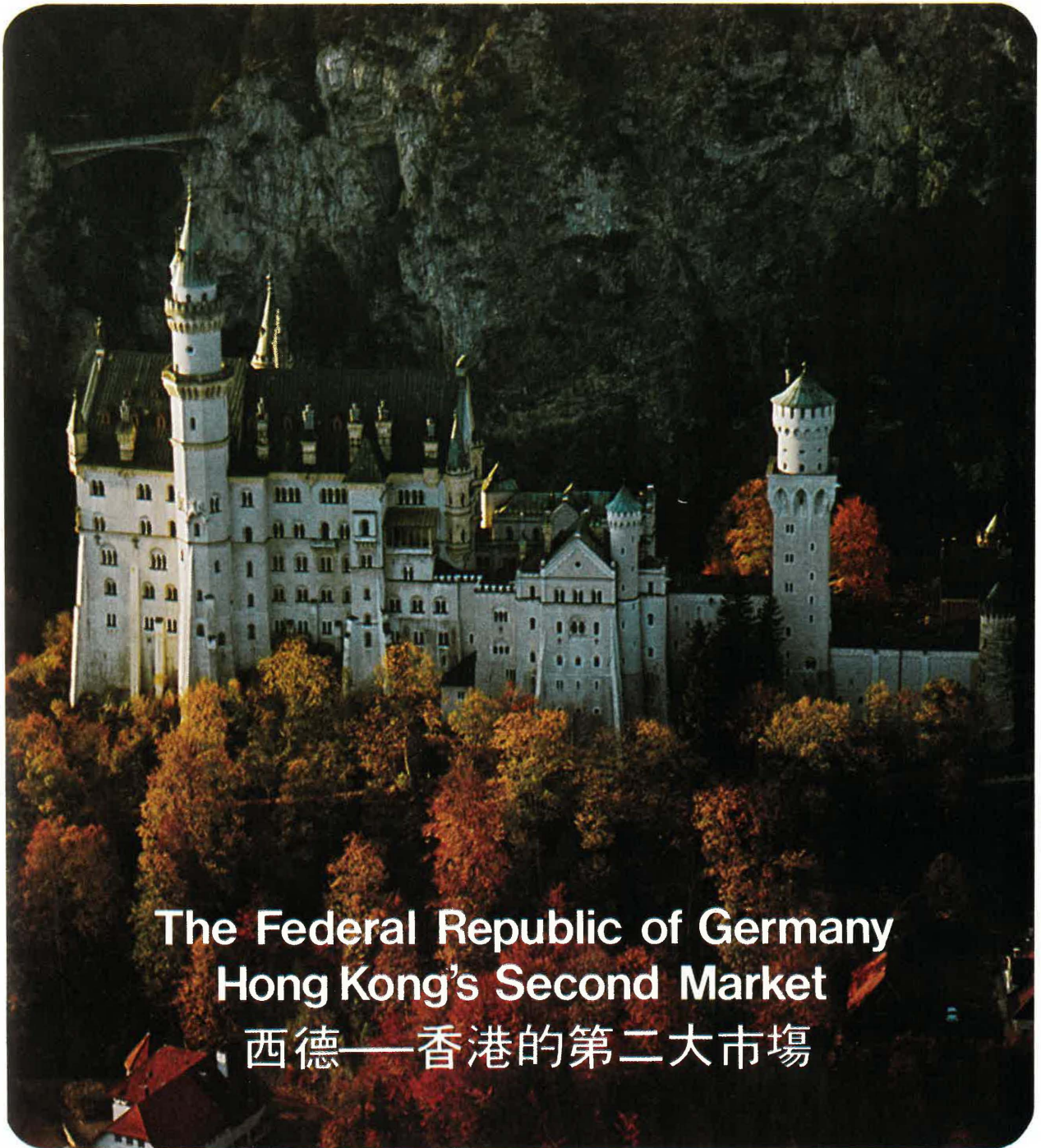


# The Bulletin

Magazine of The Hong Kong General Chamber of Commerce

香港總商會工商月刊



The Federal Republic of Germany  
Hong Kong's Second Market  
西德——香港的第二大市場

August, 1977  
一九七七年八月號

# CALTEX



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# The Bulletin

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## Director's Viewpoint

## Community Means People— It Also Means Effort

SINCE this column gives me the opportunity every month to express my personal views on subjects that might be of interest to our members, I have a certain amount of licence to stray outside the realms of commerce and industry and even to put in a plug or two for deserving non-commercial causes. I intend to do both this month.

### Community Involvement

Many of our members, from my experience, do not realize how much the Chamber is actually involved in community affairs, from discussing and taking action on business morality all the way to awarding educational scholarships to Hong Kong's young students.

As an article in this issue of *The Bulletin* shows, the Chamber is greatly involved in many aspects of community service. Some of this derives from historical connections and aims. Some however is the result of members' interest in social development.

The more that we do, the more we are asked to do as Government departments and other organisations realize that the Chamber's membership, Executive and committee system represent an unparalleled local experience. Where appropriate we work in liaison with other major and specialist organisations, for in unity lies strength and some of the problems we are asked or choose to tackle need considerable strength of purpose. The underlying philosophy is one of service to the community to the limit of our ability.

We take special pride in administering the two funds described in the article, the Special Relief Fund and the Good Citizen Award Fund. Both were the result of spontaneous and substantial public support for the ideal of community self-help and service. Both have proved valuable to the community. The Industrial Development Fund, with an economic rather than social objective, is more or less also an example of what can be done by the community when the circumstances warrant.

### Law and Order and Public Safety

Two swallows do not make a summer but it seems to me we can all take heart from the latest statistics issued on crime. Detection rates are good and the drop in overall crime reported is also very heartening. Dare we hope that the many actions and policies aimed at providing a better and safer environment for our people have now begun to take cumulative effect. Better direction from Government, more sensible policies, better division of wealth, an efficient I.C.A.C., an increasingly efficient Police Force (and remember that it is the Police who are the bastion of law and order) and the increasing involvement by the previously largely silent majority in community affairs all seem to be working together to make Hong Kong safer and cleaner and generally a better place in which to live.

### Duke of Edinburgh Award Scheme

Those of you who are running businesses and factories employing several hundreds of workers — lend an ear, or more accurately, an eye. How about encouraging community spirit among your younger workers by helping to set up an operational unit for the Duke of Edinburgh Award Scheme in your firm? Each unit will be given professional help to get started, and thereafter will have close liaison with the Executive headquarters and with other functional units.

Call me or write me if you are interested in giving your employees the chance to take part in this fine community scheme. Remember, Hong Kong has been good to most of us, so let us give something back.

“IN not a few departments German science has won to the first place in the world. The population has increased from forty two to sixty six millions. The birth-rate, though decreasing, averaged thirty-one per thousand, against twenty-six in England and ten in France. Agriculture had prospered greatly and now supplies Germany with ninety-five per cent of her necessary food. The commerce of Hamburg is exceeded by that of London only. More important still, in the production of iron, Germany was second only to the United States; in the production of coal she took third place after the United States and Britain . . . if the recent growth of trade could be maintained, Germany would in ten years occupy the first place.”

Not the words of any official report on the post-war German “miracle” but written in 1913, less than 50 years after Germany first became a nation. Written, moreover, by author Frank Harris.

Harris was a shrewd observer of events and trends, and with the wisdom of hindsight, most would agree that anyone bold enough to make comments of this nature during the pre-World War One period, when British chauvinism was at its height, must be credited with at least some degree of perspicacity.

More recent writers have pointed out that there seems to be something of a difference in national temperament between those countries that are good at manufacturing, and those who are more suited to mercantile economies. The industrial society, it has been suggested, develops best in a nation whose people are disciplined, methodical, hard-working, competitive and perhaps somewhat aggressive, and where, above all, the whole community is prepared to devote itself with a reasonable degree of unanimity to a common goal. The characteristics that allegedly sum up the natural ‘manufacturer’ are also those that allegedly sum up the German national character.

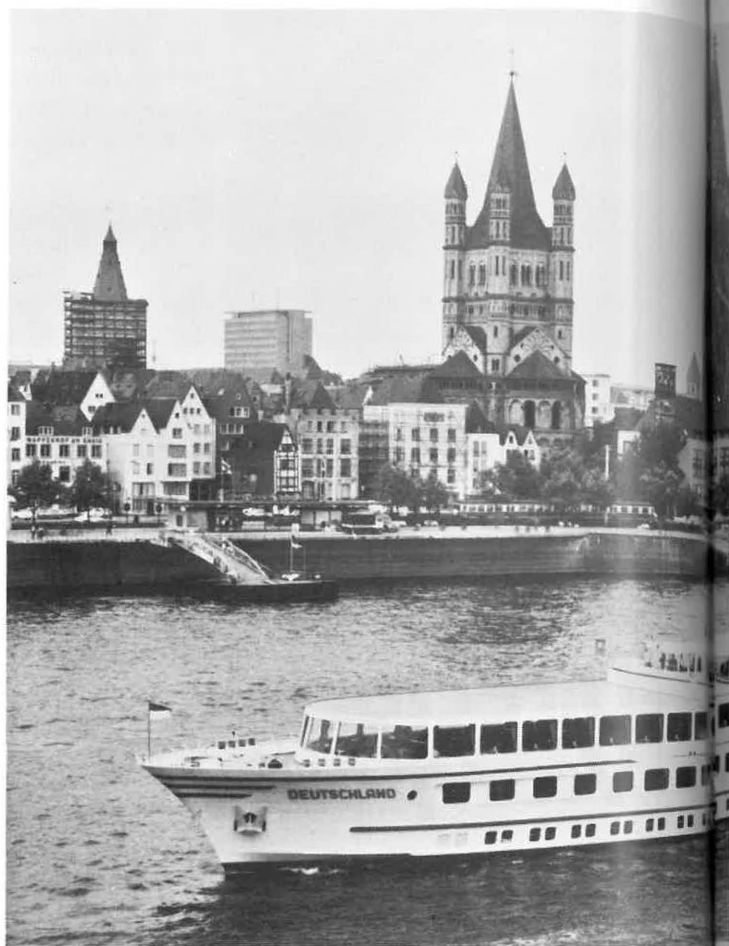
### Mercantalists

Mercantile success on the other hand flourishes in a more diversely individualistic society, and its goals are best served by flexibility, pragmatism and intuitive gut feeling, rather than methodical self-dedication. Part of the disappointing failure of many Third World nations to make progress on the road towards industrial development could, it is suggested, derive from the result of attempting to graft “manufacturers” characteristics on a basically mercantile people.

Over-simplified though the theory may be, it is tempting to subscribe to it when contemplating the progress achieved by the two post war models of super-development – Germany and Japan. The theory becomes even more tempting when one realises that two of the less-fortunate developed nations in the post war period have been Britain and Italy, both of which have a long mercantile tradition, despite Britain’s pre-eminence as a manufacturing power during the nineteenth century – a pre-eminence that was evidently on the wane when Frank Harris was writing.

Although Germany first emerged as a modern nation state only some 100 years ago, the German people have a long history of development stretching back to about the fifth century AD, when the Roman Empire, the first great European integrating force, was slowly falling apart.

During this period, the German people have undergone more changes in political grouping than perhaps any others



## The German An Historical

in Europe. Over a period in excess of a thousand years, Germans were variously and severally grouped into the empires of Charlemagne (ninth century), and its successor, the so-called Holy Roman Empire (succinctly described as being neither Holy nor Roman nor an Empire) and then into various leagues of states following the decline of the Papacy as a political force in the sixteenth century and the growth of Protestantism, a movement especially advanced in northern Germany.

Throughout the eighteenth century, when nations such as Britain, France and Holland were thrusting outwards into new lands beyond the seas bounding Europe, the German states remained Europe-centred, and to some extent indulged in local rather than international rivalry.

It was only during the nineteenth century, when the remaining real power of the Holy Roman Empire had finally been smashed by Napoleon, that the German people were able to move towards some form of national cohesion. It may be significant that they should have done so under



# Miracle perspective

the leadership of Prussia, regarded sometimes as the most ultra-German of the various German states, although very different in national temperament from the more easy going Austrians, Prussia's rival contender for leadership of the German people.

## Europe – centred

German national grouping was however to be short lived, and by 1945, about 75 years after Germany as a nation had come into existence, it again became two separate states: the Federal Republic (“West” Germany) and Democratic Republic (“East” Germany).

Germans have always been a Europe-oriented people – a result perhaps of their geographic position as the “heart-land” of Europe. Colonialism, although it did exist during the late nineteenth/early twentieth century, when Germany joined in the race to carve up Africa, never played the same part in the life of the German people as it did in those of

the British, French, Spanish, Portuguese or Dutch. Germany's attempts at expansion have, with somewhat unfortunate consequences for the Germans, been expressed mainly in terms of expansion within Europe. Here again, one might draw an analogy with Japan, in that the energy which once went into local political expansion seems now to have been transformed into economic energy and purpose. It is no surprise today to find that the FRG should be among the “founding fathers” of the EEC.

Although Britain, France, Spain and the Netherlands, among others, emerged as nation states long before Germany, the German peoples' contribution to the growth of Europe has been at least as great as that of any of the older established national entities. Throughout the centuries, Germans contributed profoundly towards the development of European civilisation. In the history of scholarship, science, technology, painting, and literature, German names abound, while they positively dominate in music and philosophy. Combine the creativity of the Germans, together with the Prussian inheritance of the ability to get results, and one must have a formidable race. It is no coincidence that the GDR – which ironically includes much of what was Prussia – should be among the most developed of the East European bloc of countries.

## Reasons

Many reasons have been given for the successful post-war growth of the Federal Republic of Germany. These have ranged from, at one extreme, its sound management of labour and successful coming to terms with trade unions; via its liberal policies in immigration of industrial workers and importation of manufactured products; to, at the other extreme, the fact that Germany was able to start from scratch at the end of the World War Two and thus develop hand-in-hand with modern technology, whilst less devastated nations such as Britain had to make do with factories and equipment that were sometimes one hundred years out-of-date.

Other theorists have pointed out that during the early years of its recovery, the FRG did not have to bear the strain of a substantial defence budget; that it did not have to undergo the painful process of divesting itself of an empire, and that for several years the Occupation – as in the case of Japan – enabled Germans to channel their energies into economic recovery, rather than to divert impetus into internal political squabbles. And of course when German politics did emerge as a domestic force, it was in a form somewhat different from that of the pre-war period, whereas several other nations, particularly the UK, still lumber on with institutions that are, at latest, nineteenth century in their origins. The German educational system, with its emphasis on science, technology and practicality, and its insistence on high academic standards, must also have played its part.

Keeping in mind our opening quotation, perhaps we are wrong to seek the secret of German growth in the post war period? Perhaps the real force behind German success is the considerable creativity of the German people, combined with their flair for organisation, and finally – to revert to the industrialist mercantilist theory – the sheer good luck to be a nation that “took” to manufacturing at a period when growth in manufacturing output was likely to determine growth in virtually everything else. *HG*

# Hong Kong's S

ONCE upon a time (so the story goes) a certain German company was having difficulty finding the number of skilled workers and technicians required for its new plant, so it decided to recruit a hundred British workers instead. The British workers naturally jumped at the opportunity, since they were being offered several times what they could earn in the UK. However, by the end of the first year only 25 of the original hundred remained. Three quarters of the workers had returned home. The reason — they couldn't get used to the idea of working without a tea break.

We don't know whether this story is true or not. Perhaps only half the British workers went home. But it does serve to illustrate the fact that the Federal Republic of Germany got where it is today — and it is the third largest economy in the world — not by chance, but through sheer hard work and determination, plus a remarkable degree of cooperation between workers and management.

It is perhaps ironical that West Germany's economic recovery after the devastation of World War Two was helped in part by US and British aid under the Marshall Plan. But most of the credit for the success story of modern Germany is due to the efforts of the German people themselves, and to the successful economic policies of the Federal Government.

The comparison with the UK is particularly revealing (or perhaps disturbing if you are British), since in terms of size and population the two countries are very similar: the Federal Republic has a population of 62 million and an area of 96,000 square miles; the UK's population is 56 million and its area 93,000 square miles. Both are highly industrialised and both (until the North Sea oil discovery) had to

import most of their raw materials. But their economic growth rates during the past decade or so and particularly during the '70s have differed strikingly.

West Germany's per capita Gross Domestic Product in 1976 stood at US\$3,508 (at 1970 prices), 50 per cent higher than the UK's. Since 1969 the Deutschmark has appreciated by 70 per cent against the US dollar and by 140 per cent against sterling.

Last year the FRG recorded a visible trade surplus of US\$4,000 million — considerably down on the \$9,700 million of 1974, but still substantial and on the right side of the national ledger. While other developed countries continue to be plagued by high inflation, West Germany has succeeded in keeping inflation down to around four per cent per annum in recent years. Unemployment, though uncomfortably high by West German standards, is a manageable one million out of a workforce of 26 million.

## The Deutschmark

Today the Federal Republic of Germany stands as the undisputed economic leader of Western Europe and as such is sometimes accused — like Japan — of not doing enough to reflate the domestic economy and, through higher imports, stimulate world economic recovery. Again like Japan, the German Government is the subject of complaints, at least within the EEC, over its refusal to revalue the Mark, thus, it is alleged, allowing German exports to be unreasonably competitive.

With regard to the first accusation, a trade surplus



Hanover Fairgrounds, where one of the world's most important industrial exhibitions is held every Spring.



# cond Market

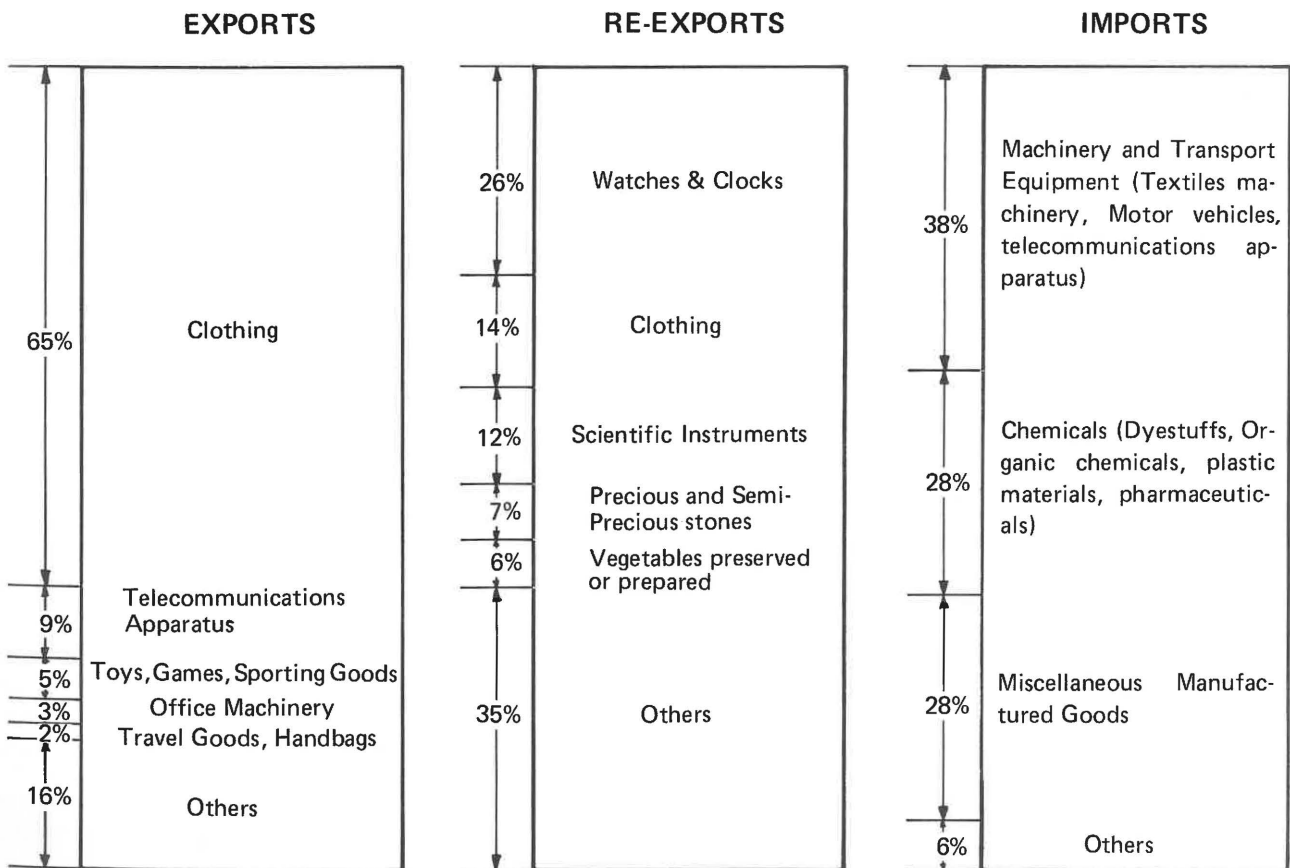
should not be mistaken for a *balance of payments* surplus. The huge surplus becomes quite a small surplus if one takes account of transfer payments and spending by German tourists abroad. Two million foreign or "guest" workers in Germany annually send billions of Deutschmarks back home, while German tourists spend an even greater amount abroad. Contributions to the EEC budget reduce the surplus still further.

As for the accusation that the Deutschmark has been "undervalued", Germany did revalue in 1969 and again in

1971, before the system of floating exchange rates was introduced, leading to substantially reduced trade surpluses in the years 1970 - 73. The fact that, despite this revaluation, the Deutschmark has continued to strengthen and German exports have continued to increase cannot be attributed solely to a "dirty float", as some critics have maintained, but must be put down to the obvious fact that the quality, design and variety of German goods are what customers around the world want - despite the high prices - coupled with the fact that the dates of delivery promised

## HONG KONG TRADE WITH THE FEDERAL REPUBLIC OF GERMANY 1976 (HK\$M)

	Value	% increase over 1975
Total Trade	5,459	+36
Domestic Exports	3,995	+40
Re-exports	155	+33
Total Exports	4,150	+39
Imports	1,309	+27
Balance of Trade (In HK's favour)	2,841	+46





The industrial centre of Dusseldorf.

by German suppliers are met. This is due, at least in part, to the fact that unofficial stoppages and strikes do not occur very frequently in Germany.

Given the relative strength of the two countries' economies, nobody was very surprised when West Germany overtook the UK as Hong Kong's second largest market in 1975. Since then the gap between the two has continued to widen, so that during the first five months of this year our exports to the FRG were nearly 20 per cent higher in value than those to the UK, although sales to both countries are currently below the figures for the same period in 1976.

Last year ( See table on P.7 ) HK's domestic exports to West Germany were worth HK\$3,395 million, an increase of 40 per cent over 1975. Of this amount, 65 per cent consisted of garments, exports of which increased by 33 per cent. Nowhere is Hong Kong's absence of a diversified export pattern so apparent as in our trade with Germany.

Hong Kong's exports to the Federal Republic of Germany have grown at an average rate of almost 20 per cent a year during the past five years and have more than doubled since 1973. This compares with an average growth rate of about 13 per cent a year in exports to our other two top markets, the US and the UK. As a result, the German share of Hong Kong's exports has grown from 8.2 per cent in 1971 to 12.2 per cent last year.

The first five months of 1977 saw a disturbing, though hopefully only temporary, fall in Hong Kong's exports to West Germany. This, traders say, is due in part to overstocking by German importers and retailers, particularly large department stores, but partly, and more ominously, the result of business being lost to our major competitors, South Korea, Taiwan and even countries in Europe, particularly in textiles and clothing. While overall sales to West

Germany fell by 14 per cent, sales of clothing fell by as much as 26 per cent.

However, German sales to Hong Kong rose by 15 per cent between January and May (despite a decline in purchases of dyestuffs and machinery by the textile industry), thus going some way towards narrowing the trade gap.

### HK – German trade

German sources contacted by *The Bulletin* were not particularly concerned at the size of this imbalance in Hong Kong/FRG trade since Germany's overall trade balance is consistently in the black. Such an imbalance is regarded as inevitable given the content of our respective exports and the fact the imports from developing territories like Hong Kong are seen in Germany as a means of keeping inflation lower than would otherwise be the case.

Germany has generally followed a more liberal attitude than many of its EEC partners toward imports from developing countries, an attitude which has been of considerable help to Hong Kong. However, this is not out of any special benevolence towards developing countries. On the contrary, many Germans believe it makes good economic sense, since it not only helps to keep down the cost of living in Germany, but also encourages domestic industries to stay on their toes and take all possible steps to remain fit and competitive – and of course German industry is in a position to supply materials and equipment to the foreign producers who have developed a German market.

Germany nonetheless has its "textile lobby" and there is considerable pressure on the Federal Government from domestic manufacturers and trade unions who complain about cheap imports threatening production and jobs. But it is significant that while German imports of textiles and clothing last year increased by 16½ per cent, the country's textile *exports* rose by as much as 26 per cent. The liberal attitude of the German authorities towards world trade has so far prevailed over the pressure from those who would like to see tighter import restrictions on textiles.

Despite the Federal Republic's importance to Hong Kong as a trading partner, investment in Hong Kong manufacturing industry by German companies is surprisingly small. According to the latest figures (June 1977) German industrial investment in Hong Kong is valued at only \$19.3 million, or less than one per cent of total overseas industrial investment in Hong Kong. Of the 12 manufacturing establishments with FRG investment, four are garment manufacturers, one is producing textile yarn and fabrics and another, textile made-ups. The other six include watches and clocks, toys, leather goods, food products and jade and jewellery. Among EEC countries, the UK, France and the Netherlands are all ahead of West Germany in the industrial investment league table.

One source contacted by *The Bulletin* suggested that German companies have tended to look on the Far East as the "preserve" of other developed countries having traditional links with the region, such as the US, Japan, the UK, France and the Netherlands. German investment, on the other hand, has been far heavier in Latin America (particularly Brazil) and parts of Africa, as well as non – EEC countries in Europe, such as Greece and Turkey.

However, this argument overlooks the fact that there is substantial German investment in Singapore, Indonesia and Japan. There are even German Chambers of Commerce in

Thailand and Indonesia – which suggests a well established and sizeable German presence.

A more plausible explanation is that Hong Kong, until fairly recently, has not taken overt steps to promote itself in Germany as a potential site for offshore manufacturing investment, whereas competitors like Singapore and Indonesia have been conducting an organised and aggressive promotional drive for many years.

### German investment

However, German investment in Hong Kong industry may soon increase. The recent industrial investment promotion mission to Germany headed by DC & I Deputy Director Roy Porter met with an encouraging response. According to Mr. Porter, nearly half the 40 companies visited expressed an “immediate interest” in establishing manufacturing plants here, while most of the other companies contacted were interested in having components manufactured in Hong Kong.

Another sign of growing interest in Hong Kong on the part of German companies is the fact that three of West Germany’s largest banks – Deutsche Bank, Dresdner Bank and DG Bank – have established regional offices here during the past two years. This is primarily a reflection of our growing importance as an international financial centre, but it also provides an additional source of information for

### The FRG is the world’s second biggest exporter

1976 Exports

(in thousand million US dollars)

USA	115
FRG	102
Japan	67
France	58
UK	46
Canada	40
Holland	40
Italy	37
Saudi Arabia	36
Belgium/Lux.	33

... and its second biggest importer

1976 Imports

USA	121
FRG	88
Japan	65
France	64
UK	56
Italy	42
Canada	39
Holland	39
Belgium/Lux.	33
Sweden	19

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companies in Germany interested in investing in the Far East.

The Regional Representative of one of these banks told *The Bulletin* that the past few years had seen an increase in German interest in Hong Kong and, in his view, we could expect this to show results during the next five years or so.

There are more than 80 companies in Hong Kong which are wholly or partly owned by German interests. The earliest, largest and best known of these is, without a doubt, Jebsen & Co. Strictly speaking, Jebsen is a Danish company, since it traces its history back to the Duchy of Schleswig, now a part of Denmark. But its business is centred on Germany in Europe and Hong Kong in the Far East. The company was founded in Hong Kong in 1895 following a meeting held in the German Club in Shanghai between two young Germans, Messrs. Jebsen and Jessen.

### German products in HK

Jebsen's involvement in two-way trade between Hong Kong and Germany covers a wide range of interests, from chemicals to washing machines, from textiles to motor vehicles. On the import side, they are agents for many of Germany's best known companies, including Agfa Gevaert, BASF, Bosch, Demag, Siemens and Volkswagen. In the transportation field, they represent the national airline, Lufthansa, and Germany's largest shipping line, Hapag Lloyd.

On the export side, Jebsen's two subsidiaries — Bodum in Hong Kong and Jebsen and Jessen in Hamburg — handle a wide variety of Hong Kong — made consumer goods. (They also, incidentally, account for some 10 to 15 per cent of total German purchases from China.)

Helmut Luehrs of Jebsen told *The Bulletin* that despite their higher cost, German products continued to be much in demand, since customers apparently believe it is worth paying extra for the added quality and reliability. He could quote many examples of German products whose price is considerably higher than their competitors, but whose quality is far better, he said.

Mr. Luehrs was fairly optimistic for continued

growth in two-way trade between the FRG and Hong Kong.

Quite a large proportion of Hong Kong's exports to Germany is in the hands of large mail order houses and department stores which maintain buying offices in Hong Kong. One of the largest mail order houses, with an annual turnover of several billion Deutschmarks, is Otto Versand, which has offices all over the world.

According to Deputy Manager Heinz Schmidt, the currently depressed state of the German market is the result of domestic overstocking rather than any reduction in consumer spending power. He believed that business would pick up in the second half of the year and there were already signs of this happening. He said that textiles accounted for 52 per cent of the company's turnover and hardware for 35 per cent, but in Hong Kong the proportion of textiles was considerably higher, although hardware was rapidly catching up.

Another large German exporter in Hong Kong confirmed that many textiles buyers had turned away from Hong Kong and it was now proving very difficult to get them back. The added cost of textile quota, together with increased labour costs, freight, duty and other charges, all combined to undermine Hong Kong's competitiveness.

He believed that in order to attract buyers from Germany and other European countries Hong Kong needed to be at least 30 to 35 per cent cheaper than European producers. Where the price difference was only, say, 10 per cent, few buyers were prepared to take the risk of buying from Hong Kong (or other Far Eastern producers) when they could buy from sources much closer to home.

Meanwhile, the German economy maintains a steady if not spectacular growth rate. Current forecasts are for an increase of 4.5 per cent in GNP this year, with an annual growth rate of at least four per cent predicted for the next four or five years. There is no apparent reason why Hong Kong should not look forward to a continued increase in two-way trade with Germany. On the one hand, the FRG is likely to remain our second largest market, while on the import side, it is not difficult to foresee a substantial increase in German sales to Hong Kong, since local consumers buy goods on their merit — and there can be no doubts about the quality and reliability of German products. *MP*

## The Chamber in Germany

The Chamber is once again organising Hong Kong's participation in the annual Berlin Fair, "Partners for Progress". This year's fair will be held from 21st to 25th September and a delegation of 26 local businessmen will attend, accompanied by W.S. Chan of the Chamber's Industry Division. The Chamber is Honorary Representative of the Berlin Fair Authorities in Hong Kong and has organised Hong Kong's participation at the fair since 1968.

Although not particularly large by international standards, the Berlin Fair is specifically designed for developing countries from Asia, Africa and Latin America and is indicative of Germany's relatively liberal trading attitude towards these countries.



The Mayor of Berlin at the Hong Kong Stand



*News, Events, Information  
From Within and Around  
The Chamber*

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## Chamber News

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### 26 This Month

For August, we have 26 new members. We welcome to our membership:

Chung Luen Textiles Company  
Dragons Wigs & Garments Factory  
Emals Limited  
Excelsior Button Factory  
Frankly Trading Company  
Goodwill Industrial Works  
Hang Lung Matsuzakaya Co. Ltd.  
Harvestfield Quality Products  
J. Hathey & Co. Ltd.  
Haw Par Tiger Balm International Ltd.  
Hong Kong Interocean Trader  
John Ward & Sons Co. (Hong Kong) Ltd.  
La Falandy (Far East) Ltd.  
Mok Sun Hing Co. Ltd.  
Nam Jam Trading Co. Ltd.  
Pentegen International Ltd.  
Popular Electronic Co.  
Radnor Limited  
Ramchand & Sons (HK) Ltd.  
Sam Wing International Ltd.  
The Sincere Co. Ltd.  
Sun Hung Kai Properties Ltd.  
Tomdah Corporation  
Wah Sun Industrial Company  
D. Wong Engineering Co. Ltd.  
Yee Bo Co. Ltd.

### Chamber's Clothing Authority Rep.

Mr. A. Gopi, Managing Director of Gopi Textiles has agreed to continue to serve as the Chamber's representative on the Clothing Industry Training Authority. He has already served in that capacity for the past two years.

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## Trade News

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### Join Us in Korea

The Chamber is following up the successful mission to Korea last year with one in October. Mr. Wong Po Yan, OBE, will once again lead the group.

The business group to Korea is scheduled for October 4 to 12 inclusive and will visit Seoul and Pusan. While in Seoul, the group will visit the Seoul Trade Show where all categories of Korean products will be on display and where the group can negotiate directly with exhibitors.

The Korea Trade Centre is assisting the mission and will arrange appointments with individual traders, study visits to factories and meetings with top-level officials of the Korean Department of Commerce & Industry and trade organisations. There will also be a one-day tour of Pusan's heavy industrial estates.

Approximate costs for return airfare, hotel and administrative charges are HK\$2,600 per person. If you are interested in seeing what Korea has to offer you, come with the Chamber in October. More information is available from Wilfred Wan of the Trade Division (5-237177 Ext. 29).

### Mission to Australasia in the Autumn

Plans are now underway for a Chamber business group to Australia, New Zealand, and Papua New Guinea this autumn.

This will be primarily a selling mission. The stopover in Papua New

Guinea is for market potential studies and will be optional.

Cities to be visited are Auckland, Sydney, Melbourne, Brisbane and Port Moresby. Participants may alternatively choose to visit Perth and/or Djakarta on an individual basis as from Melbourne. The dates for the group are October 24 to November 12 inclusive.

As in the past, Chambers of Commerce in the areas will be assisting in arranging contacts and appointments.

A preliminary cost estimate of the airfare, hotel and administrative charges is approximately HK\$9,000 per person. For more information, please contact Wilfred Wan.

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## Industrial News

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### Investing in Ireland

A recent report from the Industrial Development Authority of Ireland shows that Ireland is becoming popular as a manufacturing investment area. By the end of 1975, 615 new industrial projects had been set up by overseas-sponsored companies and had a total investment of £350 million and providing employment for 66,000 people.

The leading investors there, as in Hong Kong, are the Americans who account for 43 per cent. The British, the Germans and the Dutch are also well represented.

Almost all the new enterprises set up by external industrialists are export-oriented. Industries with heavy foreign investment include light

engineering, electronics, pharmaceuticals and chemicals, textiles, foodstuffs, plastics and leisure goods.

Ireland, in summary, provides the following incentives:- tax holiday to 1990, non-repayable cash grants, training grants, guarantees of loan and subsidisation of interest, research and development grants, industrial parks, advance factories, industrial housing and aftercare advisory service.

For more information on industrial opportunities in Ireland, please write to Mr. Galway Johnson, Industrial Development Authority of Ireland, Kiocho TBR Bldg. (1205), 7 Kojimachi 5-chome, Chiyoda-Ku, Tokyo 102, Japan.

## Bits & Pieces

### Long Division

In last month's article on textiles (page 8) Elmer Tsu of Island Dyeing & Printing Co. Ltd. was quoted as saying that his company's profit margin had fallen to seven cents per hundred yards, compared with more than ten cents per hundred yards a year ago. This should have read seven *dollars* and ten *dollars* per hundred yards respectively.

Mr. Tsu adds that figures for the three months from April to June showed an average *loss* of \$5.18 per hundred yards.

### RTW Moves Ahead

The Ready-to-Wear Festival 1978 will be held from January 21 to 27, 1978 at the Convention Centre. Due to the tight schedule, participating members are asked to make-up and deliver their garments on time to the Trade Development Council.

### Order Your Christmas Cards Now

The Chamber's Christmas Card for 1977, can now be ordered by members. Price per card, including printing your company name and address and accompanying envelope, is \$1.20. For a sample and an order form, please call 5-237177.

## OBITUARY

The Chamber wishes to express regret at the death of two prominent Hong Kong personalities who have given outstanding service to the Chamber and to the local community as a whole. They were Col. I. G. Daniel MBE, ED, JP and Mr. W.H. Newton, OBE.



Col. I.G. Daniel

Col. Ivor Daniel who died on July 26, was Managing Director, Southeast Asia and Australia, of R.H. Macy & Co. Inc., Honorary Colonel of the Royal Hong Kong Regiment (The Volunteers) and President and Chairman of the Royal Hong Kong Regiment Association.

Col. Daniel was very active in Chamber affairs. He was Chairman of the Certification Committee and

past-Chairman of the North America Committee. He also represented the Chamber on the Hong Kong Industrial Standards Council and was a member of the Textiles Advisory Board.

Col. Daniel was an outspoken opponent of corruption in Hong Kong and was a member of the Corruption Prevention Advisory Committee of the ICAC.

Col. Daniel was born in 1927 and had lived in Hong Kong since 1949.

A memorial service was held at St. John's Cathedral on August 3rd.

Mr. W.H. (Bill) Newton who died in Brisbane, Australia on August 3rd was the Chamber's Representative for Industrial Investment Promotion in Australia and a former Executive Director of the Hong Kong Productivity Centre.

As the Chamber's Representative in Australia, Mr. Newton assisted in promoting Hong Kong and Hong Kong industry through direct personal contact with Australian companies. He was a member of the Chamber industrial investment promotion mission which visited Australia in April and May of this year.

As Executive Director of the Hong Kong Productivity Centre from its establishment in 1967 until his retirement last year, Mr. Newton helped the Centre grow

from a mere handful of officers to an organisation with over 130 staff providing a wide range of professional services to industry.

He took a keen interest in the development of the productivity movement in the Asian region and served as the Asian Productivity Organisation Alternate Director



Mr. W.H. Newton

during his nine years with the Productivity Centre. He represented Hong Kong at many international and regional meetings of an industrial nature.

Prior to coming to Hong Kong Mr. Newton was associated with the International Labour Organisation and assisted directly with the establishment of the Korea Productivity Centre under the United Nations Development programme.

# THE CHAMBER IN T

*The Chamber's principal objective is to 'promote and protect the business community in Hong Kong. However, the Chamber regards itself as part not only of the business community but also of the wider community. Whenever our objectives and priorities will allow, we are involved in a wide range of activities. Sometimes, our efforts arise directly out of our involvement in the business community but in other instances our contribution is more general. And this has been the pattern throughout much of the Chamber's past history. In the early years, the Chamber was primarily concerned with the promotion of technical education, the enrolment of over 500 students. We set out here some of the ways in which the Chamber are today attempting to make Hong Kong a more successful and prosperous place.*

## HOME AFFAIRS

The Chamber's Home Affairs Committee has a broad ranging brief that enables it to become involved with many aspects of the HK scene. Subjects discussed during the recent past include, for instance, crime, the work of the Consumer Council, the role of the British Forces in HK, tourism and the proposed secondary school leaving certificate.



### and outside committees

The Chamber is officially invited to nominate representatives to a variety of outside committees, both official and private, concerned with work in a variety of educational or social fields. These include:-  
 Hong Kong Training Council (and subsidiary boards and committees)  
 Joint Associations Committee on Employer/Employee Relations  
 HK Council of Social Services  
 Appointment Board, HKU  
 Board of Trustees, United College, Chinese U  
 Advisory Committee on Business Studies, Polytechnic  
 The English Schools Foundation  
 as well as a variety of ad hoc committees

## Hong Kong Association

The Chamber provides the secretariat for the local branch of the UK-based HK Association, which functions in the UK in order to promote HK's interests there. Part of its role is to assist with familiarisation visits for British MPs.



## HK for Expats



The twice yearly 'Hong Kong For New Arrivals' courses, designed to introduce newcomer businessmen to Hong Kong, run on a non-profit making basis, are a popular feature with expatriate businessmen of many nationalities.

### and Chinese for Expats

The Chamber has encouraged expat. executives of member companies to learn the local languages since pre-Pacific war days. The Chamber still runs regular examinations in both Mandarin and Cantonese for those who wish to improve their standards in these languages.

## EDUCATION

The encouragement of education in technical subjects has been set down as a specific objective of the Chamber, and it has played an active role in improving and enlarging educational facilities as well as by specific financial contribution.

The Chamber contributes scholarships to both the Chinese University and the University of HK. These are awarded to students in commercially related subjects on the advice of the various student award advisory bodies. In addition, the Chamber provides four bursaries at the Polytechnic, as well as bursaries at the four technical institutes.



## Royal Commonwealth Society

The Chamber has for many years awarded prizes for technical competition.

## Scholarships in UK for



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## Briefings for st

The Chamber assists students, either individually or in groups, who wish to learn more about HK business, as well as participating in seminars and forums organised by local educational bodies.





# THE COMMUNITY

at the trade, industry and commerce of Hong Kong'.  
community but also of the wider community that is Hong Kong.  
an attempt to contribute to that community.  
ment with economic, trade or industrial affairs,  
what remote from the world of business.  
history — in the nineteen-fifties and early-sixties for instance,  
ber sponsored a commercial school that in its hey-day had an  
the ways in which the Chamber and its members  
Kong a better place to live in.

## ON

anical and commercial topics is laid  
and it has always attempted to take  
educational facilities in these subjects,  
ways in which we help include:-

### Scholarships



### Essay Competition

izes to local students successful in this

### For local students

The Chamber recently took over the  
al administration of the Confederation of  
tish Industries scholarship scheme which  
ows students from HK to carry out  
ther on-the-job studies in major British  
panies. Our Director is of course cur-  
ntly the CBI representative in Hong Kong.

### Students



## SPECIAL FUNDS

Because of legal restrictions on the freedom with which the Chamber can disperse members funds, we are not always able to contribute directly to charitable and other causes in cash form. The Chamber does however administer, free of charge, a variety of separate funds set up for specific purposes and subscribed by both Chamber members and others alike. The two most important funds are:-

### The Good Citizen Award Fund



This was set up in 1973 as part of the first Fight Violent Crime Campaign, by subscription from the commercial community generally. Just under \$1 million was collected. The purpose of the fund is to provide a worth-while and immediate reward to local people who have assisted by their positive actions in making life difficult for the criminal. Over the past four years, awards amounting to more than half a million dollars have been made to over 400 recipients.

### Special Relief Fund

This first came into being in 1967 when the then-Chairman of the Chamber called for public subscription to a Fund set up to compensate members of the disciplined forces wounded during the disturbances, or to provide assistance for the dependants of those killed in these circumstances. In 1969 the fund was established by Ordinance on a wider basis, so as to allow assistance to be given to any member of the disciplined forces injured or killed while on duty. During the past decade, the Fund has accepted a variety of long term pension commitments on behalf of the families of members of the police, fire services, preventive services and armed services as well as making many cash grants.



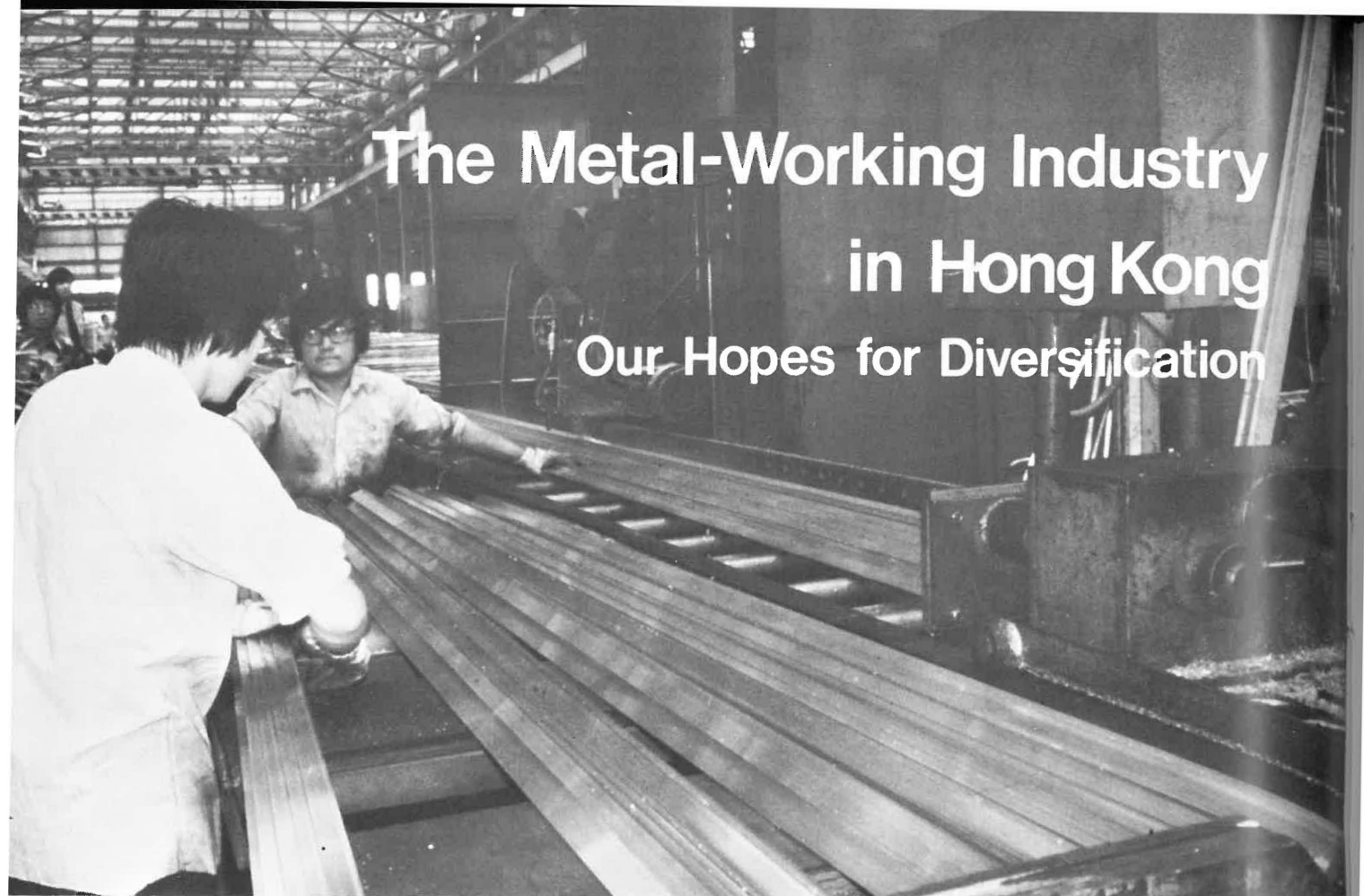
## OTHER ACTIVITIES

### Mailing lists

The Chamber will always consider assisting in contact between its member companies and non-commercial organisations searching for support or funds by providing addressed lists of member companies.

### Enquiries service

The Chamber daily receives enquiries from overseas that are often only remotely connected with business. These include requests for help with employment and immigration procedures, educational material, consumer enquiries and complaints, pen pals, tourist information — even an enquiry concerning a rare breed of Chinese dog! Whenever possible, the Chamber tries to see that HK's image overseas does not suffer through failure to receive a reply.



# The Metal-Working Industry in Hong Kong Our Hopes for Diversification

IN recent years we have heard a good deal from both the Government and the private sector about diversification of industry and products. Hong Kong is not alone in seeking to expand its industrial base, but for Hong Kong the quest is more urgent given the very narrow base of its present industrial structure and the increasing restrictions on its largest industry, textiles. The Government and other organisations, including the Chamber, are busy promoting Hong Kong's attractions to overseas industrialists and in this programme there is a good deal of accent on new industries and new product lines for existing industries.

## Engineering base

The advent of industrial estates also provides for the promotion of industries which may use heavy equipment, have special processes and be capital intensive. Roy Porter, Deputy Director of the Commerce and Industry Department, and Jimmy McGregor, Director of the Chamber, who between them have led most of the industrial promotion missions abroad during the last three years have both commented publicly on the kind of industries which it is hoped can be

located or developed here.

Many of these are metal working industries which have an engineering base and here, it would seem, there is a great deal of potential for future development. To find out why and to discover some of the problems that have to be overcome *The Bulletin* this month takes a look at the metals industry.

The term "metals industry" covers an enormous range. There are many different metals and just as many different ways of processing them. While it is relatively easy to understand how raw cotton is spun into yarn, woven into cloth, dyed or printed and finally made into garments, how many people in Hong Kong are familiar with the various stages of production metals must go through before they become, say, outboard motors, or frying pans?

Essentially, the metals industry can be divided into three stages or categories of processes. The first and most basic is the extraction of ore (mining) and the separation of the metal from the ore (smelting).

The absence of ores, coupled with the lack of space, means that there is no possibility of Hong Kong developing the primary metal industries —

extracting and refining. The necessary blast furnaces could not be established in Hong Kong, since it is not economically feasible to transport low grade raw materials at high cost. In most countries blast furnaces are situated near the mines for precisely this reason. Where furnace systems are located in countries that import ores, like Britain and Japan, the domestic demand for the resultant metals must be sufficient to sustain the huge capital costs involved — and that usually means some form of long term agreement with the suppliers of ore.

## Stages

The next stage entails working the metal into various forms — casting it into ingots or billets, rolling, forging and extrusion. This requires massive (and very expensive) machinery and in order to provide a decent return on capital, production once more must be on a very large scale, which means usually that there must be a large domestic market and preferably one that is protected against competition from imports.

Such a market does not exist in Hong Kong and it is doubtful whether there is a feasible export market either

for most of the basic metal products resulting from these heavy industrial processes, bearing in mind the high costs of freight.

From this point the metals go through a range of working processes where further value is added. These include wire drawing, manipulation of sheet, the bending and welding of rod into shapes, press forming, stretch forming and then machining, plating, welding, die casting and so on. It is at this stage where Hong Kong begins to come into the picture. However, there are many gaps in the HK industry and the quality of the end product varies enormously.

### Impressions

The Executive Director of the Hong Kong Productivity Centre, Dr. John Wright, who has considerable experience in the metals industry (he was Director of the British Steel Castings Research and Trade Association before coming to Hong Kong) told *The Bulletin*:

"Quite frankly Hong Kong has not progressed far beyond the craft approach to many of the metal industries. Take the foundry industry, for example. It's quite possible to get shapes made in Hong Kong in quite a variety of materials, but many parts of the world are long past that stage. The difference between the craft of getting the shape right and getting it quality assured is not just a matter of having good melters and good moulders —

although that is certainly part of it. It requires a high degree of technology and instrumentation. At this point, it is no longer a craft, but a science."

What the Hong Kong metal industry faces, Dr. Wright believes, is not merely an improvement of existing facilities, but a threshold leap. "It is impossible in my opinion to see the industry approaching world quality standards in less than five to ten years — and most people in Hong Kong are not interested in developing the market that far ahead."

If the foregoing tends to give the impression that the metal industry in Hong Kong is very small and uniformly under-developed, it is an impression which should be corrected. Dr. Wright was of course generalising, although he was certainly not exaggerating about the overall situation of the industry, which, taken as a whole, lags far behind that of other Asian countries such as Taiwan, Thailand, India or Singapore — not to mention countries like Japan, the US, or Australia.

There are at least 6,150 metal working establishments in Hong Kong employing some 70,000 workers, or nearly 10 per cent of total manufacturing employment. The great majority of these workers are male, unlike the textiles and electronics industries, where female workers predominate. The social significance of the industry is thus considerable.

Although the majority of establishments are small and crude — they should more accurately be called

workshops than factories — a few, including a number of joint ventures with overseas concerns, are turning out sophisticated products of high quality. There are a number of companies in Hong Kong, for example, which carry out good quality electro-plating. There are at least two companies producing die-castings of world standard and there are factories turning out a variety of good quality metal products, ranging from torches to hand-tools.

### Steel bars

One of the most advanced parts of the industry — and also one of the oldest — is the sector producing steel reinforcement bars for the construction industry, currently going through a boom period. A leader in this field is Shiu Wing Steel Ltd.

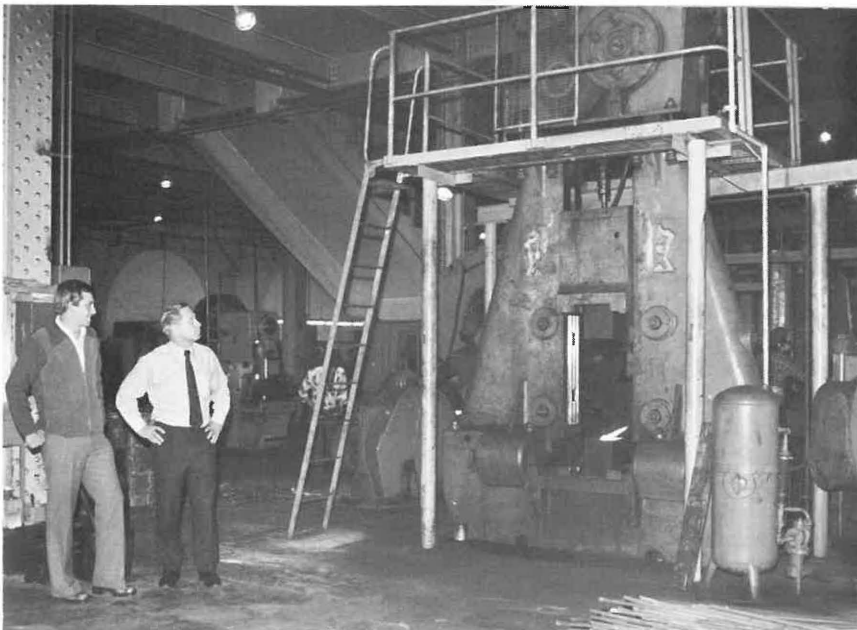
The Executive Director of Shiu Wing, Harry Pong, believes that the most modern of Hong Kong's steel mills are comparable to the best mills in South East Asia. The local steel industry, he said, could generally meet domestic requirements for steel bars. His own company's output is about 700-800 tons per day and they are currently operating at full capacity.

Another company turning out good quality steel bars is Shun Fung Iron-Works Ltd. The Company's Executive Director, Mr. Roy Leung, told *The Bulletin* his was the only company in Hong Kong with an electric arc furnace. In fact they had three such furnaces, two for producing reinforcement bars and a third for small, specialised job castings. The former, he said, constituted the company's 'bread and butter'.

With an electric arc furnace it is possible to control the chemical composition as well as the quality and size of the casting by spectrometer and computer analysis. The result, according to Mr. Leung, was that products could be made to world standard specification.

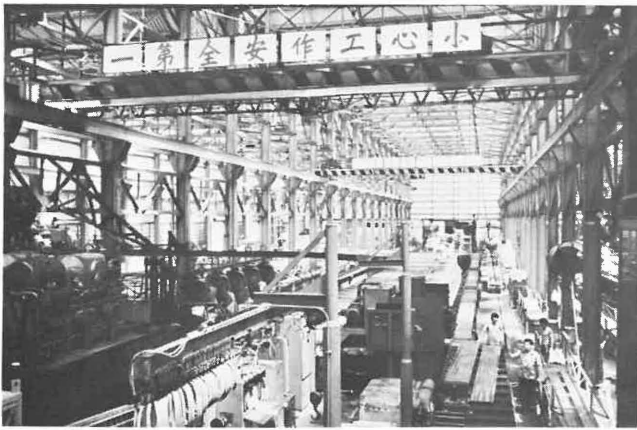
Unfortunately this sector of the industry is subject to extremely heavy competition from abroad. The profit margin is small and sometimes even non-existent as Hong Kong is allegedly used as a dumping ground by Japan and other countries.

After iron and steel the metals most commonly used by the industry are aluminium and copper. Chiap Hua-Comalco, a joint venture between

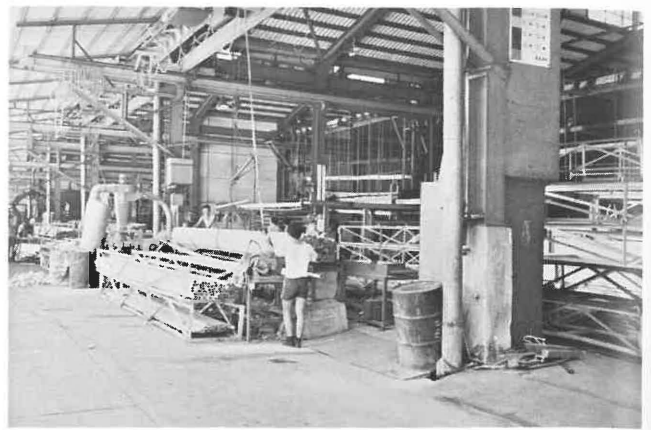


The industry requires heavy and expensive machinery.





Aluminium extrusion at Chiap Hua



Packaging aluminium Sections

Hong Kong (Chiap Hua) and Australia (Comalco) is a leading producer of semi-fabricated aluminium products, particularly window and door frames, partitions and crash barriers.

### Aluminium

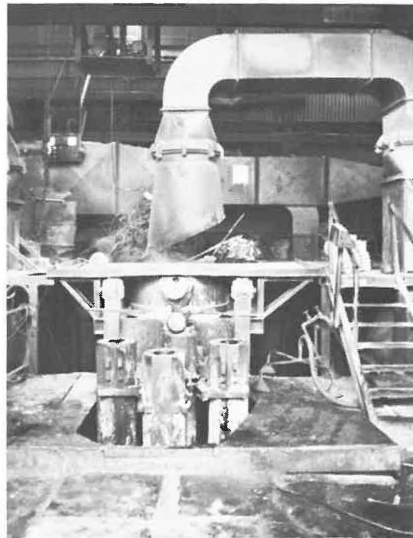
The company operates three aluminium presses of 1,600, 1,800 and 2,200 tons capacity respectively. Aluminium billets are shipped in from Comalco's plant in Tasmania and are pressed (or extruded) into H or U-shaped sections at the company's Junk Bay plant, before being coated with a protective chemical dye (anodised) and cut into various shapes and sizes for use as window and door frames.

According to the company's Controller, Mr. George Loh, business is currently good – again a result of the buoyant state of the local construction industry. The company is hardly able to cope with the strong demand and order books are full into the early months of 1978.

"More and more local building contractors are using aluminium since, although some 20 to 25 per cent dearer than steel, it is light and strong," said Mr. Loh.

Nevertheless, seventy per cent of the company's product is exported, mainly to the Middle East and Nigeria. Shipping charges are high, he said, since when the U-shaped sections are packed, "we are literally shipping air".

Chiap Hua and Comalco have also joined together to form the largest and most advanced container manufacturing concern in South East Asia – International Containers Ltd. The plant is situated on a 228,000 square foot site on Tsing Yi Island, where 20 and 40 foot containers are fabricated from aluminium and steel.



Re-melting furnace

Another member of the diverse Chiap Hua group is Meyer Manufacturing who produce quality aluminium products ranging from tennis racquets to cooking utensils. They are well known in particular for their teflon coated frying pans and "woks". They also manufacture American "Dupont" cookware under licence.

### Castings

Companies like Chiap Hua and Meyer manufacture to high quality standards. Where the Hong Kong metal industry is most lacking is, as Dr. Wright points out, at a more basic level. There has been little or no development, for example, in the area of product casting. Thus companies like Outboard Marine still have to import castings for assembly here.

The Managing Director of Far East General Marine Enterprises Ltd., Bill McNeill, told *The Bulletin* that his company is planning to manufacture sophisticated components for marine engines, such as cylinders and pro-

pellors. However, castings supplied by local foundries were so bad – full of holes and other defects – that he had to reject up to 35 per cent. Such a rejection rate is obviously unacceptably high.

Mr. McNeill was not pessimistic about the future of the industry, however. He believed that Hong Kong could learn a great deal from Japan and Singapore, both of which had well developed metal industries, and both of which suffered, like Hong Kong, from a shortage of raw materials.

So what must be done to develop the industry along the right lines?

What the local metals industry really requires, according to Dr. Wright, is a large scale infusion of sophisticated technology and know-how from outside.

"But the infusion must be highly selective. It must come in certain areas – for example, special heat resistant alloys, precision shapes, high strength to weight ratio products, corrosion resistant materials – where it's not so much the value of the metal that goes in that matters, although often that is also very high, but the fact that you can get to the engineering product in what would otherwise be a very tedious process, and very expensive."

Hong Kong cannot compete with other Asian countries in the mass production of relatively low grade metal products. We don't have the room and our production costs are too high.

"There's no sense, for instance, in producing millions of manhole covers. That would be far more easily done in places like India or Thailand. They are bulky, relatively weak components used as space fillers rather than load carriers. They are not precision items.

"On the other hand, you can get a lot of value added if you go in for





The Chiap Hua Compalco Ltd. plant is situated on a 270,000 sq. ft. site at Junk Bay in Hong Kong, and is the largest plant of its kind in South East Asia.

precision, lightness, strength and resistance to corrosion and heat — in a word, quality products.

“This means starting with materials that themselves are fairly expensive — and therefore the risk is high because if anything goes wrong you’ve got a lot of money tied up in pieces that are no good.

### The challenge

“Some industries have already accepted this sort of challenge, a notable example being the electronics industry, where quality control at every stage along the line is an accepted fact of life. If it can be done in the electronics and one or two other industries in Hong Kong, then it should be possible to do it in the metals industry. But it will require a powerful injection of technical back-up. It also needs planning from the start, so that not too many companies start off competing with each other in what will always be a fairly limited market.”

On the educational side, says Dr. Wright, we should aim to home produce rather more technologists.

“At the moment there are far too few people coming back from abroad with degrees and the skills necessary to develop the metals industry. You can’t blame them — the market isn’t there. It’s a chicken and egg situation.”

Obviously the Polytechnic and other technical institutes will have an important role to play in this regard. *The Bulletin* asked the Director, Dr. Keith Legg, how the Polytechnic was contributing to the development of the industry.

“Our existing departments of Civil

Engineering, Mechanical Engineering and others have courses dealing with metal materials and metal production, but they do tend to be in isolation. Our industrial centre has a workshop equipped with a foundry, forging, machining and other metal-working facilities. In addition, we have sent one of our staff to the UK to study foundry and steel casting.

“We believe that the most important thing for scientist and technologist alike is to understand the material he is working with, be it metal, plastic or whatever. The material should always be used in the best and most economical way. It is our aim to produce technologists who can advise the designer to use the appropriate material, how to use it and machine it and so on for a given application. We are planning to set up a centre of materials technology which would combine both science and engineering. This is in line with our philosophy of setting up inter-disciplinary groups which cross conventional departmental boundaries.”

In the longer term there may be a need for the government to establish some kind of central planning or coordinating authority for the metal industry, although such a move would be premature at this stage.

“The old Hong Kong tradition that everybody does his own thing and doesn’t tell the chap next door what he’s doing unfortunately doesn’t work in an industry like metals”, says Dr. Wright.

“If all of a sudden six companies

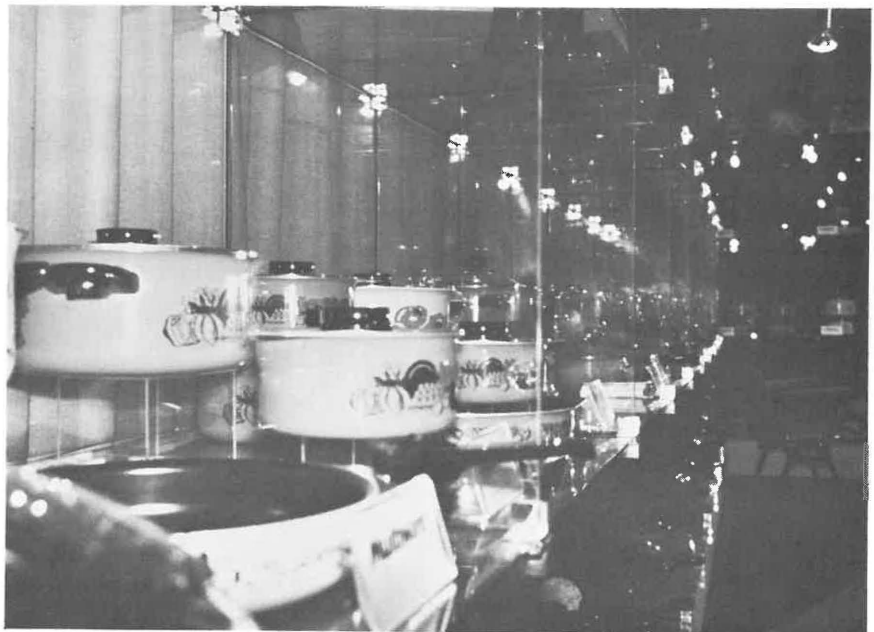
overseas saw the opportunity to start up a foundry in Hong Kong, they would so split the market that it wouldn’t be worthwhile for any of them. But who is to decide which one will come in?”

Jimmy McGregor, our Director and formerly an engineering technician, suggested that the greatest long range potential for development in industry lay with the metal working group of related industries.

### Training

“Every manufacturing industry in the world depends to a substantial extent on the engineering based metal industries. Operative processes all rely on machines and equipment produced from ferrous and non-ferrous metals. The machines themselves depend on a supply of high quality tooling and spare parts. In this general area the technical skills required from the workforce are predominantly skills that are learned in years, not days or weeks. These are the skills the Polytechnic teaches and manufacturers follow up with in-plant training. The skills must be available before real development can begin. That can take years, even with good coordination between the training system and industry.”

There seems no doubt that the development of the metal working industry in Hong Kong, although not a simple or short term proposition, has considerable significance for the manufacturing industry as a whole. JC



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## 執行董事 麥理覺專欄

# 社會就是人——也就是人的努力

既然本專欄予本人機會每月對會員公司會有興趣的事項發表個人的觀點，本人想必也可論及工商業以外的問題，甚至為有意義的非商業性事業略作宣傳。本人此次擬雙管齊下。

### 積極服務社會

本人認為，本會許多會員公司並不瞭解，本會確實非常積極參與社會事務，從探討商業道德並採取行動直至向香港青年學生頒贈獎學金，範圍甚廣。

正如本期會刊一篇專文所述，本會積極參與許多方面的社區服務。有些來自於歷史關係及宗旨，而有些正是會員公司關心社會發展的結果。

本會越多為社會服務，社會就越多要求本會扮演類似政府部門的角色。其他組織也瞭解本會的會員公司、行政人員及各委員會代表着無與倫比的本港經驗。本會盡量與其他各大組織及專門機構合作，因為聯合才有力量，而本會應社會要求或自行選擇去應付的有些問題必需相當的力量，才能達到目的。本會的基本宗旨是盡力為社會服務。該篇專文所述由本會管理的兩大基金——好市民獎基金及特別救濟基金，使本會格外引為自豪。兩個基金均是本港公眾自願大力捐助的結果，旨在達到社區自助及服務的理想。兩個基金均已證實對社會極有價值。工業發展基金則在於經濟目標，而非社會目標，但也可以表明社區居民在環境需要時所能作出的貢獻。

### 法律治安及公眾安全

雙燕飛翔不等於就是夏天，但香港居民似乎可以從最近發表的本港罪案統計中增加信心。破案率頗佳，而且報案總數已告下降，均十分令人振奮。吾等大胆希望，旨在為本港居民提供更佳且更安全環境的種種政策及行動，如今已經開始產生累積效果。港府指導更加英明，政策措施更加明智，財富分配更加妥善，廉政公署功效卓著，警方效率日益提高（切記警察才是法律治安的保障）以及原先「沉默的大多數」日益參與社區事務，上述所有各方面似乎正在齊心合力，使香港成為更安全、更清潔、更美好的生活環境。

### 愛丁堡公爵獎勵計劃

經營工商業及僱用數百人的會員，敬請注意。請考慮在貴公司中協助成立愛丁堡公爵獎勵計劃活動小組，鼓勵年青工人為社會服務的精神。每個小組將獲得專門支助，以開始活動，此後將與該計劃執行總部及其他執行小組保持密切聯繫。該計劃為其二萬名青年會員提供許多機會，展開有組織及有意義的康樂活動，有助於培養優良品格及服務社區的精神。

諸位如有興趣給屬下僱員參加此一極佳計劃的機會，請打電話或寫信與本人聯絡。

切記，香港一直恩待香港人；所以，香港人也應回報香港。

# 德國的奇蹟

## ——歷史的回顧——



「德國科學在許多領域均已冠甲全球。人口已從四千二百萬增至六千六百萬。出生率雖已下降，仍達千分之三十一，而英國及法國僅有千分之二十六及千分之十。農業大大發展，食物必需品的自足率已達百分之九十五……漢堡的商業僅次於倫敦……而且，德國的鋼鐵產量已佔世界第二位，僅次於美國；煤產量已佔世界第三位，僅次於美國及英國……德國如能保持目前的貿易增長率，將能在十年後雄踞世界第一貿易強國。」

### 德國民族 工業性格

上文並非引自評述戰後德國「奇蹟」的官方報告書，而是摘自奇才作家富蘭克·夏理斯於一九一三年發表的論評。當時，德國建國還未滿五十年，而英國仍以「日不落帝國」自居而不可一世。夏理斯能作出上述的論斷，確實需要尖銳的觀察及精闢的分析。

近期不少作家已屢次指出，善於發展工業與擅長經營商業的國家之間，似乎存在著某種民族性格的區別。發展工業的最佳社會，其民族往往遵守紀律、有條有理、努力工作、富競爭性、甚至略具侵略性；尤其是整個社會準備齊心合力，為共同目標而奮鬥。此種「工業性格」也正是德國的民族性格。

而繁榮商業的最佳社會，其民族則往往自行其是、隨機應變、講究實效、富冒險性、憑直覺而不憑理智。許多第三世界國家發展工業遭到失敗，據稱部份原因就是硬要將其商業性格的民族改為工業性格。

上述論斷雖然可能過於簡單，但每當分析戰後兩個高速發展的國家——西德及日本——的經濟成就時，就難免會歸結到上述的論斷。而且，再聯想到戰後發展緩慢的兩個國家，正是英國及意

大利，兩國均有悠久的商業傳統，上述的理論就更具吸引力了。

### 歐洲中心 歷史進程

雖然德國在一百餘年之前才建立近代國家，但德國民族的悠久發展歷史却要追溯到公元前五世紀。當時，歐洲第一個統一的強國——羅馬帝國正在逐漸分崩離析。

在此期間，德國人所經歷的政體分合變遷，比歐洲任何國家遠更複雜。近一千年中，德國人先後經歷了查理曼帝國（九世紀）、所謂的神聖羅馬帝國（其實既不神聖、又遠離羅馬、也非帝國）、十六世紀羅馬天主教皇統治衰落後的各種小國聯盟，以及德國發難的新教運動。

十八世紀期間，英國、法國及荷蘭等國紛紛超越歐洲，渡海遠征異域；而德國仍舊留在歐洲，而且固守本土，不驚國外。直至十九世紀，神聖羅馬帝國的殘餘勢力被拿破崙徹底摧毀後，德國人民才有可能形成全民族的統一政體。在此種進程中，典型德國性格的普魯士戰勝了樂天悠遊的奧地利而奪得全體德國人民的領導權，也許亦頗具意義。

德國民族的統一為時不長。德國立國才七十五年，到一九四五年，又一分為二——德意志聯邦共和國（西德）與德意志民主共和國（東德）。

德國人一直是以歐洲為主的民族，也許是因為德國的地理位置正處於歐洲的中心。德國雖然在十九世紀末及二十世紀初亦曾加入瓜分非洲的殖民主義競爭行列，但却從未達到英、法、西、葡、荷的程度。德國的擴張企圖，主要也在歐洲之內擴張。此種情況也與日本類同；一度用作地區政治擴張的能量，如今似乎已經轉化成經濟發展的能量了。西德成為歐洲經濟同盟的「創始國」之一，也就不足為奇了。

### 戰後發展 突飛猛進

與英國、法國、西班牙及荷蘭等國比較，德國雖然立國晚得多，但德國人民對歐洲發展的貢獻，却絲毫不比任何其他國家遜色。德國歷來對歐洲文明的進展，作出了巨大的貢獻。在學說、科學、技術、繪畫及文學史上，德國天才輩出，尤其在音樂及哲學方面更是登峯造極。德國人的創造力，結合普魯士人獲取結果的能力，確實產生無可限量的潛力。東德原先正是普魯士的屬地，如今在東歐集團中最為發達，就並非出於偶然。

西德戰後的飛速發展有許多原因，例如，從對勞工管理健全及與工會關係良好；到對外國工業工人移民及外國工業製品入口均採取自由政策；一直到德國在二次大戰後完全採用現代技術重新建設，不像英國還要使用落伍一百年的工廠設備；原因極多，均有關係。

其他評論家還指出：西德在恢復的初期不必負擔龐大的國防預算；德國不必經歷放棄帝國的痛苦過程；數年的佔領時期（日本也同樣）使東德能全力恢復經濟，不必顧及內政。西德重新自理國內政治時，其形式已較戰前有所改進；不像英國等其他國家仍舊沿襲十八、十九世紀的陳舊法例。德國的教育制度，注重科學、技術及實際應用，又保持高度學術水準，也發揮了重大的作用。

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回到本文起初所引的論斷，也許，在戰前的歷史中去探討德國發展的奧秘，並非確當之舉。也許，德國成就的真正力量，來自於德國人民的創造力、組織天才及——回到工業性格與商業性格的理論——幸運：一個工業性格的民族正處於工業發展主宰一切發展的時代。



# 港德貿易携手邁進

德意志聯邦共和國如今能成爲全世界第三位經濟強國，當然並非倖致，確實是刻苦工作、堅毅決斷，加上勞資高度合作的成果。

西德在二次大戰後的經濟復甦，部份也有賴於英美兩國根據馬歇爾計劃的經濟援助。但今日德國的巨大成就，却大都應歸功於德國人民自己的努力以及聯邦政府經濟政策的成功。

## 英國西德 此消彼長

將西德及英國進行比較，特別能說明問題，因爲兩國的人口及面積均頗近似。西德人口爲六千二百萬，面積九萬六千平方英里；英國人口五千六百萬，面積九萬三千平方英里。兩國均已高度工業化，且均須（在北海生產石油之前）進口大部份原料。然而，英德兩國在過去十餘年來，尤其是七十年代的經濟增長率，却大相逕庭，差距懸殊。

一九七六年，西德按人口平均計算的國民總產值達三千五百零八美元（按一九七〇年物價計算），比英國高出足足百分之五十。一九六九年以來，西德馬克對美元增值百分之七十，對英鎊升值百分之一百四十。

去年，西德的對外貿易順差達四十億美元，雖然比一九七四年的九十七億美元大爲回降，但顯然仍屬可觀成績。而英國的外貿却出現三十三億的巨額逆差。近年來，其他已發展國家繼續遭受通貨膨脹的困擾，而西德却能成功地將年通脹率控制在僅百分之四左右。失業方面，西德二千六百萬工人中有一百萬人失業，按西德標準已屬頗高，但仍可適當控制。

## 經濟強國 樹大招風

如今，西德已無可置疑地居於西歐的經濟領袖地位；正因爲此，就常被指責（與日本一樣）未積極提高國內消費力及增加入口，以促進世界經濟的恢復。西德政府也與日本政府一樣，成爲被指責的對象；至少在歐洲共市之內，西德被指責拒絕調整馬克幣值，使西德出口貿易佔有不公平的競爭優勢。

至於第一項指責，對外貿易順差不應與對外收支順差混爲一談。西德的巨額外貿順差，如減去滙錢出國及西德遊客的海外化費，就變得相當少了。西德有二百萬外國工人每年滙回家數十億馬克款項，而西德遊客在外國的化費就爲數更鉅。西德對歐洲共市預算的應付費

用，使對外收支順差更爲減少。

至於對西德馬克「幣值過低」的指責，西德確實在一九六八年及一九七一年兩次調整馬克幣值，然後採取浮動滙率制度，結果使貿易順差在一九七〇至一九七三年間大爲減少。盡管如此，西德馬克繼續堅挺，西德出口貿易繼續增長。此種情況實在不能歸咎於某些批評家所謂的「浮動陰謀」；而應歸因於西德產品質素超卓、設計新穎及品種繁多——雖然價格較高——以及交貨準期，所以深受顧客歡迎。此種情況至少也部份表明，西德不常發生罷工及延遲交貨。

## 港德貿易 躍居第二

英德兩國經濟此消彼長，結果西德就在一九七五年取代美國，成爲香港第

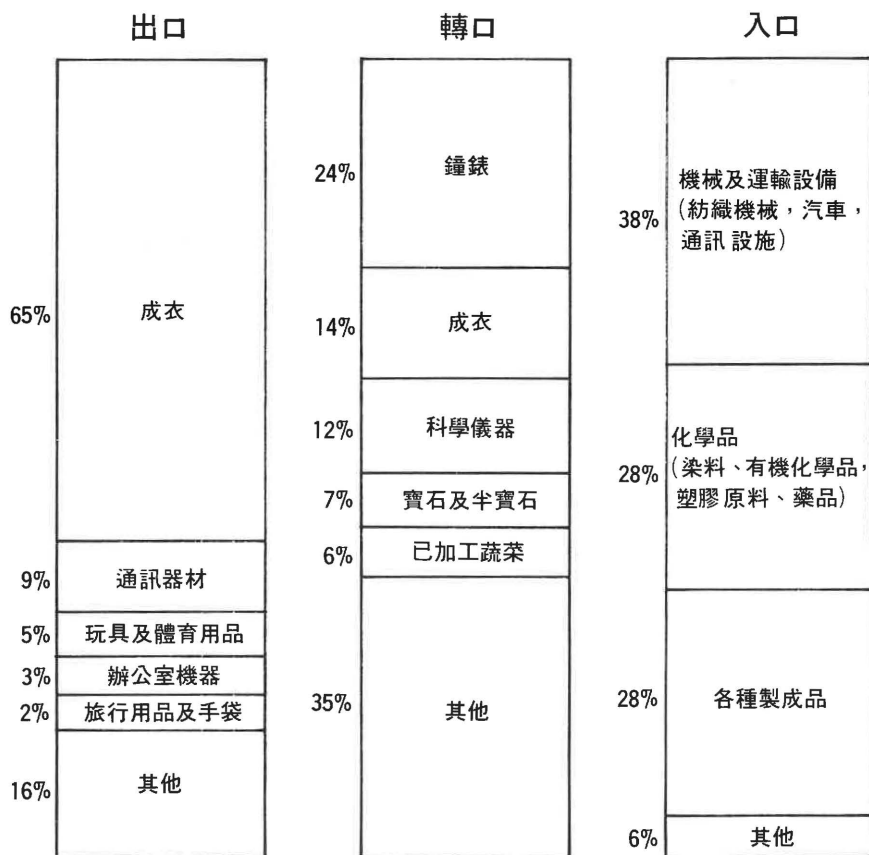
二大出口市場，實在也不足爲奇。從此之後，兩國之間的差距繼續擴大；到今年首五個月期間，香港對兩國的出口雖然比一九七六年同期均有所下降，但香港對西德的出口總值已比對英國的出口總值超出了近百分之二十。

香港去年對西德的出口貿易（參見附表）總值達三十三億九千五百萬港元，比一九七五年銳增百分之四十。其中百分之六十五爲成衣，增值爲百分之三十三。從中也可明顯看出：香港多麼急須將出口分散化！

香港對西德的出口貿易平均年增長率，在過去五年來幾達百分之二十，而在一九七三年以來更達百分之四十左右。相比之下，香港對其他兩大市場——美國及英國——的出口年增長率，就只有百分之十三左右。結果，西德在香港出口貿易總值中所佔的比例，已從一九七一年的百分之八點二，增加至去年的百分之十二點二。

一九七六年港德貿易統計（單位：百萬港元）

	價值	較一九七五年增
進出口貿易總計	5,459	+36
出口貿易	3,995	+40
轉口貿易	155	+33
合計	4,150	+39
入口貿易	1,309	+27
香港順差	2,841	+46



## 世界十大貿易國比較圖（一九七六年）

（西德是世界第二大出口國及入口國）

（單位：十億美元）

出口		入口	
美國	115	美國	121
西德	102	西德	88
日本	67	日本	65
法國	58	法國	64
英國	46	英國	56
加拿大	40	意大利	42
荷蘭	40	加拿大	39
意大利	37	荷蘭	39
沙地阿拉伯	36	比利時/盧森堡	33
比利時/盧森堡	33	瑞典	19

資料來源：德國

今年首五個月中，香港對西德的出口貿易比去年下降，令人頗感關注，希望僅屬暫時現象。據貿易商指出，此種情況部份是由於西德入口商及零售商，尤其是大百貨公司，存貨堆積過多；但部份却是因為香港的生意已在被韓國及台灣等主要競爭鄰國所取而代之，甚至在紡織品及成衣方面還包括歐洲國家。香港對西德的出口貿易總值減少百分之十四，成衣出口更下跌百分之二十六。

### 貿易自由 互利互惠

西德是香港所用染料尤其是印第科藍染料的主要供應國。去年，本港紡織業向西德購買了價值一億六千萬港元的染料。其他主要的入口貨品包括紡織機械、汽車、電訊器材、其他機器。

一九七七年前五個月，西德對香港的出口貿易增加百分之十五。

一般而言，西德對發展中國家入口態度，比其他歐洲共市國家較為自由。此種政策對香港大有幫助。但此種態度決非特別優待發展中國家。相反，此種措施頗具經濟價值，不僅有助於降低西德的生活費用，而且能鼓勵西德本國工業努力確保競爭實力。當然，西德工業也就能向旨在西德市場的外國廠商供給材料及設備。

然而，西德也有「紡織業說客」。紡織業廠商及工會向議員投訴入口貨威脅本國生產及就業，給聯邦政府造成巨大的壓力。去年西德對紡織品及成衣的入口雖然增長了百分之十六點五，但紡織品的出口也上升了百分之二十六，此種情況頗具意義。西德當局對世界貿易的自由政策，迄今為止仍能抵制某些人士要求對紡織品入口加強限制的壓力。

### 在港投資 有待促進

雖然西德在香港的對外貿易中佔有重要的地位，但過去三十年來飛速發展的德國工業在香港的工業投資却微乎其

微，實在令人驚訝。根據最新資料（一九七七年六月），西德在香港的工業投資總值，僅有一千九百三十萬港元，只佔外國在港工業投資總值的百分之一不到。香港的十二間西德資本企業中，四間是製衣廠，一間生產紗及紡織品，一間是織布廠，其餘六間包括鐘錶、玩具、皮革製品、食品及珠寶首飾。在歐洲共市各國中，英國、法國及荷蘭在香港的工業投資均超過了西德。

本刊訪問的某位資料提供者表示，西德公司往往將遠東視為美、日、英、法、荷等有東方經商傳統的已發展國家的「禁獵區」。而另一方面，西德在拉丁美洲（尤其是巴西）、部份非洲地區、以及希臘及土耳其等非共市歐洲國家中的工業投資，却歷來遠遠超過其他國家。

然而，上述的評述却忽視了下述事實：西德在新加坡、印尼及日本均有龐大的工業投資。泰國及印尼還有德國商會，足以顯示西德在該兩國投資的發展規模。

更能說明問題的解釋是香港一直沒有採取積極行動促進德國工業來香港投資設廠生產，而新加坡及印尼等競爭鄰國却多年來一直在積極展開有組織的促進活動。

然而，德國在港工業投資可能迅即增長。工商署副署長潘達最近率領工業促進團訪問西德，反應頗為鼓舞人心。潘達宣稱，該團所訪問的西德公司中，近四十間公司表示有興趣迅即來港設廠，其他公司則多有興趣在港生產零件。

西德對香港日益重視的另一例證是西德三間最大的銀行——德國銀行、捷能銀行及西德聯合銀行——均在近兩年來在香港設立地區分行。此一發展既足以顯示香港作為國際金融中心的重要性已與日俱增，而且能為有意來遠東投資的西德公司提供新的資料。

其中一間銀行的東南亞業務代表向本刊透露：西德在過去數年中對香港的興趣日益增加，他認為此種趨勢足以在今後五年左右獲致成果。

### 雙邊貿易 前景樂觀

香港有八十多間全部或部份德國資本的公司。其中歷史最久，規模最大、聲譽最盛的當然首推捷成洋行。嚴格而言，捷成創始於如今已屬丹麥領土的斯萊司域，應算丹麥公司；但其業務在歐洲是以西德為中心，在遠東是以香港為中心。一八九五年，兩位德國青年，捷成及捷西先生，在上海德國俱樂部會晤後，在香港創立捷成公司。

捷成所經營的港德雙邊貿易，範圍

甚廣，從化學品至洗衣機，從紡織品至汽車。在入口方面，捷成代理許多德國最著名公司的產品，包括矮克發、獅馬牌錄音帶等化工原料、波殊機械、德柏重型機器、西門子及福士汽車等。在交通運輸方面，捷成代理德國航空公司及德國最大的赫伯羅德輪船公司。

在出口方面，捷成的兩間附屬公司——捷東公司及捷成漢堡公司——經營種類繁多的港製消費品。（捷成又係德國購買中國貨品總值的百分之十至十五）。

捷成洋行呂雅士先生表示：西德產品雖然售價較貴，但仍然大受歡迎，因為顧客相信西德貨質量超卓，物有所值。此種例證，舉不勝舉。呂雅士對港德雙邊貿易的繼續增長表示樂觀。

香港對西德的出口貿易，大都由大郵寄公司及百貨公司的駐港採購辦事處經營。最大的郵寄公司之一是歐圖公司，每年的營業額達數十億馬克，分公司遍及全球。據歐圖遠東公司副經理舒銘德先生分析，西德市場目前的不景，是因為國內存貨過多，而不是消費力減退。生意到今年下半年將會好轉，目前已有種種好轉的跡象。

另一間西德大入口商行的發言人指出，許多西德買家放棄香港轉向他國，現在證明難於爭取該等買家回心轉意。今年下半年生意可能好轉——但並不一定意味生意給香港做。

與此同時，西德經濟保持着穩定的增長率。目前一般的預測是今年國民總產值增加百分之四點五，今後四、五年的年增長率至少有百分之四。港德雙邊貿易顯然亦可望繼續增長。在出口方面，西德仍將是香港的第二大出口市場。在入口方面，不難預測西德對香港的銷售也將因西德貨的優異品質而告增長。

### 本會在西德的業務

本會再次組織香港貿易團，於九月二十一至二十五日參加一年一度的西德柏林「攜手邁進」展覽會。今年的代表團由二十六位本港商人組成，由本會貿易部陳煥榮隨同前往。本會是柏林展覽會的香港名譽代表，自一九六八年以來年年組織香港貿易團參展。

柏林展覽會雖然不是規模最大的國際貿易展覽會，但却專供亞洲、非洲及拉丁美洲的發展中國家向歐洲推銷商品，足以顯示西德對發展中國家比較自由的貿易態度。

# 香港工業分散化的關鍵—— 發展金屬製造工業

香港的主要工業，包括紡織製衣業、玩具塑膠業及電子工業，均是生產消費品及輕工業品的二級工業。近年來，既面臨低成本鄰國日益劇烈的競爭威脅，又深受主要市場日益嚴厲的入口限制。於是，促使本港工業向中重型工業實行分散化的必要性及迫切性，就越來越引起港府及工商界的關注了。

港府及本會等組織積極促進外國工業來港投資，其中尤其強調香港現有工業所需的新工業部門及新工序產品。工業邨的興建，也更有利於促進需要重型設備、特種工序及資本密集的工業。

工商署副署長潘達先生與本會執行董事麥理覺先生在過去三年來率領大多數本港的工業促進團訪問各先進工業國，均曾公開評論過可在香港設立及發展的工業種類。其中包括許多金屬加工及製造工業，均在香港有極大發展潛力。換言之，發展金屬工業——最基本的一級工業，正是香港工業分散化的關鍵。

鑒於香港金屬製造工業的發展現狀、存在問題及未來前景，迄今極少見諸本港中英傳播媒介的報導，本刊特撰專文予以分析探討。

## 金屬工業 範圍廣泛

按最通俗的解釋，鋼、鐵、鋁、銅等金屬的製造工業大致可分為三個階段。

最初階段是開採冶煉工業，將金屬從礦石中提煉出來，澆鑄成金屬鑄坯或鑄錠。香港生產力促進中心執行幹事、冶金工程專家胡禮智博士指出：「香港既沒有金屬礦產資源，也沒有冶金工業所需的廣闊土地，又沒有足以維持全年冶煉生產的市場需求。所以，香港絕對不可能建造煉鐵的高爐；其他鋁、銅、

鋅、錫、鉛的冶煉也根本無法在本港進行。總之，香港不可能發展完整的冶金工業體系。」

其次是金屬加工及金屬製品工業。鑄坯及鑄錠經過軋軋、鍛錘或擠壓，成為金屬板或條。又可繼續擠壓、抽拉、彎曲或焊燒，成為金屬線、片或條。再經過鑄模，焊接，電鍍，切、削、鑽、磨、鉋等機床加工，裝配等工序，就製成各種零件及部件，用以生產各種金屬製成品，諸如餐具、電線、手電筒、鐘錶等等。此一階段的各個部門，香港或多或少均已有所發展，但只限於中小型的工序。有些部門已達到國際水準，但也有些部門仍大大落後於先進國家。

最後是金屬工程製造工業。一方面，是巨型的重工業，如汽車、輪船、飛機及重型機器等的製造工業，均需要較完整的冶金工業，不可能在香港發展。另一方面，則包括船外引擎、泵及小型機房等的製造工業，香港已開始進入此一生產領域，但大都仍限於加工裝配進口的外國鑄件及部件。

綜上所述，香港的金屬製造工業已發展成一個範圍極為廣泛的工業，有關金屬鑄軋、加工及製造的大小工廠（還不包括船塢及電子廠的有關部門）至少有六千多間，僱用約七萬人，佔全港工業勞工的百分之十。

## 鋼鐵工業 競爭劇烈

香港直至戰後才開始較具規模的金屬加工工業。五十年代至六十年代中期，香港逐步成為東南亞最大的拆船業中心，將軍澳擠滿了待拆的破船爛艦。拆船業也成為香港現代金屬製造業的搖籃。拆下的廢金屬除出口外，還促使小型軋鋼工場應運而生，將船體鋼板切條軋成鋼條及鋼筋，供本港建築業興建樓宇使用。此兩種工業仍是勞力密集工業。

到五十年代末以及六十年代初，香港的樓宇不斷向高空發展，又須抵受颱風的吹襲，因此必須採用高强度的鋼筋。本港鋼鐵廠亦隨機應變，迎合更高的要求。大部份的軋鋼廠將設備現代化，改用入口的鋼坯及鋼錠，再軋成鋼筋。紹榮鋼鐵有限公司業務董事龐熙先生表示：「香港較現代化的軋鋼廠足可媲美東南亞地區最好的軋鋼廠。本公司認為

香港軋鋼工業發展迄今，已足以應付本港對鋼筋的要求。本公司的三架軋鋼機日產量約為七、八百噸，目前均全面生產，以滿足建築業的蓬勃進展。」

有的鋼鐵廠就自置煉鋼爐，將廢鋼重新溶煉，自行澆鑄鋼坯及鋼錠，再軋成鋼條及鋼錠。信豐鋼鐵廠有限公司業務董事梁永治先生稱：「全香港迄今為止只有本公司具有煉鋼、鑄造及軋鋼的整套生產設備。本公司有三個電爐溶煉廢鋼、鑄成鋼坯、再軋成鋼筋。採用電腦分析機及光譜儀測定鋼水的正確化學組成，可以生產高强度鋼筋，達到國際規格，供地下鐵路及高樓大廈的建築工程使用。自行熔鑄鋼坯，比軋軋入口鋼坯，極大提高了本港的增值。」

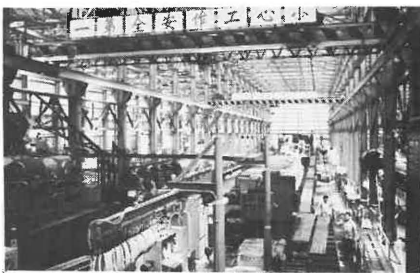
本港建築用鋼筋的生產，已成為資本密集工業，利潤率並不高，但由於建築業蓬勃，需求量大，足以薄利多銷，因此引起了入口鋼材的廉價競爭。六十年代近中期，中國曾向香港輸入大量廉價鋼材，使本港數間鋼鐵廠被迫歇業。去年以來，日本鋼鐵工業生產過剩，存貨堆積；又遭到歐洲共市呼籲其限制出口，及美國指控其傾銷；於是轉向香港，按低於成本百分之二十的價格大量傾銷。香港鋼鐵廠一致譴責日本的不公平傾銷政策。據統計，香港在一九六五年曾有二十四間軋鋼廠，達到最高紀錄，此後迄今由於成本飛漲及競爭過劇，已有三間遷離香港，九間停止生產，四間被收購合併，只有二間能擴展生產。

## 鋁鋼生產 榮辱互見

除鋼鐵之外，香港應用得最多的金屬是鋁及銅。香港捷和澳鋁有限公司總監陸世源先生表示：「本公司有三架大型的鋁擠壓機，規模全港最大，將澳洲運來的鋁錠，擠壓成鋁條，然後經過鋁陽極自動深透染色設備及鋁硬膜自然定



金屬工業需要昂貴的重型機器



捷和澳鋁的大型鋁擠壓機



色處理設備，所以生產的鋁條及鋁製配套裝置，防銹防磨，既不剝落，也不褪色，經久耐用。鋁雖然比鋼貴百分之二十至二十五，但輕便耐用不生銹，便於保養，所以越來越為高級商業大廈及住宅樓宇採用，裝置各種窗框、門框、滑動門窗、商店櫥窗及天橋欄杆等。」

「本公司的鋁製品，全面生產，供不應求，定單已排滿至明年初。產品百分之七十供給出口，百分之三十作為本銷。但由於鋁條運費極大，本公司希望能從出口為主改為本銷為主。鋁業前景樂觀，本公司計劃擴展生產，但問題是將軍澳的廠址已無餘地拓展。」

「本公司還有廢鋁回爐及銅的熔煉設備。但銅的生產却因世界性需求衰退，較為不景。」

在與外國公司合資發展高級金屬工業方面，香港捷和集團經已取得相當可觀的成績。捷和與澳洲澳鋁合資，除前述鋁條廠外，還在青衣島建立捷和貨箱有限公司，是全港唯一、而且是東南亞最先進、最龐大的貨櫃製造業。捷和還與日本公司合資發展銅製造工業，又與美國公司發展鐘錶製造業。此外，捷和聯營公司美亞製造廠有限公司營業總經理麥根先生及美亞鋁廠有限公司經理張明生先生表示：「美亞系統控制軋製鋁片及生產鋁製片的整個過程。因此保證產品的質量，尤其是美亞廚具，塗料符合杜邦化學標準，已經數次榮獲香港產品設計優勝獎。然而，本港鋁製品的市場，日本及台灣的競爭已日益加劇。」

#### 官商協作 成效卓著

一位政府消息提供者認為：「香港的金屬製造工業已經有相當可觀的發展。尤其是在金屬加工及金屬製品方面，有許多部門均有幾間公司的生產效能及產品質量達到了國際一流水準。」

除上文所述的建築用高強度鋼筋的生產，及捷和集團的鋁製品外；在電鍍方面，有瑞士電鍍公司已能從事高標準的鍍鉻工序；在精密機床加工方面，有嘉士（亞洲）已達到世界先進水準，包括適應電子工業的需求；在熱處理及塑



美亞生產的高級廚具

膠機製造方面，有震雄機器廠有限公司已稱雄東南亞。崇佳的手電筒，寶光的錶帶，瑞嘉的手工具等均已蜚聲國際。限於篇幅關係，本文不能一一詳加介紹了。

然而，在較基本的金屬工業部門，例如成品鑄造（不是金屬鑄造！）、鍛造方面，就仍然有待於發展改進。香港政府已經採取措施，促進中重型工業的發展，興建大埔工業邨就是措施之一，供不能在多層工業樓宇中生產的土地密集工業置地設廠。

在吸收外國高級工業來港投資或合資設廠生產方面，本港只有少數銳意擴展的廠商積極響應，大多數廠商的反應却似乎不甚熱烈。而有些有意合資的香港廠商，其資金及設備又未能使外資公司感到興趣。例如，永華鋼鐵鑄造有限公司李國臻先生表示其公司極希望與外國公司合資擴展，但某外國工業公司考察永華公司後，認為其資金及設備未能確保合資後的發展前景，因而取消了合資的打算。

當然，此種局面正在逐步改善，本會工業部已逐步建立起本港工業資料科，並陸逐協助本會工業會員廠商與有意來港投資或合資的外國工業公司建立廣泛而有用的聯絡。

一九七五年中至一九七七年中兩年期間，外資在港的金屬製造廠，從十七間激增至二十七間，投資總值從九千六百五十萬港元增至一億零八百五十萬港元，也足以說明促進外資在本港設廠的成效。

遠東通用海事企業有限公司的董事經理麥尼魯先生，也是一位金屬製造工程師。他在五年前創建該公司，現正計劃生產更高級的輪機部件產品。他指出：「在金屬鑄造方面，香港不僅比不上同樣缺乏曠產及土地的新加坡，而且比不上台灣，甚至印度。本公司定造的港產鑄件，由於不合要求，退貨率有時高達百分之三十五。然而，香港正在逐漸改進發展，本人對香港金屬工業的前景充滿了信心。」

#### 發展重點 增值精品

事實上，分析種種因素均可看出，香港的金屬製造工業，不僅有發展的必要，而且也具備了發展的條件。

在本港的市場供求方面，隨着建築業日益蓬勃，電子、紡織等工業趨向高級產品發展，對於高級金屬製造業的要求勢必有增無已。本港生產強力鋼筋的百分之九十五以上均為本港建築業所購用，此外還須大量進口日本鋼材。加之

日本鋼鐵工業已在緊急收縮，傾銷威脅也可望緩和，鋁業方面更是供不應求。

在原料供應方面，除了入口金屬坯外，香港每年產生大量的廢金屬，其中本港金屬工業僅用去九萬噸，其餘十五萬噸均供出口（主要輸往中國）。本港如能自行回爐熔煉，廢物利用，當然能最大限度發揮增值潛力。

至於香港金屬製造工業本身，從上文已可看出，也具備了拓展的潛力。

因此，重點在於選擇最確當的發展領域。胡禮智博士指出：「本人認為，香港金屬製造工業的發展，應着眼於特種合金、精密製造工序及高強度產品；換言之，應是能獲得最大增值的高級尖端產品。在此一方面，坦白講，香港目前仍是空白。以鑄造工業為例，香港只能鑄造一定形狀的鑄件，但先進國家已能生產不需任何加工的鑄件。前者只是技術，後者已是科學。因此，香港所需要的，不僅是一般的改進，而是要根本的突破。這要十年以上的長時期，要超越現有的工業，重新發展更高級的新工業，所以吸引外國高級工業投資確實極為必需。」

「此種高級工業投資龐大，原料昂貴，所以每一步生產工序均須絕對精確，才能確保獲得最高的增值及最大的利潤；其中如果有一步不合規格或不夠標準，就會遭受巨大損失的風險。」

「事實上，香港的電子工業已經接受了此種挑戰，每一生產流程確保質量控制已成為日常操作的一部份。既然電子工業能達到此一水準，金屬工業也一定能達到此一水準。」

胡禮智博士還具體指出，在金屬工程製造方面，香港有可能發展的產品，包括船外引擎、電單車、泵、小型機床等，不僅是加工裝配入口的外國部件，而是自行整套生產，獲得最大的增值。

#### 教育就業 社會意義

金屬工業的未來發展當然也有賴於技術人材的教育訓練工作。香港理工學院院長李格致博士指出：「本院認為工業技術人材的教育訓練，應著重於真正懂得使用材料，不論是金屬、塑膠還是其他材料，要將材料技術與材料科學結合起來，最經濟地使用材料，製造最有效能的產品。本院的目標就是培養懂得選擇、使用、加工及應用材料的技術人材。本院的應用科學部已在朝此一方向發展。本院還在考慮成立一個材料技術中心，跨越系的傳統界限，訓練出既懂技術又懂科學的專才，滿足香港工業發展的需求。」



# 香港總商會 對香港的貢獻

「本院目前雖未專門設立金屬工業系，但現有系科也有與金屬材料及金屬製造有關的課程，所以本院的工業中心也設有翻砂鑄造、鍛造、金屬機床加工等工場。所有的學生均須接受實習訓練。

「香港應當發展高級金屬製品的鑄造工業，本院為此已派遣一名技術人員赴英國，專門學習金屬鑄造及鍛造技術。

「本院各系均成立顧問委員會，委員中也包括有關的工業家——本院畢業生的使用人。香港工業家對教育工作的熱誠支持，實應使英國的同業感到慚愧。」

本會執行董事麥理覺先生原先也是工程技師。他認為香港最有發展潛力的工業是與金屬加工製造有關的工業。「世界上所有的製造工業均極大依賴金屬製造工業。操作工序均有賴於黑色及有色金屬製成的機器及設備。而機器設備又有賴於高級的機床加工及零件製造。

「在此一方面，工人所須俱備的技術主要是數年才能積累的技能，決不能數日或數週速成。此種技術是理工學院施教與製造廠商在職訓練的技術。此種技術是實際發展的前提，而即使訓練制度與工業廠商有良好的協調，也需時數年之久。」

金屬工業的就業情況，也對香港具有頗大的社會定義。本港紡織、電子及玩具三大行業大都僱用女工；而金屬工業的工人却以男性為主，顯然有助於平衡香港的勞工就業。金屬工業由於工資已相當高，所以雖然工作較重較髒，勞工來源却不成問題。但熟練工人，尤其是技師及工程師，却深感缺乏。同行之間用高薪「挖角」的現象並不罕見。

既然發展金屬工業關係重大，而投資又甚鉅，本港工業界均希望港府當局在自由經濟、公平競爭的原則之下，應考慮適當鼓勵金屬工業的發展。例如，在政府工程投標時，只要本港產品的報價及質量符合要求，應予優先考慮。此外，土地密集的基本金屬工業均已遷至遠離市區甚至新市鎮的將軍澳等地，往往既無工業公路通達，又無工業用水供應，工務局也應適當考慮改善措施。最後，却是最為重要的，本會及有關各方面多年來一直呼吁港府設立工業促進局。新加坡、韓國及台灣正因為早已成立規模廣大的工業促進機構，所以在工業化的進程中後來居上，趕上或超過了香港，本港難道還要再固步自封，躊躇不前嗎？

本會的宗旨是「維護及促進香港的貿易、工業及商業」。然而，本會不僅是香港工商界的一部份，而且亦是整個香港社會的一部份。只要本會宗旨及主要業務許可，本會就努力為社會作出貢獻，有時是直接由於本會參與的經濟、貿易或工業事務，但有時則超越於工商業之外。本會以往的歷史就已是如此——在五十年代及六十年代初，當時工業教育尚未發展，本會曾贊助一間商業學校，學生最多時達五百名。本文專門介紹本會及其會員目前促使香港成為更美好生活地方的部份工作。

## 兩大特別基金

本會由於受會章法規所限，不能隨意動用會員基金，因此並非總能向慈善等事業直接捐贈現款。然而，本會却義務管理本會會員或其他人士捐助的各種獨立特別基金。其中最重要的兩個基金是：

### 好市民獎基金：

該基金創立於一九七三年，是首次撲滅暴力罪行運動的一部份，由本港工商界人士慷慨捐款，總數幾達一百萬港元之鉅。該基金旨在向積極協助警方撲滅罪行的本港市民隨時頒贈獎金，表彰其英勇行爲。過去四年以來，共有四百多位市民榮獲好市民獎，獎金總額達五十多萬港元。



### 特別救濟基金：

該基金創立於一九六七年，由本會當時主席呼籲公眾捐款，救濟在暴亂中因公死傷的軍警人員或其遺屬。到一九六九年，該基金根據條例擴大範圍，用以濟助在執勤時因公死傷的軍警人員或其遺屬。過去十年來，該基金向英軍、警察、消防及緝私等人員家屬撥捐長期撫恤金及許多現金贈款。

## 協助教育訓練

本會已把鼓勵工商業教育定為本會一項特別的目標，並一貫積極促進及擴展工商業教育的設施及提供特別的財務資助。本會的支助方式包括：

### 獎學金及助學金：

本會向香港大學及中文大學提供獎學金，根據各種學生獎學金顧問委員會的提議，頒贈予專修工商業系科的學生。此外，本會向理工學院頒贈四個獎學金，還向四間工業院校頒贈獎助金。



### 協助學生瞭解工商業

本會參與本港教育機構主辦的研討會或座談會，並協助有志學生瞭解香港工商業。

### 為外籍人士介紹香港：

本會兩年每次舉辦「新來港外籍人士瞭解香港」的不牟利課程，專為新來港工商界人士介紹香港，大受各國來港的外籍人士歡迎。

### 協助外籍人士學習中文：

本會自二次大戰前以來就一貫鼓勵本會會員公司與外籍行政人員學習中文。本會如今仍為有志提高中文水準的外籍人士定期舉辦國語及粵語考試。



### 向本港學生頒贈留英獎學金：

本會最近接管英國工業聯會獎學金計劃的本港管理事宜，資助香港學生赴英國公司繼續在職進修深造。本會執行董事即是英國工業聯會現任駐港代表。

## 參與本港事務

本會的民政委員會聽取範圍廣泛的情況簡介，從而參與許多方面的本港事務。最近研討的問題包括罪行問題、消費者委員會的工作、駐港英軍的功用、旅遊業及建議中的中學畢業證書。

### 會外各委員會：

本會應正式邀請而委任代表參加會外各種官方及私人的教育或社會事務委員會。其中包括：

香港訓練局（及其屬下各委員會），  
勞資關係聯席委員會，  
香港社會服務聯會，

香港大學就業輔導委員會。

中文大學聯合書院校董會，  
理工學院商業系科顧問委員會，  
英文中學基金會，及許多特別委員會。

### 香港協會：

本會為英國香港協會駐港分會提供秘書服務。香港協會在英國促進香港利益。本會則協助英國議員訪問香港，瞭解實情。

### 協助就業：

本會雖已於兩年前停止定期的求職登記服務，但仍向會員公司特別發函，介紹適當求職者的詳情，協助其就業。

### 郵寄名冊：

本會隨時考慮提供本會會員公司的地址名冊，協助非商業性組織與本會會員接觸，尋求支持或資助。

### 諮詢服務

本會每日收到大量來自外國的諮詢，往往與工商業關係甚微。其中包括求職、移民手續查詢、索取教育資料、消費者諮詢及投訴、徵求筆友、詢問旅遊資料——甚至查詢一種稀有血統的中國名犬！本會總盡力一一答覆，以免查詢者來函香港却杳無回音，因而損害了香港在海外的形象。

# 簡報滙編

## 歡迎新會員

本刊歡迎二十六間公司於本月份加入香港總商會，成為本會新會員。（新會員公司的名單請閱本刊前頁英文版）

### 本會代表續任製衣業訓練局

本會南亞太分區貿易委員會主席、高底紡織品洋行董事長高底先生已同意繼續作為本會代表，出席製衣工業訓練局。他出任此席已達兩年。

### 歡迎加入本會訪韓貿易團

本會因去年組團訪問韓國獲得成功，今年十月再次組織貿易團，仍由黃保欣先生率團前往韓國。

本會貿易團定於十月四日至十二日訪問漢城及釜山。該團將參觀漢城貿易展覽會，並直接向參展商洽購各種韓國產品。

大韓貿易振興公社將協助該團會晤貿易商、視察工廠、謁見韓國工商部及貿易組織的高級官員。並安排一日參觀釜山重工業區。

估計此行的來回機票、酒店住宿及經辦費約為每位二千六百港元。歡迎各位踴躍參加。詳情請詢本會貿易部溫健波（電話五——二三七一七七，內線二九）。

### 本會組團訪問澳紐

本會已決定組織貿易團，於今年十月二十四日至十一月十二日訪問澳洲、紐西蘭及巴布亞——新幾內亞。

此行主要目的是在澳紐推銷香港產品，此外順道考察巴布亞——新幾內亞的市場潛力。行程包括奧克蘭、雪梨、墨爾本、布列斯班及摩列斯比港，或可由墨爾本自行訪問伯斯或雅加達。

上述地區商會在過去曾協助本會貿易團會晤買家及接洽生意。

初步估計此行的機票、酒店住宿及

經辦費約為每位九千港元。詳情請詢本會貿易部溫健波（電話五——二三七一七七，內線二九）。

### 香港時裝飾積極籌備

一九七八年香港時裝飾定於一九七八年一月二十一至二十七日假香港會議中心舉行。鑒於時間緊迫，請參展會員公司將參展時裝準備妥當，及時送交貿易發展局。

### 愛爾蘭吸引工業投資

愛爾蘭工業發展局最近發表報告書，顯示愛爾蘭正在成為受歡迎的工業投資對象。到一九七五年底，外國公司已設立六百十五間新工廠，投資總值達三億五千萬英鎊，可供六萬六千就業。主要投資者與香港相同，是美國公

司，佔百分之四十三。英國、德國及荷蘭公司也有可觀投資。幾乎所有外資新公司的產品均以出口為主。外資比重較大的工業有輕型工程、電子、製藥、化學品、紡織、食品、塑膠及康樂用品。

愛爾蘭提供下列優越投資條件：免稅期直至一九九〇年，不必歸還的現金贈款，訓練資助，貸款保證及利息補助，研究及發展資助，工業區，初期廠房，工人住宅及投資後的顧問服務。

### 更正

本刊上一期「香港紡織業的困境」一文（第二十三頁）引述香島印染廠有限公司朱誠信先生表示其每一百碼布印染的利潤，一年前有一毫多，如今已縮小至七仙。應更正為每一百碼的利潤從十元多縮小至七元。

## 訃聞

兩位對本會及全港社會貢獻超卓之著名人士，戴寧候上校及廖偉韜先生先後病逝，本會謹此表示哀悼。

戴寧候上校於七月二十六日病逝香港，是美斯百貨公司（美商）東南亞購買辦事處董事經理、皇家香港軍團（義勇軍）名譽上校及皇家香港軍團協會會長兼主席。

戴寧候上校積極參與本會會務，是本會簽證委員會主席及北美洲貿易委員會前任主席；又代表本會出席香港工業標準委員會，且是紡織業諮詢委員會委員。

戴寧候上校公開反對貪污，是廉政公署防止貪污顧問委員會成員。

戴寧候上校生於一九二七年，自一九四九年一直在香港居住。紀念儀式已於八月三日在聖約翰禮拜堂舉行。

廖偉韜先生於八月三日病逝澳洲布列斯班，是本會駐澳洲工業投資促進代表及香港生產力促進中心前任執行幹事。

廖偉韜先生作為本會代表，曾積極促進澳洲工業公司來香港投資，並是本會今年四至五月訪澳工業投資促進團之成員。

廖偉韜先生自一九六七年香港生產力促進中心成立起就出任該中心執行董事，直至去年退休；領導該中心創建發展，為本港工業提供各項專業服務。

廖偉韜先生在該中心九年任期中，還兼任亞洲生產力組織香港區副理事，積極參與亞洲地區發展生產力之活動，並經常代表香港出席與工業有關之國際及地區會議。

廖偉韜先生來香港前，曾為國際勞工組織工作，並曾按聯合國發展計劃直接協助韓國成立生產力促進中心。

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