably be a high degree of policy continuity, with Germany's status as an anchor of fiscal stability remaining constant under Scholz, who served as Finance Minister in Merkel's coalition.

It also means that Germany's engagement with China will not change dramatically.

“Germany has been at the forefront of finding a way to have constructive engagement with China,” Vogt said. “There are a lot of German businesses in China, and there is a strong push to keep an even keel to this relationship.”

Having said that, recent years have also seen increasing scrutiny of Chinese investment in German businesses and a more proactive policy to develop trade relationships across the Asia Pacific.

One interesting thing about the election campaign is that it was largely focused on domestic issues, with very little discussion of Europe, never mind the rest of the world, Vogt said. However, Germany will continue to play an important role in the European Union and globally.

Eberhard Brodhage, Founder of Asia Europe Business Partners, is based in Germany and also spent many years working in Hong Kong as a banker, including helping German companies

“Germany has been at the forefront of finding a way to have constructive engagement with China.”

– Dr Roland Vogt,
Associate Professor of European Studies
at the University of Hong Kong

「德國一直積極尋求與中國發展建設性的關係。」

——香港大學歐洲研究副教授
傅榮朗博士



to access the growing opportunities in the Mainland.

He said that a SPD-led coalition with the Greens and liberal Free Democrats is likely, and he also remarked on the growing confidence of the two smaller parties, who started talks together before involving the SPD. He agreed with Vogt that despite these changes in the political make-up, "a revolution is unlikely" in Germany's policy approach.

Brodhage noted that while economic recovery from the pandemic is patchy around the world, Germany, like much

of Europe, is expected to see reasonably strong growth in the year ahead. He also expects that the country's good relationship with China will continue.

"The ties that have been established globally over the last 50 years are strong, and they cannot be untangled," he said.

Brodhage explained that during her 16 years in power, Merkel built strong ties with China and was referred to as an "old friend" by President Xi Jinping. As he explained, Germany's policy towards China has been driven by the Finance Ministry, not the Foreign Office.

The consensus across the political spectrum in Germany is that the country will aim to reduce its dependence on China for goods in certain sectors, the risks of which were highlighted in the early days of the Covid-19 pandemic.

However, it will do this not by trading less with China, but by growing its ties with other parts of the world, Brodhage said. This means that Hong Kong will continue to play its key role in supporting the links between Germany companies in China and across Asia.



"The ties that have been established globally over the last 50 years are strong, and they cannot be untangled."

— Eberhard Brodhage, Founder of Asia Europe Business Partners

「過去 50 年來，全球各地建立起緊密的聯繫，難以解除。」

——Asia Europe Business Partners 創辦人包凱歌

最近舉行的德國大選不僅標誌着默克爾時代的結束，亦改寫了國內的選舉形勢。在 10 月 18 日的網上研討會，會員了解到儘管情況有變，德國將繼續致力促進歐洲以至全球的穩定。

香港大學歐洲研究副教授傅榮朗博士表示，雖然兩黨——基督教民主聯盟和社會民主黨（社民黨）——主導的格局維持不變，但新形勢更趨複雜、分歧更大。

「右翼民粹派德國另類選擇黨已在東部站穩陣腳，而綠黨在部分地區的支持率急升。另一新轉變是綠黨在市中心支持者眾。」

他指出，選票分散加上主要政黨支持率下降，反映了德國政治正在趨向歐洲主流。

在網上研討會舉行時，各黨仍就籌組聯合政府進行談判，中間偏左的社民黨魁蕭爾茨很大機會成為下任總理。雖然有此改變，但蕭爾茨曾在默克爾領導的聯合政府出任財政部長，很可能延續上屆政府的政策方向，而德國將維持財政穩健。

這亦意味德國與中國的往來不會出現重大變化。

「德國一直積極尋求與中國發展建設性的關係。」傅榮朗續稱：「許多德國公司在中國經商，令政府更傾向保持穩定關係。」

然而，德國近年加強審查中國在當地企業的投資，並採取更積極的政策，着手在亞太區拓展貿易關係。

傅博士又談及一個有趣的現象，就是競選活動主要圍繞國內議題，甚少討論歐洲或其他地區的事務。不過，德國將繼續在歐洲聯盟和全球協作中扮演重要角色。

身處德國的 Asia Europe Business Partners 創辦人包凱歌曾在香港任職銀行家多年，職責包括協助德國企業把握內地不斷湧現的機遇。

他表示，聯合政府或會由社民黨領導，並與綠黨和提倡自由主義的自由民主黨組成，又指出兩個小黨充滿把握，在與社民黨合作前已開始協商。他亦同意傅榮朗博

士的觀點，認為德國在成立新內閣後，其政策方向「不大可能出現重大變化」。

包凱歌指出，全球各地在疫後的經濟復蘇進度不一，但德國等大部分歐洲國家明年可望強勁增長，又預期德國將與中國維持友好關係。

「過去 50 年來，全球各地建立起緊密的聯繫，難以解除。」他說。

包凱歌解釋，默克爾在執政的 16 年間與中國建立了密切的聯繫，國家主席習近平更形容她是一名「老朋友」。他補充，德國的對華政策乃由財政部而非外交部主導。

德國政界不同黨派均認同，國家應着力減少在若干行業依賴中國貨品，而有關風險已在疫情爆發初期反映出來。

不過，包凱歌認為德國不會減少與中國的貿易，而是會透過與全球各地加強聯繫來達成目標。這意味香港將繼續發揮重要角色，充當連接中國與亞洲各地境內德國公司的橋樑。



Proptech Progress

房地產科技發展

Technology is spurring change in the real estate sector from better buildings management to greater transparency for investors
 科技促進房地產業革新，既改善樓宇管理效率，亦為投資者提供更高透明度

Property technology – or proptech – has tremendous potential to improve efficiency and increase transparency, but the real estate sector globally has been slow to adopt the emerging innovations.

This is now changing, and at a 7 October webinar organized by HKGCC and the PropTech Institute, experts discussed the latest proptech developments and how they can help buyers, landlords, investors and building managers.

“It’s an emerging space, it’s an exciting space and it is very diverse across the region,” said Arshad Chowdhury, Managing Partner at Betatron Venture Group, which invests in innovative companies in Asia.

He explained that the development

of proptech can be broken into three stages: Proptech 1.0 allows online viewing of the inventory that is available, while Stage 2.0 uses technology such as the Internet of Things (IoT) to manage buildings and provide data. Proptech 3.0 is the next stage, and involves the use of blockchain-enabled technology.

“We haven’t seen much of this yet in the property space,” he said, “but it is coming, and will change how we manage and buy real estate.”

Growing intra-Asia trade is a major trend, and is also being seen in the real estate sector. “Tools that help with cross-border transactions are going to be increasingly important for real estate,” Chowdhury said, “such as helping to manage currency risk, and

payments across borders like collecting rent.”

Another trend is climate change and the prospect of disruptions due to severe weather events like floods and drought. Investors and developers will need to understand the likely impact, and also demonstrate how they are protecting their assets against these risks.

The following three speakers each introduced their proptech solutions. Gary Walter is Co-founder and CEO at Realinfo, which provides live information about building and transaction data. He explained that a key problem in the sector was the lack of information available.

“If you want to buy a building, you want to know about things including ownership, tenants, zoning, expiry



“It’s an emerging space, it’s an exciting space and it is very diverse across the regions.”

**- Arshad Chowdhury,
Managing Partner at Betatron Venture Group**

dates and rentals,” he said. “The process to acquire this basic data is very painful.”

To get hold of such information requires dealing with many different players, so assessing the value of a building can take many weeks. The Realinfo platform combines multiple data sets from agents, valuers, developers, land registries, town planning portals and as well as public data to give a clearer view of what a portfolio is worth.

Vishalsai Daswani, Founder and CEO at MyPropty, comes from a software engineering background. But on realising that the Hong Kong real estate sector was in need of a technology upgrade he got real estate broker licence to find out more about the industry.

“There is so much money locked in this space but it is so inefficient,” he said. “That baffled me when I moved to Hong Kong.”

He agreed with Walter that poor data management was a major hurdle and there is very little transparency for landlords. “They don’t get any market information about pricing and are heavily dependent on agents.”

Daswani gave an example of a Hong Kong banker who owns five properties in the city and another two in Vietnam. The lack of transparency means she needs to spend a lot of time dealing with tenants, arranging repairs, and filling vacancies.

MyPropty focuses on SMEs, including individual investors and family offices, providing them with up-to-date

information, helping clients save time and giving them realistic view of the value of their properties and the market.

RaSpect is a proptech solution that uses predictive AI in buildings management. Harris Sun, the company’s Founder and CEO, explained that the current way of operating is very time-consuming, with physical inspections of escalators, lifts, ventilation and plumbing. RaSpect is working on a fully automated solution that uses data from drones and IoT.

“You can now understand all the properties that you are managing without needing to visit,” he said.

Sun explained that there are four core analysis – visual, infrared, vibration monitoring and magnetic. Infrared, for example, can spot water and even air-con leaks from a building.

“Of a building’s maintenance costs, around 40 to 70 % comes from air conditioning,” he explained. The technology can even spot which window panels the air-con leaks are coming from, helping businesses to improve their sustainability as well as save time and costs.



房地產科技 (proptech) 在提升效率和透明度方面具有龐大潛力，惟全球房地產應用新興科技的步伐較慢。

不過情況正在改變。總商會與房地產科技協會在 10 月 7 日合辦網上研討會，邀得多位專家討論房地產科技的最新發展及其如何便利買家、業主、投資者和物業管理人員。

Betatron Venture Group 專門投資亞洲創新企業，其執行合夥人 Arshad Chowdhury 表示：「房地產科技屬新興領域，其在區內的发展極其多元，前景可期。」

他解釋，房地產科技發展可分為三個階段：房地產科技 1.0 提供網上庫存檢視服務；第二階段利用物聯網等技術管理樓宇和提供數據；房地產科技 3.0 亦即下一階段，涉及區塊鏈技術的應用。

「第三階段正在成形，有待發展，可望改變管理和購置物業的方式。」他說。

亞洲區內貿易增長勢頭強勁，房地產市場亦見暢旺。Chowdhury 表示：「跨境交易輔助工具對房地產業日益重要，例如有助管理貨幣風險和便利收租等跨境支付。」

另一主要趨勢為氣候變化及洪水和旱災等惡劣天氣事故造成的潛在干擾。投資者和發展商需要了解這些天災可能構成的威脅，並證明已採取措施保障資產免受這些風險影響。

以下三位講者闡述了各自的房地產科技方案。Realinfo 提供樓宇和交易數據的實時資訊，其聯合創辦人兼行政總裁 Gary Walter 指出，資訊不足是業界面對的一大難題。

他說：「有意購置樓宇的準買家往往想掌握有關業權、租賃、區域規劃、到期日、租金

他解釋：「剛來港時，眼見大量資金被投放到這一領域，效益卻不甚理想，實在令我大惑不解。」

他認同 Walter 的看法，直指數據管理不善是業界面對的一大障礙，而資訊透明度甚低往往令業主無從稽考。「他們無法得知任何有關定價的市場資訊，只能事事依賴代理。」他說。

Daswani 引用本地一位銀行家的例子以作說明。該銀行家在香港持有五個物業，並在越南擁有兩個物業，而透明度不足令她要花上大量時間與租客協商溝通、安排維修保養和物色租客。

MyPropty 專注服務中小企業，包括個別投資者和家族辦公室，為客戶提供最新資訊，協助他們節省時間，認清物業的市值，以及充分掌握市場實況。

房地產科技方案供應商維視拍把人工智能預警技術應用於樓宇管理，該公司創辦人兼行政總裁辛子雋解釋，有見現時扶手電梯、升降機、通風設備和管道系統的實地檢查模式十分費時，維視拍現正研發一套以無人機和物聯網收集數據的全自動檢測方案。

「房地產科技屬新興領域，其在區內的发展極其多元，前景可期。」

——Arshad Chowdhury

Betatron Venture Group 執行合夥人

等詳情，但要索取這些基本資料的過程絕不容易。」

要取得此等資料，就得與多方接洽。因此，樓宇估價也可能花上數周。Realinfo 的平台結合代理、估值師、發展商、土地註冊、城市規劃網站和公共數據等資料，清楚顯示資產的價值。

MyPropty 創辦人兼行政總裁 Vishalsai Daswani 原先從事軟件工程，在洞悉到本港房地產市場有需要進行技術升級後，遂考取地產代理牌照，以期深入了解業界的需要。

「您現在無需親臨現場，亦可得知公司旗下管理的物業的實時狀況。」他說。

辛子雋解釋，該方案結合視像、紅外線、震動監測和磁力這四大方向進行分析。舉例說，紅外線技術可識別建築物滲水甚至冷氣機漏風等問題。

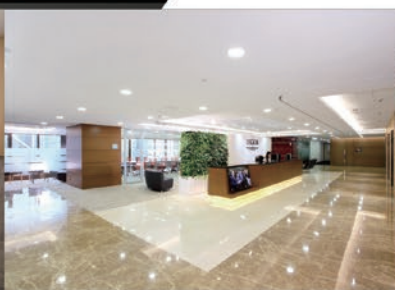
他指出：「冷氣系統佔整幢建築物維修保養成本約四至七成。」有關技術甚至可以偵測冷風從哪一扇窗漏走，有助企業提升可持續發展績效，同時省時省錢。

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Hong Kong General Chamber of Commerce
香港總商會 1861



Business Case Competition Launches 商業案例競賽啟動

Third annual contest gives university students the chance to work on real-life challenges facing corporates in Hong Kong
第三屆比賽讓大學生有機會應對香港企業面對的現實難題

The Chamber launched its third annual Business Case Competition on 27 September, which gives teams of university students the opportunity to find solutions to real-life business cases set by our member companies. The previous editions of the Business Case Competition each attracted more than 1,000 students.

“Active engagement with the young generation remains a high priority for the Chamber,” said Chamber Vice Chairman Oscar Chow at the launch. “I am delighted to see that the competition has been popular with students, and the standard of their entries has been very high. Their interaction with corporates also helps both sides to understand each other better.”

The competition includes several stages of judging and mentoring, and the teams that reach the final will be quizzed by a panel of industry professionals on their ideas and presentations.

The Covid-19 pandemic has had a huge impact on the business environment in Hong Kong and globally, creating new challenges and also new opportunities.

So for this year's competition, the six sponsor companies – Citi, DHL, Great Eagle, NWS, PwC and Sino – have set cases on the theme of "Creating the New Normal."

These corporates represent a broad range of sectors, giving students some flexibility in choosing which business case they would like to tackle.

"It is encouraging to see sponsors in different industries supporting the Business Case Competition this year," Chow said. "It once again reflects the business sector's commitment to connecting with the younger generation."

總商會第三屆「商業案例競賽」於9月27日揭幕，誠邀大學生組隊出謀獻計，解決會員公司提出的現實商業難題。過往兩屆比賽均吸引了過千名學生參加。

總商會副主席周維正在啟動儀式上表示：「與年青一代保持積極溝通，一直是總商會的重點工作。我很高興看到學生踴躍報名參賽，而入圍隊伍的水準亦甚高。學生與企業之間的交流，有助彼此加深了解。」

"It once again reflects the business sector's commitment to connecting with the younger generation."

– Chamber Vice Chairman Oscar Chow

「來自不同行業的企業均樂意贊助本年度的比賽，這再一次彰顯商界致力與青年同行的決心。」

——周維正 總商會副主席



比賽設有多輪評審和導師訓練環節，成功晉身決賽的隊伍將有機會向由業界翹楚組成的評審團闡釋各自的方案，並接受連串提問。

新冠病毒疫情對香港和全球商業環境造成重大打擊，既帶來新挑戰，也創造新機遇。因此，今屆比賽的六家贊助公司——花旗銀行、DHL、鷹君集團、新創建、羅兵咸永道及信和——皆以「開創新常態」為主題分別訂立專案。

這些企業來自廣泛行業，學生可按個人興趣和能力自選商業案例參賽。

周維正指出：「來自不同行業的企業均樂意贊助本年度的比賽，實在令人鼓舞，而這亦再一次彰顯商界致力與青年同行的決心。」

WHAT'S ON 最新活動

Due to the ongoing coronavirus health threat, many of our events are now taking place online. Please check our website or app for the latest status of scheduled events.

COMMITTEE MEETINGS

Check with secretariat for details

FINANCIAL & TREASURY SERVICES

Nov 2 4:00 pm

AMERICAS

Update on Mexico's economic development and the latest business opportunities

Nov 10 11:30 am

RETAIL & TOURISM

Strategies to support the city's tourism sector amid ongoing travel restrictions

Nov 11 10:00 am

SHIPPING & TRANSPORT

Government support for manpower development in the maritime and aviation sectors

Nov 23 10:30 am

ECONOMIC POLICY

Hong Kong's retirement protection system, and the "brain drain" impact on manpower.

Nov 25 4:00 pm

ROUNDTABLE TALKS

Visit website for full details and to register



SPONSORED LUNCHEON: THE INTELLIGENT HR AND FINANCE FUNCTION WITH AI AND INSIGHTS

Nov 4 12:00 - 2:00 pm

WEBINARS

Visit website for full details and to register



DATA PRIVACY & SECURITY COMPLIANCE AND KEY IP ISSUES IN CHINA

Nov 3 11:00 am - 12:15 pm



GBA INDUSTRY FOCUS SERIES: GRASPING NEW TECHNOLOGIES TO ENHANCE BUSINESS CONNECTION WITHIN THE GBA

Nov 5 11:00 am - 12:30 pm



RECENT CHANGES TO THE PERSONAL DATA (PRIVACY) ORDINANCE – WHAT BUSINESSES SHOULD KNOW

Nov 8 3:00 - 4:00 pm



INCLUSION AND DIVERSITY AT THE WORKPLACE

Nov 9 2:30 - 3:30 pm

SOCIAL INEQUALITY: DOES THE LION ROCK SPIRIT STILL WORK IN HONG KONG?

Nov 11 12:30 - 2:00 pm



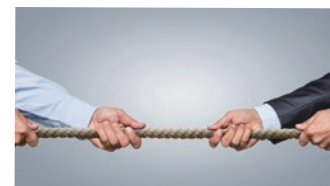
BANGLADESH: A LAND OF OPPORTUNITIES FOR TRADE AND INVESTMENT

Nov 11 3:00 - 4:00 pm



BANKING REIMAGINED: THE OUTLOOK FOR HONG KONG'S VIRTUAL BANKS

Nov 16 10:00 - 11:00 am



CORPORATE STRUGGLES: PREVENTING AND RESOLVING SHAREHOLDER DISPUTES

Nov 19 3:30 - 4:30 pm



TAKING STOCK OF THE NORTHERN METROPOLIS – HOW WILL IT RESHAPE HONG KONG'S FUTURE?

Nov 23 2:00 - 3:30 pm










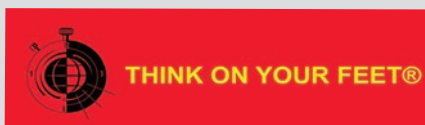


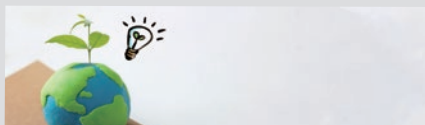

THE INTERIM MEASURES ARRANGEMENT: A GAMECHANGER FOR CHINA-RELATED ARBITRATIONS

Nov 24 10:00 - 11:30 am



TRAINING & SEMINARS

Check website for details

 <p>Essential Will & Skills for Young Executives' Next Step Up Nov 4 9:00 am - 5:30 pm</p>	 <p>Strategic Negotiation Skills Nov 5 9:30 am - 12:00 pm</p>	 <p>WeChat Marketing Nov 9 9:30 am - 12:15 pm</p>
 <p>Managing Supply Chain Risk Nov 11 2:30 - 5:30 pm</p>	 <p>Creating an Innovative Advantage in Digital Economy through Design Thinking Nov 16 2:00 - 6:00 pm</p>	 <p>B2C & B2B Companies: Maximise Your Influence on Facebook, Instagram and LinkedIn Nov 17 2:00 - 6:00 pm</p>
 <p>How to Avoid International Trade Risks, Bad Debt Crises and Seek Business Opportunities amid the Post-Pandemic Era Nov 18 3:00 - 5:30 pm</p>	 <p>Think on Your Feet Nov 19 9:15 am - 5:30 pm</p>	 <p>2021 Mobile Banking App Benchmark Nov 19 9:00 am - 12:00 pm</p>
 <p>Strengths-based Selling: Close More Deals with Your Innate Talents Nov 23 2:30 - 5:00 pm</p>	 <p>Enrich the Knowledge of the Latest HKEX ESG Reporting Guide's Requirements Nov 29 9:30 am - 4:30 pm</p>	 <p>How Companies Can Leverage on YouTube Ads to Grow Their Lead Generation and Sales Dec 3 3:00 - 4:30 pm</p>

SITE VISITS



VISIT TO HONGKONG INTERNATIONAL TERMINALS

See the latest developments at one of the world's busiest container terminals on our visit to HIT

Nov 4 3:30 - 4:30 pm
Nov 17 3:00 - 4:00 pm



TOUR OF CUHK MEDICAL CENTER

The CUHK Medical Centre aims to bridge the gap between public and private health services in Hong Kong. Learn more on this visit

Nov 19 10:30 am - 12:30 pm

The Bulletin Through the Years

《工商月刊》今與昔



This year your Chamber celebrates its 160th anniversary, so we thought it would be interesting to look back at past *Bulletins* and key events in Hong Kong's history.

Victoria Harbour is one of Hong Kong's greatest assets. In 2001, The Bulletin looked at ways to improve our waterfront areas to enhance our attraction as a tourist destination, and benefit local residents and businesses. We suggested making access easier by creating promenades on both sides of the harbour: 20 years on, this is gradually becoming a reality with many more stretches now opened for pedestrians.

總商會今年慶祝創會160周年，讓我們回顧一下昔日的《工商月刊》，重溫香港的歷史大事。

維多利亞港是香港最寶貴的資產之一。在2001年，《工商月刊》探討如何美化維港海濱，以提升本港作為旅遊勝地的吸引力，並惠益本地市民和企業。我們提議在維港兩岸興建海濱長廊，便利市民前往海旁。這個願景在過去20年逐步實現，多個路段現已開放予行人使用。

Bulletin Back Issues Archive 《工商月刊》資料庫

Read past *Bulletin* issues back to 1966 in the Chamber Archives on our website
登入總商會網站，重溫本會自1966年起出版的《工商月刊》



Chamber Diary

香港總商會日記簿 2022



HKGCC's executive diary is an ideal gift for yourself or your clients. With an elegant design that conveys a professional corporate image, it is packed with essential business information, and useful telephone numbers, including government departments and consulates in Hong Kong.

香港總商會行政人員日記簿設計典雅大方，帶出專業的企業形象，送禮自用兩相宜。日記簿內頁更備有重要的營商資訊，包括香港各大政府機構及領事館的聯絡電話，助您緊握商機。

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TRAINING & DEVELOPMENT

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Creating an Innovative Advantage in Digital Economy through Design Thinking

Design thinking uses systemic reasoning and intuition to address complex problems and explore ideal future states. Its human-centred approach focuses on the unmet needs of customers, and can also help in understanding the business response to the pandemic.

Target Audience:

- Senior departmental managers; managers in charge of digital transformation or change management

Participants will be able to:

- Understand customer behaviour in the post-Covid-19 era
- Know the keys of emotionally engaged products and services in the digital economy
- Transform your feature-based digital solutions to essential digital elements in your customers' life

Trainer : David Chung

導師：鍾大為

Date : 16 November 2021

日期：2021年11月16日

Time : 2:00 – 6:00 p.m.

時間：下午2時至6時

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 \$950/ Non-member \$1,150

費用：會員\$950 / 非會員\$1,150

Think On Your Feet® 駐足思考®

Executive Masterclass – the internationally acclaimed workshop that trains you to organize your ideas FAST!

Target Audience:

Senior executives, managers and experienced staff

Objectives:

To be better able to:

- Place information into simple, logical structures quickly
- Present ideas clearly, concisely and memorably
- Win support by leading people to see different perspectives on an issue
- Handle tough questions in the moment

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對象：

企業高管、經理和資深員工

目標：

讓學員能夠：

- 以簡單合理的形式組織資訊
- 清晰、簡潔和明確地表達想法
- 引領他人從多角度思考，從而贏得支持
- 快速處理棘手問題

Trainer : Anthony Brophy

導師：Anthony Brophy

Date : 19 November 2021

日期：2021年11月19日

Time : 9:15 a.m. – 5:30 p.m.

時間：上午9時15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 : English

語言：英語

Fees : Member \$3,880 / Non-member \$4,880 (Lunch not included)

費用：會員\$3,880 / 非會員\$4,880 (不包午餐)

* Workshop fee includes a comprehensive workbook valued at HKD1,170.

費用包括綜合作業本乙冊 (價值港幣1,170元)。



Anthony Brophy,
Managing Director of HR Solutions

Anthony Brophy
HR Solutions 董事總經理



Francesco Bonafine,
Co-Founder & Managing Director,
Digital Nomads Hong Kong

Francesco Bonafine
Digital Nomads Hong Kong
共同創辦人及董事總經理

- 學習成果：
- 掌握YouTube直接響應廣告活動的最佳策略
 - 以最佳做法創作令人難忘的短片
 - 鎖定合適對象
 - 了解如何精準地評估廣告成效

對象：有意在YouTube開展營銷活動的企業東主，以及希望提升廣告績效的網絡營銷人員

以設計思維建立創新優勢 邁向數碼經濟

設計思維透過有系統的推理及思考，解決複雜的問題，並創造更多的可能。這套思維模式以人為本，務求找出客戶未被滿足的需求，同時有助了解企業應對疫情的方式。

對象：

- 高管人員；負責數碼轉型或管理改革的部門經理

參加者將可了解：

- 後疫情時代的消費行為
- 在數碼經濟下觸動顧客購買產品或服務的關鍵
- 如何將數碼方案轉化成客戶日常生活中重要的數碼元素



David Chung,
Senior Partner,
InnoEdge Consulting
鍾大為
創峰顧問資深合夥人

Leverage on YouTube Ads to Grow Lead Generation and Sales 企業如何利用YouTube廣告吸引潛在客戶和增加銷售

During the pandemic, video consumption has increased dramatically. This session gives a comprehensive overview of the most effective advertising formats and strategies on YouTube with a focus on lead generation and sales.

Target Audience: Business owners who want to start marketing campaigns on YouTube, and online marketers who need performance optimisation tips

Key Takeaways:

- Understand the most effective strategies for direct response YouTube campaigns
- Use the best practices to craft memorable videos
- Identify the right audiences
- Learn how to measure your campaign results precisely

在疫情期間，視訊消費大幅增加。是次研討會將探討最有效的YouTube廣告格式及策略，助您拓展客源和增加銷售。

Trainer : Francesco Bonafine

導師：Francesco Bonafine

Date : 3 December 2021

日期：2021年12月3日

Time : 3:00 – 4:30 p.m.

時間：下午3時至4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 : English

語言：英語

Fees : Member \$100/ Non-member \$200

費用：會員\$100 / 非會員 \$200

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- **Business Address**
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- **License**
- **Qualification**
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