香港船東會
Hong Kong Shipowners Association

MARITIME TALENT CULTIVATION ALLIANCE
海運人才培育聯盟

年刊 YEAR BOOK 2025-2026

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Contents
目錄

Appreciation	2	鳴謝
Welcome Message	3	歡迎詞
The Hong Kong Shipowners Association	5	香港船東會
Chairman's Annual Report 2025	7	2025 主席年度報告
Association Annual Review 2025	13	2025 協會年度回顧
Market and Shipping Industry Review 2025	39	2025 航運界市場回顧
Honours and Awards	47	授勳及嘉獎
Remembrance	49	悼念
Previous Chairmen and Secretaries / Managing Directors	50	歷任主席及秘書長 / 董事總經理
Executive Committee	52	執行委員會
Association Events	55	年度活動
Activity Statistics	57	活動統計
Event Snapshots	59	活動剪影
Delegation Visits and Receptions	85	外訪及接待活動
Association Subcommittees	103	香港船東會分委會
The Stars are Aligning for Hong Kong Shipping	107	香港航運的天時地利
Asian Shipowners' Association	121	亞洲船東協會
Maritime Talent Cultivation Alliance	123	海運人才培育聯盟
HKSOA Representations on External Bodies	126	香港船東會出任外界組織的代表
New Members Corner	127	新會員天地
HKSOA 30 Year Club	128	入會三十年會員名單
Membership List	129	會員錄
Promotion within the Association	133	船東會的推廣活動
Fleet Statistics	134	會員船隊資料
Seafarers Employed by Owners and Managers	136	船東和管理公司僱用的船員情況
Membership Requirements and Secretariat Contact Details	138	入會資格及秘書處聯繫方式
Membership Application Form	139	入會申請表

Appreciation 鳴謝

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The Mariners
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Wallem Group Ltd
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Welcome Message
歡迎詞



A warm welcome to our 2025-6 Yearbook! The yearbook reflects on a year of intensive work by the Association and strong support from our members for Hong Kong's maritime community.

The past year has seen a continued complex environment for global trade and regulation. Your Association has devoted significant efforts to advocacy with international organisations and governments, not least in respect of issues arising from the United States TR 301 measures and related actions. Our goals were (as always) to ensure that the perspectives of Hong Kong shipowners are heard, that unintended impacts on shipping are mitigated, and that changes to trade policy remain consistent with efficient, rules based commerce.

The past year has also seen the establishment of the Hong Kong Maritime and Port Development Board under the very able chairmanship of Dr. Moses Cheng. This is an high-level body set up by the Hong Kong SAR Government to encourage greater co-operation between the private sector, the Government Transport and Logistics Bureau, and other maritime stakeholders. A beefed-up maritime authority has been consistently recommended by your Association for many years and this is a step in the right direction..

Decarbonisation is another major priority. In alignment with the Hong Kong Government's green ambitions and the evolving direction of the International Maritime Organization, your Association has actively promoted the development of green fuel bunkering in Hong Kong. Through collaboration with policymakers, regulators, and industry partners, we have helped advance work on the infrastructure, regulatory frameworks, training, and operational practices required to enable safe and competitive supply of low- and zero carbon fuels in our port.

Another major achievement has been our establishment of the Maritime Talent Cultivation Alliance in November 2025 which brings together shipowners, maritime service providers, educational institutions, and relevant authorities. This Alliance aims to strengthen efforts to attract, develop, and retain the next generation of maritime talent, reinforcing Hong Kong's position as a premier international shipping centre underpinned by strong human capital.

Within this Yearbook, you will also find a wider account of the Association's activities during the past year, including technical and regulatory work through our committees and the conferences, seminars, and networking events that have deepened connections within our membership and strengthened Hong Kong's links with partners around the world. These efforts underscore the vitality and cohesion of Hong Kong's maritime cluster.

I am deeply grateful for the support of my fellow Executive Committee members, committee chairs and members, and the Secretariat team. Their dedication and professionalism, together with the active engagement of our members, have made this past year a period of meaningful progress despite ongoing uncertainty. We will continue to advocate energetically for our members, support Hong Kong's decarbonisation and talent development agendas, and uphold the collaborative spirit that defines this Association.

I hope you find this Yearbook informative and reflective of the many achievements of the past year. I look forward to working with all of you in the coming months as we navigate change together and seize new opportunities for Hong Kong's vibrant maritime industry!

Richard Hext
Chairman
Hong Kong Shipowners Association

誠摯歡迎閱覽 2025-2026 年刊！本年刊回顧協會過去一年積極開展的各項工作，以及會員對香港航運業界的鼎力支持。

過去一年，全球貿易與監管環境持續複雜多變。協會投入大量精力，積極與各國際組織及政府機構溝通協調，當中尤其關注美國貿易代表辦公室（USTR）301 條款措施及相關行動所引發的議題。協會的目標始終如一：務求香港船東的意見得到充分考慮、化解對航運界帶來的潛在衝擊，並確保貿易政策的調整均符合高效、以規則為本的商業原則。

去年，香港特區政府正式成立香港海運港口發展局，並委任鄭慕智博士出任主席。作為高層次的機構，該局可以深化私營企業、政府運輸及物流局以及航運界各持份者之間的緊密合作。協會多年來一直積極倡議成立提升海運發展的相關機構；現在是朝著正確方向邁出了重要一步。

推動脫碳轉型是協會另一項核心要務。為配合香港特區政府的綠色發展目標，並接軌國際海事組織的最新導向，協會積極推動香港發展綠色船用燃料加注。透過與政策制定者、監管機構和業界夥伴的緊密合作，協會全面推進基礎設施、監管框架、專業培訓和營運實踐等方面的工作，務求為香港港口構建既安全且具競爭力的低碳與零碳燃料供應鏈。

協會積極倡議並於 2025 年 11 月正式成立的「海運才培育聯盟」，是去年另一項重大成就。聯盟有效匯聚了船東、海事服務航商、教育組織及相關機構，旨在加大力度吸引、培育和挽留新一代海運專才，進一步鞏固香港作為坐擁強大人力資本的領先國際航運中心地位。

翻閱本年刊，您將能夠更全面地了解協會過去一年的各項精彩活動，包括各委員會開展的技術及監管工作，以及協會舉辦會議、研討會和聯誼交流活動，加強會員之間的聯繫，鞏固香港與世界各地合作夥伴的關係，充分展現香港海運集群的澎湃活力和凝聚力。

我衷心感謝執行委員會全體成員、各委員會主席和成員，以及秘書處團隊的支持。憑藉他們的奉獻精神和專業素養，加上會員的積極參與，即使面對種種不確定性，協會在過去一年仍能取得顯著進展。展望未來，協會將再接再厲，積極維護會員權益，支持香港脫碳和人才發展議程，並秉持協會一貫的協作精神。

希望本年刊能夠為各位帶來豐富詳實的資訊，共同見證協會過去一年的豐碩成果。由衷期待在接下來的日子與大家攜手合作，積極應對各項變革，為充滿活力的香港航運產業抓緊新機遇。

香港船東會主席
宋書之


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The Hong Kong Shipowners Association
香港船東會

Patron: Mr Tung Chee Hwa, GBM

The Hong Kong Shipowners Association was incorporated in 1957 by 11 local shipowners with the purpose of creating a forum for shipowners resident in Hong Kong. Over the past 68 years, the Association has grown into one of the world's largest shipowner associations, its members owning, managing and/or operating a fleet with a combined carrying capacity of almost 179 million deadweight tonnes.

The Association welcomes into Associate membership Hong Kong resident companies supplying services to the shipping industry. The composition of membership has enhanced the credibility of the Association within the local community and has given breadth and experience to its international status and relationships.

The Association arranges forums in which members are able to meet and discuss issues of concern, informs the membership of important changes in the shipping environment through educational seminars and circulars, and represents the interests of members at different platforms. The Association is a member of the International Chamber of Shipping (ICS), INTERCARGO, INTERTANKO and Asian Shipowners' Association (ASA), and works closely with various maritime organisations.

The Association's chief purpose is to promote and protect the interests of the Hong Kong domiciled shipowners and ship managers as well as the large number of local professions and services upon whom they rely in the performance of their business.

Our Vision
To be a responsive trade association by adding value to our members' operations, supporting Hong Kong as a leading maritime centre and serving as a respected voice for the shipping sector.

Our Mission
We seek to promote and protect our members' interests, augment Hong Kong as an international maritime centre and as China's super-connector, actively participate in the global regulatory arena, and encourage engagement between the local shipping community and the general public.

榮譽贊助人：董建華先生，大紫荊勳賢

香港船東會於 1957 年，由 11 家本地船東倡議成立，為香港的船東提供一個平台。過去 68 年，協會已發展成為世界最大的船東協會之一。會員成員所控制並 / 或管理的船隊，混合噸位接近 1.79 億載重噸。

協會歡迎為航運業提供服務的本地公司成為附屬會員。協會會員的組合提高了協會在本地的信譽，同時也為其拓展國際地位及關係提供空間及經驗。

協會舉辦各類活動，為會員提供平台，討論共同關心的議題。通過培訓研討會和會員通訊等，使會員瞭解航運環境的重要變化。協會亦在國內外的許多平台，代表會員的利益。協會是國際航運公會 (ICS)、國際乾散貨船東協會 (INTERCARGO)、國際獨立油輪船東協會 (INTERTANKO) 及亞洲船東協會 (ASA) 的成員。同時，協會與多個本地、國家和國際層面的海事機構保持緊密合作關係。

協會的主要宗旨是促進和維護香港本地船東與船舶管理者、及其業務運作所依賴的大量本地專業和服務機構的利益。

我們的願景
積極有為的航運同業商會 —— 協助會員業務增值，支持香港作為一個主要的航運中心，代表業界強力發聲、贏取尊重。

我們的使命
致力促進及維護會員權益，提升香港作為國際航運中心及國家「超級聯繫人」的地位，積極參與全球規管工作的制訂，並鼓勵本地航運業界與市民大眾更多互動交流。



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Chairman's Annual Report 2025

(Presented to Association members at the Annual General Meeting in November 2025)

2025 年主席年度報告

(於 2025 年 11 月會員周年大會提交)

As I stand before you today at what will be my final Annual General Meeting as your Chairman, I am filled with profound gratitude and immense pride. Two years ago, when you entrusted me with this responsibility, I promised to drive Hong Kong forward as a progressive, innovative, and sustainable global maritime hub. Today, I can confidently say that together – and I emphasize ***together*** – we have not only fulfilled that promise but exceeded it in ways that continue to inspire me.

今天，在各位面前，是我以主席身分參加的最後一次會員周年大會，心裡充滿無限的感激和無比的自豪。兩年前，當大家將這份重任託付予我時，我承諾將推動香港成為一個不斷前進、創新且可持續發展的全球航運樞紐。此刻，我可以自信地說，我們齊心協力，我要強調是**齊心協力**——不僅兑現了承諾，而且在許多方面都更勝預期，取得的成果令我深受鼓舞。

These past two years have tested our industry like few periods in recent memory. We have navigated unprecedented geopolitical tensions, witnessed the erosion of post-World War II trade principles, and confronted a world increasingly turning inward. The implementation of EU-ETS and FuelEU regulations has fundamentally reshaped our operational landscape. Trade tariffs and non-tariff barriers have challenged the very foundations of free trade that our industry depends upon.

過去兩年，航運業界經歷了前所未有的考驗，應對了史無前例的地緣政治緊張局勢，目睹了二戰後貿易原則的瓦解，同時面對著一個日益封閉的世界。歐盟排放交易系統（EU-ETS）和歐盟海運燃料法規（FuelEU）的實施從根本上重塑了我們的營運格局。貿易關税和非關税壁壘不斷衝擊業界賴以生存的自由貿易基礎。

Yet in the face of these headwinds, the Hong Kong Shipowners Association has stood firm. More than that – we have thrived. We have been the steady hand at the helm, guiding our members through regulatory complexity, advocating fiercely for our interests, and ensuring that Hong Kong's voice resonates powerfully on the global maritime stage.

面對種種不利因素，香港船東會始終屹立不倒。不僅如此，協會持續蓬勃發展，穩紮穩打，引領會員應對複雜的監管環境，積極維護會員利益，並確保香港在全球海事舞台上響亮發聲，共鳴處處。

Let me share with you some of the remarkable achievements we have accomplished together over the last two years, during my Chairmanship.

讓我與大家分享在我擔任主席兩年期間，共同取得的一些顯著成就。

During the Chairmanship of Hong Kong as the Rotational Chair of the Asia Shipowners Association in 2024, we had the distinct honor of welcoming the new IMO Secretary-General to Hong Kong, reinforcing our city's pivotal role in global maritime governance. His visit wasn't merely ceremonial – it was a recognition of Hong Kong's growing influence in shaping the future of international shipping.

2024 年香港擔任亞洲船東協會輪值主席，榮幸地迎來了國際海事組織新任秘書長訪問香港，進一步鞏固了香港在全球海事管治的關鍵地位。這次並非僅僅是秘書長的禮節性訪問，而是對香港在塑造國際航運未來，產生與日俱增影響力的認可。

In May 2024, we hosted the Asian Shipowners' Association Annual General Meeting right here in Hong Kong. The theme "Asia Shipping – Greener Together" brought together more than 350 participants from across Asia for three extraordinary days. Our "Night Vibes Hong Kong" Gala Dinner wasn't just a social gathering – it was a celebration of Asian maritime unity and our collective commitment to sustainability.

2024 年 5 月，我們在香港成功舉辦了亞洲船東協會年度大會。大會以「亞洲航運 - 綠色同行」為主題，吸引了來自亞洲各地超過 350 位嘉賓，共同參與了為期三天的精彩盛會。「香港夜繽紛」晚宴不單是一場社交聚會，更是對亞洲海事團結以及對永續發展共同承諾的盛大慶祝活動。

But perhaps nothing demonstrates our global standing more powerfully than the ICS Global Maritime Trade Summit. Last year, we launched this premier event with 300 senior government representatives and CEOs from major international organizations, spanning 28 countries. The IMO, WTO, ICS, and BIMCO all gathered here in Victoria Harbour to shape the future of maritime trade. The summit was such a resounding success that the ICS chose Hong Kong to host it again earlier this week – a testament to our city's unmatched ability to convene global leaders and drive meaningful dialogue.

然而，或許沒有什麼比國際航運公會（ICS）全球航運貿易高峰會更能體現我們在全球的地位了。去年，我們舉辦了這首屆高峰會，匯集了來自 28 個國家的 300 位政府高級官員和重要國際組織的行政總裁。國際海事組織（IMO）、世界貿易組織（WTO）、國際航運公會（ICS）和波羅的海國際航運公會（BIMCO）齊聚維多利亞港，共同探討和塑造航運貿易的未來。是次峰會非常成功，因此國際航運公會（ICS）再次選址香港，並於今年 11 月再度舉辦了峰會，充分證明香港在匯聚全球領袖和推動有意義對話的非凡能力。

Our influence has extended far beyond hosting events. We have been proactive – not merely active – in shaping global decarbonization efforts. When the IMO's mid-term measures framework was agreed in April this year, our fingerprints were all over that agreement. We didn't just participate in the discussions; we

我們的影響力遠不止於舉辦活動，在推動全球脱碳進程，協會不僅踴躍參與，更是積極投入並主動付出。今年 4 月，國際海事組織達成中

RIDE THE TIDE, SAIL FAR



In recent years, with a strategic focus on the full lifecycle of vessels, COSCO SHIPPING (Hong Kong) is integrating digital tech - nologies and green, low-carbon principles deep into the entire shipping service chain, accelerating our transformation into a world-leading provider of green and smart shipping services.

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led them, ensuring that the voices of Asian shipowners were heard and that pragmatic, achievable solutions prevailed.

Similarly, our lobbying efforts on the USTR Section 301 issues yielded tangible results. The proposed US port fees that threatened to disrupt global trade patterns and burden our members have been shelved. This wasn't luck – it was the result of coordinated advocacy, strategic partnerships, and the unwavering determination to protect our members' interests.

Throughout this period, we have maintained our commitment to knowledge advancement through technical seminars and conferences, ensuring our members stay at the forefront of industry developments. Our social functions – the luncheons, our Spring Dinner, and golf tournaments – have strengthened the bonds within our community. These aren't just networking events; they are the threads that weave together the fabric of our maritime family.

And speaking of family, our Table Tennis Tournament this year was extraordinary! With 400 shipping athletes and their cheering teams, the TTT has become more than just a competition – it's a celebration of our industry's spirit, a testament to the camaraderie that makes Hong Kong's maritime community truly special. The energy, the partnerships forged, the laughter shared – these moments remind us that behind every vessel, every regulation, every commercial decision, there are people united by their love for this industry.

Our engagement with Mainland China has deepened significantly. Our delegation visits to Beijing, Shanghai, and Qingdao have strengthened cross-border cooperation and opened new avenues for collaboration. The relationships we've built with the China Shipowners Association and our mainland counterparts are not just diplomatic niceties – they are strategic partnerships that position Hong Kong as the essential bridge between East and West.

I must acknowledge the remarkable support we've received from the Hong Kong Government. The Transport and Logistics Bureau has been an invaluable partner in our journey. Together, we've achieved milestones that will shape Hong Kong's maritime future for generations:

The 2023 long-term strategic plan for maritime development provided the roadmap. The 2024 action plan on green fuel bunkering turned vision into action. And this year's establishment of the Hong Kong Maritime and Port Development Board – though still serving as a high-level advisory body – represents a institutional commitment to our industry's growth. The tax incentives for commodity trading have already begun attracting new business to our shores.

These aren't just policy victories – they are proof that when industry and government work hand-in-hand, we can achieve the extraordinary.

Our partnerships have extended globally. The International Chamber of Shipping and the Asia Shipowners Association have been steadfast allies. Together, we have championed free trade, advocated for practical regulations,

期措施框架協議，期間我們除了參與討論，還引領商議，確保亞洲船東的聲音廣獲聽取，並最終促成務實可行的解決方案。

同樣地，協會在遊説美國貿易代表辦公室（USTR）第 301 條款相關事宜上也取得了實質成果。先前可能會擾亂全球貿易格局並加重我們會員負擔的美國港口收費提案最終被擱置。這並非運氣使然，是靠協會的協調倡議、策略夥伴以及堅定不移維護會員利益的結果。

在此期間，協會致力透過技術研討會和會議促進知識增長，確保會員走在行業發展的前沿。我們舉辦的午餐會、春季晚宴和高爾夫錦標賽等，不只是社交活動，是加強業界社群的聯繫，更是凝聚航運大家庭的連結。

説到家庭，今年的乒乓球錦標賽真是精彩絕倫！ 400 名航運界運動員和啦啦隊投入賽事，讓乒乓球錦標賽超越了單純的比賽，成為具有產業精神的盛會，也是香港航運界擁有獨特情誼的最佳證明。大家付出的真摯熱情、建立的合作關係和分享的歡聲笑語，時刻提醒我們，每一艘船、每一項法規、每一個商業決策的背後，都因為大家對航運業的熱愛而團結起來。

協會與中國內地的連結顯著加深，透過組織代表團訪問北京、上海和青島，加強了跨境合作，並開闢了新的合作途徑。香港船東會與中國船東協會及內地同行建立的絕非僅限於外交上的友好，而是戰略夥伴關係，使香港成為東西方的重要橋樑。

我必須感謝香港特區政府給予協會的大力支持。運輸及物流局是協會一路走來不可或缺的重要夥伴。我們攜手並進，成就了許多為塑造香港未來幾代航運發展的里程碑：

2023 年長遠海運發展策略計劃制定了路線圖。2024 年綠色船用燃料加注行動綱領將願景轉化為行動。而今年成立的香港海運港口發展局，雖然仍是高層次的諮詢機構，但體現了政府對行業發展的承諾。大宗商品交易的稅收優惠已開始吸引新業務進駐香港。

除了是政策上的勝利，還證明了當業界和政府攜手合作，就能取得非凡的成就。

協會建立的夥伴合作關係遍及全球，國際航運公會和亞洲船東協會一直是堅定的盟友。我們共同捍衛自由貿易，倡導切實可行的監管，並確保在所有重要論壇上都能聽到業界的聲音。

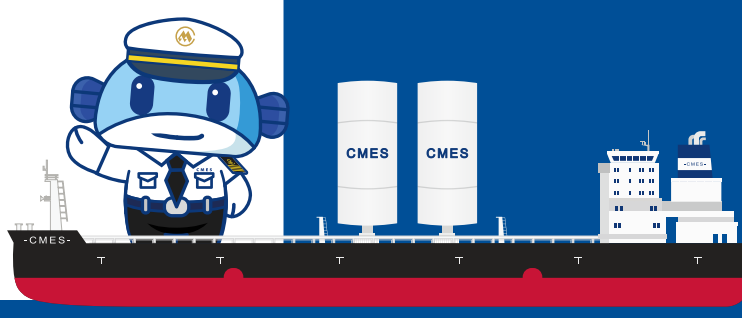
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and ensured that the maritime industry's voice is heard in every forum that matters. These relationships aren't just institutional – they are personal bonds forged through shared challenges and common purpose.

To my colleagues on the Executive Committee, you have been exceptional. Your wisdom, dedication, and unwavering support have made every achievement possible. You have my deepest gratitude and respect.

A heartfelt thank you to our Secretariat, whose behind-the-scenes work often goes unseen but never unnoticed. Their dedication to managing a full calendar of engagements, while adapting quickly to industry developments – whether expected or unforeseen – has ensured that our Association remain relevant, constructive and impactful.

Looking ahead, I see enormous opportunities. The challenges that tested us have also made us stronger, more agile, more innovative. We have proven that Hong Kong doesn't just adapt to change – we lead it. We don't just respond to challenges – we transform them into opportunities.

The journey doesn't end here. The decarbonization imperative will accelerate. Digital transformation will reshape how we operate. Geopolitical dynamics will continue to evolve. But I have absolute faith that this Association, our members, and Hong Kong's maritime industry will not just survive these changes – we will define them.

To every member of this Association, thank you for the privilege of serving as your Chairman. Thank you for your trust, your support, and your friendship. Together, we have written a remarkable chapter in HKSOA's proud history. But the best chapters – I am certain – are yet to be written.

Hong Kong's position as a global maritime hub isn't just secure – it's ascending. Our influence isn't just maintained – it's expanding. Our future isn't just bright – it's brilliant.

Ladies and gentlemen, it has been the honor of my professional life to serve as your Chairman. As I step down, I do so with immense pride in what we've achieved, profound gratitude for your support, and unbounded optimism for what lies ahead.

Thank you, and may fair winds and following seas guide the Hong Kong Shipowners Association toward ever greater horizons.



Angad Banga, JP
2024/2025 Chairman

我們的關係不僅限於機構層面，更是因共同挑戰和目標而建立的深厚情誼。

各位執行委員會成員，你們表現非常卓越。有賴你們的智慧、無私奉獻和堅定支持，使每一項成就都變得可能。我由衷地向各位致以感謝和敬意。

我衷心感謝協會秘書處，他們的幕後工作往往不為人知，但從來未被忽視。他們盡心盡力安排各項事務和活動，同時迅速適應行業發展——無論是預期的還是不可預見的——讓協會繼續保持聯繫性、建設性和影響力。

展望未來，我看到巨大的機遇。經歷過多番挑戰與考驗讓我們變得更強大、更靈活、更具創新精神，並已進一步證明，香港不只是適應變化，而是引領改變；不僅應對挑戰，更將挑戰轉化為機遇。

征途並沒有就此結束。脱碳的步伐將不斷加速；數位轉型將重塑行業的營運方式；地緣政治局勢也將持續演變。但我堅信，協會、會員以及香港航運業不僅能夠經得起挑戰帶來的考驗，更將引領改變。

感謝協會每一位會員，讓我有幸擔任主席一職。感恩你們給予的信任、支持和友誼，一起為香港船東會譜寫了歷史上引以為傲的卓越章節。我敢肯定，未來的篇章會更加輝煌。

香港作為全球航運樞紐的地位不只穩固，還不斷提升。我們的影響力不僅保持穩定，並持續擴大。我們的未來不但光明，且輝煌燦爛。

女士們、先生們，能夠擔任協會的主席是我職業生涯中的榮耀。在我卸任之際，我為我們所取得的成就感到萬分自豪，對你們的支持深表感激，並對未來充滿無限的樂觀期待。

謝謝大家，祝願香港船東會一路順風，邁向更廣闊的新天地。

2024/2025 年度主席
Angad Banga, JP

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Association Annual Review 2025
(Presented to Members at the 2025 Annual General Meeting)
2025 協會年度回顧
(於 2025 年度會員大會提交)



Sandy Chan
陳佩珊
Managing Director
董事總經理

"The year 2025 proved to be challenging for global shipping, marked by uncertainties and a volatile landscape. However, it was also a productive year for the Hong Kong Shipowners Association (HKSOA), which provided significant value to its members. This Annual Review highlights key issues that occupied the Association during the year and reports on its operations.

2025 年全球航運業充滿挑戰，局勢動盪與不確定性因素令人憂慮。然而，也是香港船東會成果豐碩的一年，為會員創造了顯著價值。本年度報告重點呈現協會在過去一年處理的主要議題和日常工作。"



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Reducing Greenhouse Gas (GHG) Emissions

Short-term Measures – EEXI, CII and SEEMP

The Energy Efficiency Existing Ship Index (EEXI), Carbon Intensity Indicator (CII) and Ship Energy Efficiency Management Plan (SEEMP) Part III came into force in January 2023 for ships over 5,000 GT. After pressure from the shipping community, the International Maritime Organization (IMO) accepted that the CII's methodology is influenced more by voyage type than by ship efficiency, prompting a review. To ascertain this, delegates at MEPC 83 agreed to categorise digital selective calling reporting into fuel used (i) underway, (ii) berth-to-berth, (iii) during canal transits, (iv) at anchor and (v) in port. These new reporting requirements began in August 2025 and will be reviewed by the end of 2027, with finalisation expected in 2028.

Mid-term Measures – IMO Strategy on GHG Emissions and the Net-Zero Framework

Despite extensive discussions at MEPC 83 and two interim meetings, delegates failed to reach a consensus on pricing GHG emissions. A vote was held and the "Yes" votes prevailed, allowing for the adoption of Mid-Term legislation outlined in Chapter 5 of MARPOL Annex VI at a special MEPC/ES meeting, scheduled for mid-October.

減少溫室氣體（GHG）排放

短期措施 — 現有船舶效能指數（EEXI）、碳強度指標 (CII) 和船舶效能管理計畫（SEEMP）

現有船舶效能指數（EEXI）、碳強度指標 (CII) 和船舶效能管理計畫（SEEMP）第三部分已於 2023 年 1 月正式對 5,000 總噸以上的船舶生效。在航運業界的壓力下，國際海事組織（IMO）承認，CII 取決於航次類型多於船舶效率，並因此展開審查。為了探明虛實，出席 MEPC 83 的代表均同意將數位選擇呼叫報告按船舶使用燃料分為五類：（i）航行中，（ii）泊位間，（iii）通過運河期間，（iv）錨泊期間，以及（v）港口內。相關報告的新要求已於 2025 年 8 月開始實施，並將於 2027 年底進行審查，預計 2028 年可最終落實。

中期措施－國際海事組織溫室氣體排放策略與淨零排放框架

儘管在 MEPC 83 會議及兩次中期會議上進行了廣泛討論，但與會代表未能就溫室氣體排放定價達成共識。因而於 10 月中旬召開了 MEPC/ES 特別會議，期間就《國際防止船舶造成污染公約》（MARPOL）附件 VI 第 5 章概要進行投票，結果贊成票佔多數，中期立法得到通過。










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Subsequently, concerns arose regarding the adoption of the Net Zero Framework (NZF), especially after the US submitted a paper questioning what was agreed at the meeting, citing that the proposed IMO carbon tax would not generate sufficient demand for low-emission fuels and would cause global inflation.

Discussion at MEPC/ES

The US claims led to extensive debate at MEPC/ES, with many countries expressing concern over being asked to adopt unfinished regulations. Despite two years of discussions, only the two-tier GHG Fuel Intensity pricing mechanism was agreed upon. Unresolved issues include the carbon cost from production to tank and the reward structure from the Carbon Fund for ships using low-emission fuels. There were also concerns about the availability of zero and near-zero (ZNZ) fuels to meet NZF goals by 2030 and 2035.

Another significant issue raised by the US was the call for "Explicit" acceptance of the IMO NZF, instead of the traditional IMO approach of "Tacit" acceptance, which has been in use for over 50 years for the adoption of any changes to existing conventions. The distinction is crucial: "tacit" acceptance allows regulations to come into force shortly after adoption, while "explicit" acceptance requires ratification from a set number of countries, which can take years and creates implementation uncertainty. For instance, the new Hong Kong Recycling Convention took over a decade to come into force after its adoption.

In response to these ongoing concerns, Singapore proposed a one-year delay for adoption, which was followed by Saudi Arabia's call for a vote. The vote to adjourn and delay proceedings for one year, taken on 17 October, was open to all states attending. The proposal was passed.

隨後，淨零排放框架（NZF）的採納備受關注，尤其是美國提交了一份文件，質疑會議上達成共識的具體內容，並指出國際海事組織擬議的碳排放徵稅方案不能推動低排放燃料的足夠需求，並且會導致全球通貨膨脹。

MEPC/ES 特別會議討論

美國提出的主張在 MEPC/ES 特別會議上引發了廣泛的辯論，許多國家對被要求採納尚未完善的法規表示關注。儘管經過兩年的討論，最終僅就兩級船用燃料溫室氣體強度定價機制達成協議。尚未議決的事項包括從生產到最終交付的碳成本，以及碳基金對使用低排放燃料船舶的獎勵機制。此外，零排放和近零排放燃料（ZNZ）能否獲得足夠供應以滿足 2030 年和 2035 年近零排放燃料（NZF）目標，對此的憂慮依然存在。

美國提出的另一個重要問題是，呼籲對國際海事組織（IMO） 的新 NZF 公約採用「明確」的接受方式，取代沿用了 50 多年的傳統「默示」接受方式，並適用於對現有公約的任何修改。兩者的差異十分關鍵：「默示」接受允許法規在通過後不久即生效，而「明確」接受則需要一定數量的國家批准，可能耗時數年，並導致公約實施的不確定性。例如，新的《香港公約》在通過後花上十多年才正式生效。

針對持續出現的疑慮，新加坡建議把通過程序推遲一年，隨後沙特阿拉伯呼籲就此進行投票表決。10 月 17 日當日，所有與會國家均可參與投票，最終延期一年的提議獲得大會通過。



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What Happens Next?

The next Extraordinary Session of the MEPC to adopt the NZF cannot be reconvened for 12 months. However, GHG issues will remain on the agenda for MEPC 84 in Spring 2026 and potentially at ISWG-GHG 21, previously expected before MEPC 84. These meetings will provide opportunities for new ideas and changes to the Chapter 5 text, aiming for consensus among IMO member states.

Other possible outcomes include the following:

- If the NZF survives, a decision on its adoption may take longer than 12 months.
- The EU Emissions Trading System (ETS) and FuelEU schemes are expected to remain in place.
- A proliferation of unilateral EU-type ETS schemes worldwide may occur, creating a legal minefield for international shipping.
- Uncertainty regarding the NZF may lead to newbuilding contracts favouring fossil fuel-only designs over dual-fuel options, complicating the industry's Net Zero goals for 2050.
- An increased emphasis on energy efficiency systems for existing ships and new builds is anticipated, driven by the expected expansion of ETS and FuelEU-like schemes globally and rising demand from customers.

The failure to adopt Chapter 5 of MARPOL Annex VI at MEPC/ES represents a missed opportunity for the shipping industry to lead the world in reducing carbon emissions and achieving Net Zero by 2050. These goals remain achievable, however, if IMO delegates can collaborate effectively at MEPC 84.

接下來會發生什麼？

旨為通過 NZF 的下一次 MEPC 特別會議，至少在 12 個月內無法再次召開。然而，溫室氣體問題仍將納入 2026 年春季舉行的 MEPC 84 會議議程，並可能同時列入預計在 MEPC 84 之前召開的溫室氣體減排會間工作組（ISWG-GHG）第 21 屆會議的議程。這些會議將為第 5 章概要的任何新理念和修訂提供契機，力求在 IMO 成員國之間達成共識。

其他可能出現的情況包括：

- 假如 NZF 得以延續，或需 12 個月以上的時間才獲得通過。
- 歐盟排放交易系統（ETS）和歐盟海運燃料 FuelEU 方案預計將繼續實施。
- 全球可能會出現大量類似歐盟的單邊排放交易系統，為國際航運帶來法律雷區。
- NZF 的不確定性可能導致新造船舶合約傾向於僅使用化石燃料的設計，而不是雙燃料方案，使業界實現 2050 年淨零排放目標變得艱難複雜。
- 預計隨著 ETS 和 FuelEU 等方案在全球擴展以及客戶需求不斷增長，現有船舶和新造船舶將更加重視能源效率系統。

在 MEPC/ES 特別會議上未能通過 MARPOL 附件 VI 第 5 章，意味著航運業錯失了引領世界減少碳排放並於 2050 年實現淨零排放的良機。然而，如果 IMO 代表能夠在 MEPC 84 會議上有效合作，這些目標仍然有望達成。



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Onboard Carbon Capture and Storage (OCCS)

The IMO is working on regulations for carbon capture and disposal onboard ships, aiming to complete the framework by 2028. Some on-board carbon-capture systems are already in service, primarily on short-sea vessels, with collected CO2 being transferred ashore in forms such as amine or gypsum.

OCCS could potentially serve as a compliance measure for the EU ETS and be integrated into the Mid-Term Measures for reducing GHG emissions.

However, a significant hurdle is the London Convention and the 1996 London Protocol, which set international standards for preventing ocean pollution from waste dumping. A viable solution must be found to allow carbon capture without contravening the London Convention.

Other Environmental Matters

Exhaust Gas Cleaning Systems (EGCSs)

Open-loop EGCS discharges will be banned in northwestern Europe starting in July 2027, with closed-loop discharges following in 2029. Denmark, Finland and Sweden implemented bans on open-loop discharges within 12 nautical miles of their borders on 1 July 2025. The OSPAR Convention, which aims to protect marine environments, recommends expanding this ban to Mediterranean waters, pending review by a dedicated working group.

The International Chamber of Shipping (ICS) advocates for four core positions on EGCSs:

- Protecting existing vessels.
- No bans on discharges beyond territorial waters.
- Ensuring regulatory decisions are evidence-based and respect member states' rights to regulate their territorial waters.
- If evidence indicates harmful impacts from EGCS discharges, developing more stringent criteria.

船上碳捕捉與儲存 (OCCS)

國際海事組織正致力有關船上碳捕足和處置的法規，目標是在 2028 年前完成制定框架。一些船上碳捕足系統已投入使用，主要應用於短途船舶，收集到的二氧化碳會以胺或石膏等形式運往岸上。

OCCS 有可能成為歐盟排放交易系統的合規措施，並採納為減少溫室氣體排放的中期措施。

可是，為防止海洋廢物傾倒造成污染所制定的《倫敦公約》和 1996 年《倫敦議定書》 等國際標準，對 OCCS 構成一大障礙，因此必須找到一個既能實現碳捕足又不違反《倫敦公約》的可行方案。

其他環境議題

船舶廢氣清洗系統 （EGCSs）

自 2027 年 7 月起，西北歐將全面禁止開環式廢氣清洗系統（EGCS）的排放，接著是 2029 年禁止閉環式系統的排放。丹麥、芬蘭和瑞典已於 2025 年 7 月 1 日實施距離邊界 12 海里範圍內開環式排放的禁令。旨在保護海洋環境的《奧巴委公約》建議將此禁令擴大至地中海水域，但需待專門工作小組進行審查。

國際航運公會（ICS）倡議 EGCSs 的四個核心立場：

- 保護現有船舶。
- 領海以外沒有排放禁令。
- 確保監管決策基於證據，並尊重成員國監管其領海的權利。
- 如果證據顯示 EGCS 排放造成有害影響，則制定更嚴格的標準。



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	Date	Wed	Fri	Mon	Wed

Lane Code : CKV2

South Bound	Port	HKG	SIH	LCH
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	Date	Sat	Sun	Wed	Sun

Lane Code: CVM2

South Bound	Port	NSA	SHK	HCM	BAT	KCH
	Date	Sat	Sun	Wed	Sat	Mon

Lane Code: CVM

Destination	Destination (CN)
MIRI, SARAWAK	米里
SIBU SARAWAK	诗巫
SANDAKAN	山打根
TAWAU	斗湖
SAMALAJU	萨马拉如港
LAHAD DATU	拿督

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Ballast Water Management

The Ballast Water Convention continues to face challenges but will remain in the experience-building stage until 2028. One pressing issue is the unclear definition of Challenging Water Quality (CWQ), which relies on ships' claims, creating uncertainty. Some port states have implemented additional compliance measures, such as the use of port treatment facilities and ballast water exchange and treatment (BWE+T) only in deep waters, forcing ships to travel longer distances.

A recent positive development is that countries bordering the North Sea have agreed on specific areas where BWE could be carried out in the North Sea without necessitating long-distance travel to deep water in the Atlantic. This approach could serve as a model for other regions.

壓載水管理

《壓載水公約》持續面臨挑戰，但在 2028 年之前仍處於經驗累積階段。其中一個迫切的問題是「挑戰性水質」（CWQ）的定義不清晰，這是由於 CWQ 依賴船舶提供的聲明存在不確定性。一些港口國已實施額外的合規措施，例如僅在深海區使用港口處理設施和進行壓載水更換與處理（BWE+T），迫使船舶航行更遠的距離。

近期出現了積極進展，北海周邊國家已達成協議，容許在北海特定區域進行壓載水更換，無需長途跋涉前往大西洋深海區。這種做法可以作為其他地區的借鏡。



Labour, Education and Training Affairs

Chinese seafarers on Hong Kong ships calling at Brazil

Throughout 2025, the Association advanced key industry initiatives focussing on talent, welfare and international cooperation. A major achievement was securing visa exemptions for Chinese seafarers working on Hong Kong-flagged vessels calling at Brazilian ports. Following extensive advocacy with Chinese and Brazilian authorities, the Brazil-China Maritime Transport Agreement was expanded to allow Chinese seafarers holding Chinese seafarer passports to remain in Brazil for up to 90 days per visit without a visa requirement. Existing fines on shipowners were repealed, and the Association is coordinating efforts to facilitate refund claims and appeals for members affected by the previous regulations.

勞工、教育和培訓事務

停靠巴西港口的香港船舶上的中國海員

在整個 2025 年，協會推動了多項業界的關鍵舉措，主要聚焦於人才、福利和國際合作方面。其中一項重大成就是為在停靠巴西港口的香港船旗船舶上工作的中國海員，成功爭取到免簽證待遇。經過中巴兩國政府部門廣泛磋商，《中巴海運協定》得到擴展，允許持有中國海員護照的中國海員每次入境巴西最多可停留 90 天而無需簽證。之前對船東的罰款也被撤銷。而協會正在協調各方努力，幫助受先前規定影響的會員申請退款和提出上訴。


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Maritime Talent Cultivation Alliance

The Association has initiated a Maritime Talent Cultivation Alliance (the Alliance) to collaborate with tertiary and professional institutions to advance the integration of maritime education with industry needs. This initiative encompasses a wide range of activities, including CEO mentorship programmes, site visits, research ventures, student internships, overseas exchanges and community-building projects. The Alliance will be launched during Hong Kong Maritime Week 2025, guided by the following vision and mission:

Vision:
To be a responsive and responsible Alliance of participating organisations that adds value to maritime talent cultivation and supports the long-term, sustainable growth of the industry for the benefit of both China and the global community.

Mission:
To create an open and interactive platform that integrates industry, academia, research and applications to cultivate a new generation of maritime talent in China, equipping them with a global perspective of the business world and practical insights into industry operations.

海運人才培育聯盟

香港船東會發起成立“海運人才培育聯盟”(以下簡稱“聯盟”),旨在聯合高校及專業機構,共同推進海事教育與人才需求融合發展。構思涵蓋多元化產教活動,包括: 師友計劃、實地參訪、科研合作、遊學交流、企業實習及社區建設等項目。聯盟將於香港海運週 2025 期間啟動, 以下是聯盟的願景與使命: -

願景:
建立積極有為的聯盟——為海運人才培育工作創造價值,支持行業長期可持續發展,造福國家與全球社會。

使命:
構建匯聚“產、學、研、用”於一體的開放互動平台,培育具備國際視野與商業識見、並深諳海運行業營運實務的中國新一代海運人才。

Talent development

The Association worked closely with the Maritime and Aviation Training Fund (MATF) to improve incentives for internships, career development, and upskilling in green shipping and maritime insurance. In 2025, over 21,500 practitioners and students benefited from MATF programmes, with expanded schemes for specialist roles and international cadet recognition.



Throughout the year, the Association pursued IMO and ILO regulatory reviews, delivered input on upgrading Hong Kong's Talent List for shipping-related professions, and coordinated sector-wide recognition events for young executives and outstanding cadets. Looking ahead, the Association will continue to strengthen Hong Kong's credentials as a centre for maritime excellence and workforce innovation.

Industry learning will take a further, decisive step forward with the planning of an HKSOA Academy, designed as a multi-phase initiative, commencing with an online course platform and progressing toward a blended learning model with accredited industry content partners. The Academy will signify the Association's commitment to lifelong learning, sector leadership and the adoption of global best practices.

人才發展

協會與海運及空運人才培訓基金(MATF)緊密合作,提高對綠色航運和海事保險領域的實習、職業發展和技能提升所獲得的獎勵資助。2025 年,超過 21,500 名從業員和學生受惠於 MATF 的項目,其中包括針對專業職位和國際認可學員的擴展計劃。

年內,協會積極參與國際海事組織(IMO)和國際勞工組織(ILO)的監管審查,就更新香港人才清單內與香港航運相關的專才提出建議,並協調為行業的年青高管和優秀學員舉辦表彰活動。展望未來,協會將繼續鞏固香港作為卓越海事和人才創新中心的優勢。

隨著計劃籌組“香港船東會學院”(HKSOA Academy),產業學習將邁出決定性的一步。學院課程將分階段推出,首先是線上平台學習,隨後逐步與認可產業內容的合作夥伴共同打造混成教學模式。學院的成立將彰顯協會對終身學習、產業領導以及採納全球最佳實踐的承諾。

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Insurance and Liability Issues

The Association maintained its focus on ensuring that Hong Kong's shipowners remain resilient amid the ever-evolving landscape of global risks, legal reforms, and industry standards. Through jointly held sessions with the Asian Shipowners' Association (ASA) Ship Insurance and Liability Committee (SILC), and participation from global stakeholders such as the ICS and IG Protection and Indemnity Insurance (IG P&I), as well as regulatory, legal and governmental observers, the Association provided timely, practical counsel to members on several fronts.

Central to this year's discussion was the rollout of Lloyd's Open Form 2024 and the updated Lloyd's Salvage Arbitration Clause, both introducing new reporting requirements—marking a notable shift towards greater transparency in marine casualty response and underwriting practices. The Association reviewed the substantial impact of the EU's 19th sanctions package, which expands restrictions targeting Russia and significantly complicates compliance obligations for vessel operators and insurers.

The Association provided expert input in the global debate on the use of alternative fuels, including legal liability issues raised by the IMO, and worked with the ICS to review and make recommendations on gaps left by the current compensation frameworks for fuel-related incidents. Domestic regulatory progress was highlighted through the government's move toward digitalisation by aligning with the Model Law on Electronic Transferable Records, potentially reshaping P&I insurance practices and transactional processes for members.

Recognising the need for continued advocacy, the Association submitted recommendations on several regional policy matters. Notably it raised proportionality concerns regarding ship pollution fines imposed overseas. The Association also emphasised industry priorities on cross-border legal harmonisation, UNCITRAL's new Convention on Negotiable Cargo Documents, and international best practices for the fair treatment of seafarers.

保險與責任議題

協會致力確保香港船東在全球風險、法律改革和行業標準不斷變化的情況下依然保持韌性。透過與亞洲船東協會船舶保險及責任委員會（SILC）聯合舉辦會議，並邀請例如是國際航運公會和國際船東互保協會（IG P&I）等全球持份者，以及監管組織、法律機構和政府觀察員等到來參與，協會在多方面為會員提供適時務實的建議。

今年會議討論的重點是勞氏救助合同 2024 和勞氏救助仲裁條款更新，兩者都引入了新的報告要求，標誌著應對海事事故與實踐承保的透明度均顯著提高。協會審查了歐盟第 19 輪制裁方案的重大影響，除了擴大針對俄羅斯的限制，亦大幅增加船舶營運商和保險公司履行責任的複雜性。

協會在全球有關使用替代燃料的討論中提供了專家意見，包括國際海事組織提出的法律責任問題，並與國際航運公會合作，審視當前燃料相關事故賠償框架的不足，並作出建議。政府透過與《電子可轉讓紀錄示範法》接軌，推動數碼化進程，凸顯了國內監管方面的進展，並可能重塑會員的保賠保險運作和交易流程。

協會深明倡議工作需要持續進行，已就多個區域政策議題提交建議，當中有關海外徵收的船舶污染罰款比例特別引起憂慮。協會也重申業界優先關切事項，包括跨境法律協調、聯合國國際貿易法委員會新頒布的《可轉讓貨物單證公約》，以及公平對待海員的國際最佳做法等。



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Shipping Policy Issues

USTR s.301 investigation targeting China's maritime, logistics and port sectors

In early 2025, the United States Trade Representative (USTR) announced its determination regarding its section 301 investigation into "China's Targeting of the Maritime, Logistics, and Shipbuilding Sectors for Dominance". Among the new measures, Hong Kong shipowners and operators, like their Mainland counterparts, will be subject to substantial port fees starting on 14 October 2025. Chinese-built vessels operated by non-Chinese operators will also incur escalating per-net-ton fees.

The Association has always been a strong advocate for free trade and a staunch supporter of a level playing field. These principles are essential for the smooth operation of global supply chains. Hence, we have maintained the view that the new US measures should be repealed in the interests of the international community.

In September, the Chinese Government responded with countermeasures. Eventually, in November, a trade and economic deal reached between the two states resulted in the suspension of relevant US and China measures for one year. While we welcome the temporary suspension as a positive development, the Association will continue its lobbying efforts to pursue permanent solutions to eliminate any unnecessary uncertainties that may impact global shipping, global trade and global interests.

航運政策議題

美國貿易代表辦公室第 301 條款對中國海運、物流及港口領域的調查

2025 年初，美國貿易代表辦公室（USTR）公佈了其針對「中國在海運、物流和造船領域主導地位」的 301 條款調查而裁定的應對措施。新措施包括：自 2025 年 10 月 14 日起，香港船東和營運商將與中國內地同行一樣，需繳納高額港口費用。而由非中國籍船東擁有或運營的中國建造船舶也將面臨逐年遞增的每淨噸費用。

協會一直倡議自由貿易，也堅定支持公平競爭，兩者是全球供應鏈順暢運作必不可缺的原則。因此，協會始終認為，為了國際社會的利益，美國的新措施應被廢除。

9 月，中國政府採取了反制措施。最終在 11 月，中美兩國達成經貿協議，相關中美制裁措施暫緩一年。協會歡迎這正面的進展，同時將繼續游說工作，尋求永久性解決方案，以消除任何可能會影響全球航運、全球貿易和全球利益的既不必要且不明朗因素。



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Hong Kong's block exemption for vessel sharing agreements

The Association has consistently supported the renewal and enhancement of the Block Exemption Order (BEO) for vessel sharing agreements, recognising the critical economic efficiencies and benefits that these arrangements deliver to the Hong Kong maritime sector. In its latest submission to the Hong Kong Competition Commission, the Association emphasised that the BEO remains essential for maintaining competitive balance in the liner shipping industry, enabling operational flexibility for carriers, and safeguarding Hong Kong's status as a leading regional maritime hub. Furthermore, the Association advocated for the removal of market share caps, aligning Hong Kong with international best practices and ensuring regulatory stability amidst evolving global supply chains and geopolitical uncertainties.

Hong Kong Maritime Development

The Association fully supports the national strategic plan to consolidate Hong Kong's position as an "international finance, shipping and trade centre". Again, this year, we saw the results of the Association's advocacy work, with the Administration accepting and following up on many of the Association recommendations, particularly concerning green shipping and commodity trading.

The Administration has strengthened its institutional framework, by re-constituting the existing Hong Kong Maritime and Port Board into the Hong Kong Maritime and Port Development Board (HKMPDB), with representation from the HKSOA. While we will participate actively in the affairs of the HKMPDB, we will continue to advocate for the establishment of an independent, industry-led statutory body, which has been a consensus within the industry for many years. The appointment of a non-official chair for the new organization and the strengthening of its research, promotion and talent development functions are significant steps forward.

香港的船舶共用協議集體豁免令

協會一貫支持船舶共用協議集體豁免令（BEO）的續期和優化，認為豁免令可為香港航運業帶來顯著的經濟效益和多個好處。在最近提交予香港競爭事務委員會的意見書中，協會強調集體豁免令對於維持班輪航運業的競爭平衡、賦予承運人營運的靈活性以及維護香港作為區域領先航運樞紐的地位至關重要。此外，協會還倡議取消市場份額上限，使香港與國際最佳實踐接軌，並在不斷變化的全球供應鏈和地緣政治動盪的情況下保持監管穩定。

香港海事發展

協會全力支持國家戰略計劃，鞏固香港作為「國際金融、航運及貿易中心」的地位。今年，再次見證了協會倡議工作的成果，政府採納並正跟進協會的多項建議，尤其是在綠色航運和大宗商品貿易方面。

政府已透過改革現有的香港海運港口局，重組為香港海運港口發展局（HKMPDB），並加入香港船東會作為成員，從而加強政府的體制架構。協會將在積極參與 HKMPDB 事務的同時，仍會繼續倡導設立一個獨立並由業界主導的法定機構，這也是業界多年來的共識。新的 HKMPDB 委任非官方人士出任主席，並提升研究能力、加強推廣及強化人力培訓，正是向前邁出的重要一步。



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Association Operations

Over the past 12 months, the Association maintained smooth operations in pursuit of its mission and goals. The **Executive Committee** held six regular meetings, mainly to discuss and set the work plans of the Association and to give policy direction to the secretariat on major issues at the local, national, regional and international levels. The Association will continue to support any initiatives that enhance Hong Kong's status as an international maritime centre and strengthen Hong Kong's leading position as a gateway to our Country.

Marine Subcommittee. The subcommittee held five meetings during the year to review various safety, environmental, technical, operational and regulatory issues affecting the shipping sector. These included GHG reduction initiatives, the EU Fit-for-55 measures, the Ballast Water Convention, bio-fouling, bunker fuel quality, RightShip standards, and the "Hong Kong Convention" on ship recycling. Members' comments provided valuable feedback to local, national and international regulators, as well as classification societies.

Maritime Personnel, Education and Training (MPET) Subcommittee. The subcommittee held three meetings during the year to discuss issues affecting seafarers and their welfare, the education and training of shore staff, and career opportunities for young people in the maritime industry. Most of the subcommittee efforts during the year were focused on the crew Seafarer Identification Document issue and other local regulatory proposals for maritime personnel in Hong Kong, as well as the formation of the Maritime Talent Cultivation Alliance and the HKSOA Academy.

Insurance and Liability Subcommittee. The subcommittee met twice during the year and provided a useful forum during the year for discussing the impact of ongoing global conflicts on maritime insurance and liability. The subcommittee also hosted the Asian Shipowners' Association (ASA) Ship Insurance and Liability Committee annual and interim meetings respectively in Jakarta and Hong Kong.

協會工作

過去 12 個月，協會平穩運作，繼續履行使命和目標。**執行委員會**共舉行了六次會議，為協會制定工作計畫，並就本地、國家、地區和國際層面的重要議題，向秘書處提供政策指導。協會將繼續支持任何能夠提升香港國際航運中心地位和鞏固香港作為通往國家門戶的領導地位的舉措。

海事委員會年內舉行了五次會議，討論有關影響航運的安全、環境、技術、營運和監管等不同議題，包括溫室氣體減排倡議、歐盟"Fit-for-55" 措施、壓載水公約、生物污染、燃油質量、RightShip 標準和《香港公約》船舶回收。委員會成員為本地、國家、國際監管機構和船級社提供寶貴反饋。

海事人員、教育及培訓（MPET）委員會年內舉行了三次會議，討論影響海員福利的問題、岸上工作人員的教育和培訓，以及年青人在海事行業的就業機會等。委員會年內工作集中於船員身分證件問題，以及成立「海運人才培育聯盟」和「香港船東會學院」。

保險和責任委員會年內舉行了兩次會議，並為討論持續不斷的全球衝突對海事保險與責任的影響提供了一個有用的論壇。此外，委員會亦分別在雅加達和香港主辦了亞洲船東協會船舶保險和責任委員會的年會和中期會議。



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China Subcommittee. The subcommittee met twice during the year and hosted a Spring Dinner and several major delegation visits, including visits to Beijing, Shanghai and Qingdao. In the North Bund Forum held in Shanghai, the China Subcommittee co-hosted a Shanghai-Hong Kong shipping forum with the Shanghai Shipowners' Association to explore issues of common interests. During Hong Kong Maritime Week 2025, the subcommittee organised the Greater Bay Maritime Forum and coordinated the launch of the new Maritime Talent Cultivation Alliance.

Nomination Subcommittee. From time to time, the subcommittee helped the Executive Committee identify potential candidates to serve as the Association's institutional representatives on external organisations.

Social events. During the year, the Association hosted several, well received social events, including the Table Tennis Tournament and Fun Days, an Analyst Luncheon, and the Spring and Autumn tournaments organised by the HKSOA Golf Society.

Hong Kong Maritime Week 2025. The Association hosted and co-hosted several major events during the Maritime Week, including the Greater Bay Maritime Forum, the Association Annual Cocktail Reception, the ICS Hong Kong Global Maritime Trade Summit, and the World Maritime Merchants Forum.

Global and regional partnerships. The Association maintained close working relationship with major global and regional organisations, in particular the ICS, ASA, BIMCO, INTERTANKO, INTERCARGO, Global Maritime Forum, and International Bunker Industry Association.

中國委員會舉行了二次會議，並舉辦了新春團拜和多次代表團訪問，包括到訪北京、上海和青島。在上海舉行的北外灘論壇上，委員會與上海船東協會共同主辦了滬港航運論壇，探討共同關心的議題。在香港海運週 2025 期間，委員會籌辦了大灣區國際航運論壇，並協作啟動海運人才培育聯盟。

提名委員會為執行委員會物色合適人選，擔任協會在外部組織的機構代表。

社交活動 年內協會舉辦了多項深受歡迎的社交活動，包括乒乓球比賽暨同樂日、分析師午餐會，以及由香港船東會高爾夫球會主辦的春季和秋季賽事。

香港海運週 2025 期間，協會主辦和協辦了多項重大活動，包括大灣區國際航運論壇、協會周年酒會、ICS 全球航運貿易高峰會，以及世界航商大會。

全球和區域合作夥伴 協會與主要的航運組織保持著密切的夥伴關係，特別是國際航運公會（ICS）、亞洲船東協會（ASA）、波羅的海國際航運公會（BIMCO）、國際獨立油輪船東協會（INTERTANKO）、國際乾散貨船東協會（INTERCARGO）、全球海事論壇和國際燃油工業協會等。




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New Members

The following new members joined the Association in the past year:

- MF Jebsen International Limited
- GreenSwift International Pte Ltd
- Clipper Group Hong Kong Ltd
- Asia Satellite Telecommunications Co Ltd
- Climate Impact Corporation Limited
- Dai An Ocean Shipping Company Limited (member of Fujian Highton Development)
- ABB Engineering (Shanghai) Ltd
- Nishimura & Asahi Hong Kong
- Consulate General of Panama in Hong Kong
- Transport Capital Pte Ltd.
- Sea Legend Line Limited
- Ashurst Hong Kong
- Envision Energy International Limited
- C Solutions (Asia) Limited
- Starford International Shipping Company Limited
- Isle of Man Ship Registry

Conclusion

In closing, I would like to thank the Association Chairman, Mr. Angad Banga, JP for his steer and guidance over the year. I would also like to thank all the members, in particular the members of the Executive Committee and subcommittees, for their dedicated service and valued support. Of course, a big thank-you to my colleagues Martin (Cresswell), Nittin (Handa), Gilbert (Feng), Peggy (Kan) and Harry (Chu). The Secretariat remains committed to promoting and protecting the interests of the Association membership as we navigate the challenges and opportunities that lie ahead.

新會員

以下是於去年加入協會的新會員：

- 捷成馬國際有限公司
- GreenSwift International Pte Ltd
- 快航航運（香港）有限公司
- 亞洲衛星有限公司
- Climate Impact Corporation Limited
- 大安海運有限公司（福建海通發展成員）
- 上海 ABB 工程有限公司
- 西村朝日香港法律事務所
- 巴拿馬駐香港領事館
- Transport Capital Pte Ltd.
- 海杰航運（香港）有限公司
- 亞司特律師事務所
- Envision Energy International Limited
- C Solutions (Asia) Limited
- 星福國際航運有限公司
- Isle of Man Ship Registry

總結

感謝協會主席 Angad Banga 先生，JP 過去一年的英明領導，還要感謝所有會員，特別是執行委員會和各分委會成員的無私奉獻和和寶貴支持。當然，也要向我的同事祈敏鈿先生、Nittin Handa、馮佳培先生、簡佩薇小姐和朱在行先生致意。秘書處將繼續努力為會員爭取和維護利益，迎接未來的挑戰與機遇。



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Market and Shipping Industry Review 2025
2025 航運界市場回顧

Global shipping in 2025 remained resilient despite a more difficult operating environment, with seaborne trade still expanding, freight markets staying above long-run norms in many sectors, and vessel demand continuing to be shaped by geopolitical disruption rather than by broad-based economic acceleration alone. For Hong Kong, the most relevant developments were the persistence of fleet renewal, the growing importance of compliance and decarbonisation, and the continued significance of the Hong Kong Shipping Registry as one of the world's leading flag registries.

Global market environment

World seaborne trade reached about 13 billion tonnes in 2025, with annual growth slowing to around 1.1%-1.7% after stronger expansion in 2024, depending on the reporting basis used. Although volume growth moderated, tonne-mile demand remained supported by longer voyage distances due to conflict-related rerouting and shifting commodity flows, even as the pace of tonne-mile growth eased materially from the previous year.

Shipping markets remained heavily influenced by geopolitical events. Red Sea disruptions continued to divert vessels away from the Suez route; Gulf of Aden transits were still running at materially below normal levels; and the operational impact was most significant for container shipping. At the same time, sanctions, tariff uncertainty, and evolving energy trade patterns involving Russia, Iran and Venezuela increased complexity across tanker and gas markets, while also supporting tonne-mile demand in selected segments.

China remained central to global shipping demand. Chinese seaborne imports rose to a new high of about 3.2 billion tonnes in 2025, with trade activity strengthening in the second half of the year despite a softer macroeconomic backdrop. This helped support bulk commodity imports and underlined the continued importance of Asian demand to global shipping markets.

Freight market trends

The overall freight environment remained firm in 2025. The ClarkSea Index averaged US$ 26,836 per day, up 7% year on year and around 40% above its ten-year average, indicating that shipping income remained historically strong even as conditions became more uneven across vessel classes.

In dry bulk, market conditions softened relative to 2024 but remained respectable by historical standards. Clarksons' weighted bulk carrier earnings averaged about US$ 13,898 per day, down 8% year on year, while Capesize earnings still stood around 40% above the ten-year average, supported by long-haul Atlantic exports and Chinese import demand. ISL's review likewise points to subdued but still serviceable earnings opportunities in dry bulk transport rather than severe market weakness.

Container shipping remained firmer than many had expected. Box trade volumes increased by about 4.0% in 2025, and the continued rerouting away from the Red Sea added roughly 11% to the average haul, helping absorb capacity and keep charter markets at elevated levels. Even so, the sector continued to face the medium-term challenge of a large order book entering the market over the next few years, particularly in the larger size classes.

2025 年，全球航運業在營運環境更趨嚴峻之下依然保持韌性。年內，海運貿易持續增長，多個貨運市場維持在長期平均水平以上；船舶需求則繼續受地緣政治動盪所驅動，而非單純由全面性的經濟加速所拉動。就香港而言，最關鍵的發展包括船隊更新的不斷推進、合規與脱碳要求的日益提升，以及香港船舶註冊處作為全球領先船旗註冊機構之重要地位的持續鞏固。

全球市場環境

2025 年全球海運貿易量達約 130 億噸。年增長率在 2024 年強勁擴張後，約放緩了 1.1% 至 1.7% 之間，具體數字取決於所採用的統計基准。儘管貿易總量增速有所減慢，但受到衝突引發的航線繞道以及大宗商品流向改變所影響，船舶航行距離拉長，支撐著對噸海哩的需求。然而，其增長步伐已較上年度顯著回落。

航運市場持續深受地緣政治事件影響。紅海局勢動盪迫使船舶紛紛繞道，無法駛入蘇伊士航線；亞丁灣的過境運量仍低於正常水平，其中又以集裝箱貨運遭受的營運衝擊最為顯著。與此同時，涉及俄羅斯、伊朗和委內瑞拉的制裁措施、關稅政策的不確定性，以及能源貿易格局的演變，不僅增加了油輪和氣體運輸市場的複雜性，也支撐了細分領域對噸海哩的需求。

中國依然是全球航運需求的核心。2025 年，中國海運進口量創下約 32 億噸的新高；縱使宏觀經濟大環境有所放緩，但下半年貿易活動轉強，有效支撐了大宗商品進口，進一步突顯亞洲需求對全球航運市場的持續影響力。

貨運市場趨勢

2025 年整體貨運環境維持穩健運作。克拉克森海運指數平均每日達 26,836 美元，按年上升 7%，較十年平均水平高出約 40%。數據反映出，儘管各類船型的市況走勢更趨分化，但航運收益仍處於歷史高位。

乾散貨運市況較 2024 年有所回落，但按歷史標準仍屬理想。克拉克森加權散貨船日均收益錄得約 13,898 美元，同比下跌 8%；惟受惠於大西洋長途出口及中國進口需求強勁，好望角型散裝貨船的收益仍較十年平均水平高出約 40%。航運經濟與物流研究所的分析亦指出，雖然乾散貨運市場盈利表現平淡，但大局仍屬平穩，並未陷入低迷市況。

集裝箱貨運市況較預期為佳。2025 年，集裝箱貿易量增長約 4%，加上船舶持續繞道遠離紅海，令平均航程拉長約 11%，有效消化過剩運力，並使定期租船市場維持在較高水平。儘管如此，這領域在中期仍會面臨挑戰，因為未來數年將有大量新造船陸續交付，尤其是大型船型。

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Tanker markets performed strongly again, especially in crude. VLCC earnings averaged about US$58,566 per day in 2025, Suezmax earnings about US$ 54,313 per day, and Aframax earnings about US$ 43,806 per day, all remaining well above long-run averages. Product tanker earnings eased from the exceptional levels of 2024, but trade dislocation, sanctions complexity and longer-haul movements continued to support the sector overall. ISL also points to favourable prospects for the tanker market in 2026 and beyond, supported by ongoing fleet renewal and restructuring.

Gas shipping showed a mixed picture. LPG markets remained robust, with VLGC Middle East-Chiba spot earnings averaging about US$ 49,669 per day, while LNG carrier spot rates softened to around US$ 37,188 per day as vessel deliveries outpaced near-term earnings support. Even so, gas shipping retained strong strategic importance as LNG and LPG trades continued to expand and as emerging low-carbon cargoes such as ammonia and CO2 attracted growing long-term attention.

Fleet renewal and supply

At the start of 2026, the world merchant fleet comprised about 66,020 ships of 300 gt and over, with a combined capacity of roughly 2.40 billion dwt, up 3.2% year on year. This compares with broader, rounded market references of about 2.5 billion dwt and points to continued, albeit moderate, aggregate fleet growth, with significant differences across sectors. Orderbooks were relatively elevated in containerships, LNG carriers, LPG carriers, and car carriers, while dry bulk and tanker ordering remained more measured.

Newbuilding activity slowed from the very high levels seen in 2024, reflecting uncertainty during the first half of 2025, yet deliveries remained active, and shipyard prices stayed high. ISL records 1,916 ships of just under 95 million dwt delivered in 2025, while newly contracted tonnage fell by about 24% from 2024, still leaving ordering above the long-term annual average. Fleet renewal continued to be driven not only by trade growth but also by ageing fleets, decarbonisation pressures, and uncertainty over future fuel choices and environmental rules.

The global fleet's average age rose to about 13 years on a gross tonnage weighted basis, and more than one-third of fleet capacity was over 15 years old. At the same time, around 47% of the world orderbook by tonnage was alternative-fuel-capable, indicating that owners continued to commit capital to lower-emission vessels and efficiency improvements even as global regulatory momentum remained uneven.

Ship recycling remained relatively subdued in structural terms, although 2025 saw some recovery in demolition activity. ISL estimates reported scrapping at about 11 million dwt in 2025, up 41% year on year, but still low compared with what ageing-fleet dynamics might imply over the medium term. Over time, however, the ageing profile of the world fleet suggests that demolition activity is likely to increase as more vessels approach replacement age and emissions compliance costs rise.

The order book reached one of its highest levels of the last decade. ISL puts the global order backlog at 6,220 ships and 439.7 million dwt at the start of 2026,

油輪市場表現再度強勁，尤其是原油運輸最為突出。 2025 年，超大型油輪、蘇伊士型油輪和阿芙拉型油輪的日均收益分別約為 58,566 美元、54,313 美元和 43,806 美元，各項數據均遠高於長期平均水平。即使成品油輪的收益較 2024 年的異常高位有所回落，但貿易受阻、制裁帶來的複雜局勢以及長途運輸需求增加，繼續支撐著整個板塊。航運經濟與物流研究所亦指出，在持續的船隊更新與重組的推動下，油輪市場在 2026 年及往後的前景依然樂觀。」

氣體運輸市場表現好壞參半。液化石油氣市場依舊強勁，中東至千葉航線的超大型氣體運輸船的現貨日均收益約為 49,669 美元；相比之下，液化天然氣運輸船現貨收益則有所回落，降至日均約 37,188 美元，主因是新船交付速度超越短期收益的支撐力度。儘管如此，隨着液化天然氣與液化石油氣貿易持續擴張，加上氨氣和二氧化碳等新興低碳貨運日漸受到關注，氣體運輸在戰略上仍然保持舉足輕重的地位。

船隊更新與供應

2026 年初，全球 300 總噸以上的商船數量共約 66,020 艘，總運力約 24 億載重噸，按年上升 3.2%。與市場廣義估算之 25 億載重噸相比，數據反映整體船隊增長幅度溫和；惟各板塊之間存有顯著差異。當中，集裝箱船、液化天然氣運輸船、液化石油氣運輸船及汽車運輸船的新船訂單維持在相對高位；反之，乾散貨船和油輪的新船訂單則保持克制。

新船訂量從 2024 年的新高回落，反映出 2025 年上半年的市場不確定性。然而，船舶交付依然活躍，船廠報價也維持高位。根據航運經濟與物流研究所統計，2025 年交付船舶合計 1,916 艘，總載重噸略低於 9,500 萬噸。同時，新簽訂單總噸位較 2024 年下滑約 24%，但仍高於長期年均水平。推動船隊更新的動力，不僅來自貿易增長，還受到船隊老齡化、脫碳壓力，以及未來燃料選擇和環保法規不確定性的多重驅使。

以總噸位加權計算，全球船隊平均船齡已上升至約 13 年，逾三分之一運力的船齡已超過 15 年。與此同時，按噸位計，全球新船訂單中約 47% 具備替代燃料能力，這表明縱使全球法規推進步伐不一，船東仍持續投入資金於低碳排放船舶，並致力提升能源效能。

就結構而言，雖然 2025 年拆船活動略有回升，船舶回收市場依然相對低迷。據航運經濟與物流研究所估計，2025 年報告的拆船運力約為 1,100 萬載重噸，年增 41%，但相比中長期船隊老齡化的潛在需求，這數字仍屬偏低。不過，隨著全球船隊老齡化趨勢加劇，越來越多船舶步入汰換期，以及減排合規成本上升，未來拆船活動預計將會增加。

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equivalent to about 18.2% of the world fleet in dwt terms. Tankers accounted for about 38% of the orderbook, while container ships and LNG carriers together represented roughly half of total orderbook tonnage when measured in compensated gross tonnage terms. This underscores that fleet renewal remains concentrated in sectors linked to energy transportation, gas trade growth, and the ongoing modernisation of liner fleets.

Energy transition and regulation

Decarbonisation remained an important structural theme even though regulatory progress was uneven in 2025. Clarksons noted that developments at the IMO suggested slower consensus on emissions regulation, but investment in alternative fuels and energy-saving technologies continued across the newbuilding market.

This matters because shipping is balancing immediate energy security needs with longer-term transition goals. Around 5 billion tonnes of energy commodities were moved by sea in 2025, and conventional oil, gas and coal trades remained central to the system, while new cargoes such as ammonia, CO2 and hydrogen are expected to emerge more meaningfully over time. In practical terms, this means fleet renewal decisions are increasingly influenced by uncertainty over technology pathways, future carbon costs and fuel availability.

The operating environment also became more compliance intensive. The tanker sector in particular continued to be shaped by sanctions, with around 16% of global tanker fleet capacity under formal sanction, rising to roughly 24% if the broader sanction-linked shadow fleet is included. This has increased demand for legal, insurance, and commercial due diligence across the shipping industry and reinforced the value of transparent registries and high-value maritime services.

Hong Kong perspective

For Hong Kong, the most relevant story in 2025 was not port throughput but the continued importance of its shipping register and maritime platform within an increasingly complex global market. Hong Kong remained one of the world's leading open registries by gross tonnage.

Official Marine Department statistics show that the Hong Kong Shipping Registry stood at about 1,900 ships and roughly 110 million gross tons at the end of 2025, indicating a drop in the vessel count and continued scaling down in tonnage. Other official and semi-official sources similarly describe Hong Kong as remaining among the world's top five flag states and as a major international register despite intensifying competition from rival registries and intense pressure from international compliance regimes.

Registry churn in 2025 also illustrates the direction of travel. A Legislative Council reply stated that 138 ships totalling 8.36 million gross tons joined the Hong Kong register in 2025, while 419 ships totalling 28.08 million gross tons

新船訂量已攀升至近十年高位。據航運經濟與物流研究所統計，截至 2026 年初，全球手持訂單達 6,220 艘、4.397 億載重噸，約佔全球船隊總載重噸的 18.2%。當中，油輪約佔總訂量的 38%；若以修正總噸計，集裝箱船與液化天然氣運輸船則共同約佔訂單總噸的一半。這充分表明，船隊的汰舊換新仍集中於能源運輸、天然氣貿易增長以及定期班輪船隊現代化等相關領域。

能源轉型與監管法規

儘管 2025 年的監管法規進程未盡一致，脫碳仍是不可或缺的結構性主題。克拉克森指出，國際海事組織的最新動向顯示各方在碳排法規上達成共識的速度放慢；然而，在新船建造市場中，針對替代燃料與節能技術的投資力度未有減退。

究其原因，航運業正努力在「當前的能源安全需求」與「長期的轉型目標」之間取得平衡。2025 年，全球透過海運運輸的能源商品高達 50 億噸，傳統的石油、天然氣與煤炭貿易依然穩居核心地位；與此同時，氨氣、二氧化碳及氫能等新興貨運項目，預期將隨著時間推移而展現更具實質意義的增長。在營運層面，這意味著船隊更新的決策，正日益受到技術路徑、未來碳成本及燃料供應狀況等不確定因素的多重影響。

航運業所面臨的合規營運要求亦日趨嚴苛，尤其是油輪市場持續受制裁政策的影響，目前全球約 16% 的油輪船隊運力處於正式制裁之下；若將與制裁相關的「影子船隊」納入計算， 比例則升近 24%。此局面大幅推高了整個航運業對法律、保險及商業盡職調查的實質需求，進一步突顯了具透明度的船旗國註冊與高價值專業海事服務的關鍵價值。

香港視角

對香港而言，2025 年最核心的焦點並非港口吞吐量，而是在日漸複雜的全球市場中，其船舶註冊處與海事平台持續彰顯的重要性。香港依然穩居全球頂尖的開放船舶註冊地之列。

海事處官方統計顯示，截至 2025 年底，香港船舶註冊處的註冊數量約 1,900 艘，總噸位約達 1.10 億噸，數據反映船舶數量與總噸位規模有所收縮。不過，儘管面對來自對手的白熱化競爭，以及國際監管法規的嚴峻壓力，其他官方與半官方的資料同樣指出，香港高居全球前五大船旗國之列，依然是舉足輕重的國際船舶註冊地。

2025 年船籍變動情況也揭示了未來的發展走向。根據立法會的一份書面答覆指出，2025 年共有 138 艘船舶（共計 836 萬總噸）加入香港

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were removed; among the newly registered ships, five could be fuelled by LNG or methanol. This suggests that while part of the existing fleet continues to age out or migrate, the register is still participating in the broader transition toward newer, potentially cleaner tonnage.

For Hong Kong shipowners and maritime service providers, the main implications are clear. First, the market remains supported by resilient seaborne trade and still healthy freight markets in major sectors such as dry bulk, tankers and gas. Second, fleet renewal, sanctions compliance and decarbonisation will continue to shape commercial decisions, making the quality of registry services, technical standards and regulatory credibility increasingly important to Hong Kong's position as an international maritime centre.

Sources:

1. Institute of Shipping Economics and Logistics – Shipping Statistics and Market Review Report – 2026
2. Clarkson's Annual Report 2025
3. Marine Department data

船舶註冊，同時有 419 艘船舶（共計 2,808 萬總噸）註銷移出；值得注意的是，在新註冊船舶中，有 5 艘具備使用液化天然氣或甲醇作為燃料的能力。這顯示出，儘管部分現有船舶因老齡化淘汰或轉籍外移而退出，香港船舶註冊處仍積極參與全球航運業向新一代、且更具環保潛力之船型轉型的綠色進程。

對於香港船東和海事服務航商而言，主要影響顯而易見。首先，受惠於韌力十足的海運貿易，加上乾散貨、油輪及氣體運輸等主要板塊表現依然穩健，整體貨運市場持續獲得有力支撐。其次，船隊更新、制裁合規與脱碳轉型將繼續主導商業決策，意味著船舶註冊服務的質量、技術標準以及監管信譽，在鞏固香港作為國際航運中心的地位上，將扮演愈發關鍵的角色。

數據來源：

1. 航運經濟與物流研究所出版的《航運統計與市場回顧》2026
2. 克拉克森年度報告 2025
3. 香港海事處



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HKSOA Deputy Chairman
香港船東會常務副主席

Mr Kenneth Lam is appointed as Justice of Peace.
林詩鍵先生獲委任為太平紳士。



Captain Hon Lothair Lam
林銘鋒議員

Hong Kong Ming Wah Shipping Company Limited
香港明華船務有限公司
HKSOA Executive Committee member
香港船東會執行委員會成員

Captain Hon Lothair Lam is elected to the 8th Legislative Council through the Transport functional constituency.
林銘鋒先生當選為第八屆立法會（功能界別）航運交通界議員。

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HKSOA Chairman 1988-1989
香港船東會 1988-1989 年度主席

Dr Sohmen was a strong supporter of the Association and the maritime industry. Describing himself as "an Austrian national but a citizen of the world", Dr Sohmen has made valuable contribution to the global community, including Hong Kong.

Under his chairmanship, the Association played an active role in both Hong Kong and international affairs, and Dr. Sohmen served as our representative on the Basic Law Consultative Committee. From 1989 onwards, Dr Sohmen also acted as President of the Baltic and International Maritime Council (BIMCO).

Outside the industry, Dr Sohmen had many interests and was closely involved in local academic and cultural development. He was also a Legislative Councillor of Hong Kong.

Dr Sohmen was a legend of the global business community, providing a great example for many leaders and entrepreneurs. His inspiring stories shared would be forever treasured.

蘇海文博士非常支持協會和航運業界。他自稱"奧地利國民，但也是世界公民"，並為包括香港在內的國際社會作出了寶貴貢獻。

在蘇海文博士的英明領導下，協會在香港和國際事務中都發揮了積極作用。他曾擔任基本法諮詢委員會代表，也自 1989 年，出任波羅的海國際航運公會主席。

行業以外，蘇海文博士的興趣廣泛，除了積極參與本地的學術和文化發展，也擔任香港立法會議員。

蘇海文博士是全球商界的傳奇人物，為許多領導人和企業家樹立了傑出榜樣。而他分享的勵志故事是永恆的瑰寶。

Previous Chairmen and Secretaries / Managing Directors
歷任主席及秘書長 / 董事總經理

Year	Chairman	Secretary / Managing Director
1957 – 61	Jebshun Shipping Co Ltd Mr Andrew Lam	Mr P.C. Chen
1962 – 63	Great Southern Steamship Co Ltd Mr James C.H. Lu	Mr P.C. Chen
1964 – 65	Shun Cheong S.N. Co Ltd Mr C.K. Hui	Mr P.C. Chen
1966 – 67	World-Wide Shipping Agency Ltd Mr Y.S. Zee	Mr P.C. Chen
1968 – 69	Island Navigation Corporation Ltd Mr Y.S. Kung	Mr P.C. Chen
1970 – 71	Wallem & Co Ltd Mr Anthony J. Hardy, BBS	Mr Sam Chang (Jan-Jun 1970) Mr Garfield Chao (Jul-Oct 1970) Mr P.R. Walton (Nov 1970 ~)
1972 – 73	Wallem & Co Ltd Capt. C.A.J. Vanderperre (Acting Chairman)	Mr P.R. Walton
1974 – 75	Wah Kwong & Co (HK) Ltd Dr. Frank S.B. Chao, JP	Mr P.R. Walton
1976 – 77	Island Navigation Corporation Ltd Mr C.H. Tung, GBM	Mr P.R. Walton
1978 – 79	Wheelock Marden & Co Ltd Mr John L. Marden	Mr P.R. Walton
1980 – 81	Valles Steamship Co Ltd Mr K.M. Koo	Mr P.R. Walton
1982 – 83	Jardine Shipping Co Ltd Mr D.D.B. McLeod	Mr P.R. Walton
1984*– 85	Mr M.H. Liang Island Navigation Corporation Ltd	Mr P.R. Walton Mr Michael Farlie (Dec 1984 ~)
1986 – 87	Mr Kenneth K.W. Lo Teh-Hu Cargocean Management Co Ltd	Mr Michael Farlie
1988 – 89	Dr. Helmut Sohmen, OBE World-Wide Shipping Agency Ltd	Mr Michael Farlie
1990 – 91	Mr David C.C. Koo, BBS Valles Steamship Co Ltd	Mr Michael Farlie

(Due to Mr McLeod's retirement, Mr J.M. Collins of Jardine Shipping was appointed Chairman effective September 1983 for the remaining term of chairmanship.)

（由於 McLeod 先生榮休，怡和航運的 J.M. Collins 先生從 1983 年 9 月起被委任為協會主席，完成該任主席的任期。）

Previous Chairmen and Secretaries / Managing Directors
歷任主席及秘書長 / 董事總經理

Year	Chairman	Secretary / Managing Director
1992 – 93	Mr Peter J. Cowling Wallem Group Ltd	Mr Michael Farlie
1994 – 95	Mr C.C. Tung, GBS, SBS, JP Island Navigation Corporation International Ltd	Mr Michael Farlie
1996 – 97	Mr George S.K. Chao, JP Wah Kwong Shipping Holdings Ltd	Mr Michael Farlie, MBE Mr Arthur Bowring (Jul 1997 ~)
1998 – 99	Mr James Hughes-Hallett, CMG, SBS John Swire & Sons (HK) Ltd	Mr Arthur Bowring
2000 – 01	Mr Andrew Y. Chen Grand Seatrade Shipping Agency Ltd	Mr Arthur Bowring
2002 – 03	Mr K.H. Koo Tai Chong Cheang Steamship Co (HK) Ltd	Mr Arthur Bowring
2004 – 05	Tan Sri Frank Tsao, SBS International Maritime Carriers Ltd	Mr Arthur Bowring
2006 – 07	Mr David C.C. Koo, BBS Valles Steamship Co Ltd	Mr Arthur Bowring
2008 – 09	Mr Peter Cremers Anglo-Eastern Ship Management Ltd	Mr Arthur Bowring
2010 – 11	Mr Kenneth Koo, JP Tai Chong Cheang Steamship Co (HK) Ltd	Mr Arthur Bowring
2012 – 13	Mr Alan Tung, JP Island Navigation Corporation International Ltd	Mr Arthur Bowring
2014 – 15	Mr Kingsley Koo Valles Steamship Co Ltd	Mr Arthur Bowring
2016 – 17	Ms Sabrina Chao, BBS, JP Wah Kwong Maritime Transport Holdings Limited	Mr Arthur Bowring, MH Ms Sandy Chan (Dec 2016 ~)
2018 – 19	Mr Jack Hsu Oak Maritime (Hong Kong) Inc. Limited	Ms Sandy Chan
2020 – 21	Mr Bjorn Hojgaard Anglo-Eastern Univan Group	Ms Sandy Chan
2022 – 23	Mr Wellington Koo, JP Valles Steamship Co., Ltd	Ms Sandy Chan
2024 – 25	Mr Angad Banga, JP The Caravel Group Ltd	Ms Sandy Chan

Note : *With the adoption of the New Articles of Association in 1984, the appointment of corporate bodies (members) as officers of the Association was discontinued in favour of the election of individual persons.

註： * 根據協會 1984 年通過的新章程，協會高層人員將不再以公司名義出任而代之以個人名義選舉產生。

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Association Events
年度活動



2025

2 April	Joint HKSOA / Navguide Solutions Seminar “Keeping vessels charter-ready: A Measurable Approach to Inspection-readiness”
7 April	Association Golf Society Spring Tournament
16 April	“From MEPC to Action: HKSOA Symposium on Maritime Decarbonisation and Sustainability” cum Cocktail Reception
29 April	Visit to the Commissioner of the Ministry of Foreign Affairs in Hong Kong SAR
12 May	Shipping Dialogue and Association luncheon with ICS Secretary General Guy Platten and Secretary General Elect Thomas Kazakos
18 July	Association Summer Buffet Luncheon
20 Aug	Chairman's Welcome Lunch for new members
29 Aug	Joint HKSOA / Marine Department Luncheon and Awards Presentation Ceremony
25-29 Sep	Association delegation visit to Beijing
30 Sep	Joint HKSOA / ABS FuelEU Solutions and Digital Innovation Seminar
13 Oct	National Day Joint Cocktail Party
13 Oct	HKSOA Golf Society Autumn Tournament
15-16 Oct	Association Table Tennis Tournament cum Fun Days
19-22 Oct	Association delegation visit to Shanghai
19 Nov	Greater Bay Maritime Forum and Networking lunch
19 Nov	Association AGM and Annual Cocktail Party
15 Dec	Association Luncheon and AMVER Awards Ceremony

2026

12 Jan	Association Spring Dinner
16 Mar	Association Golf Society Spring Tournament
17-20 Mar	Association delegation visit to Dalian


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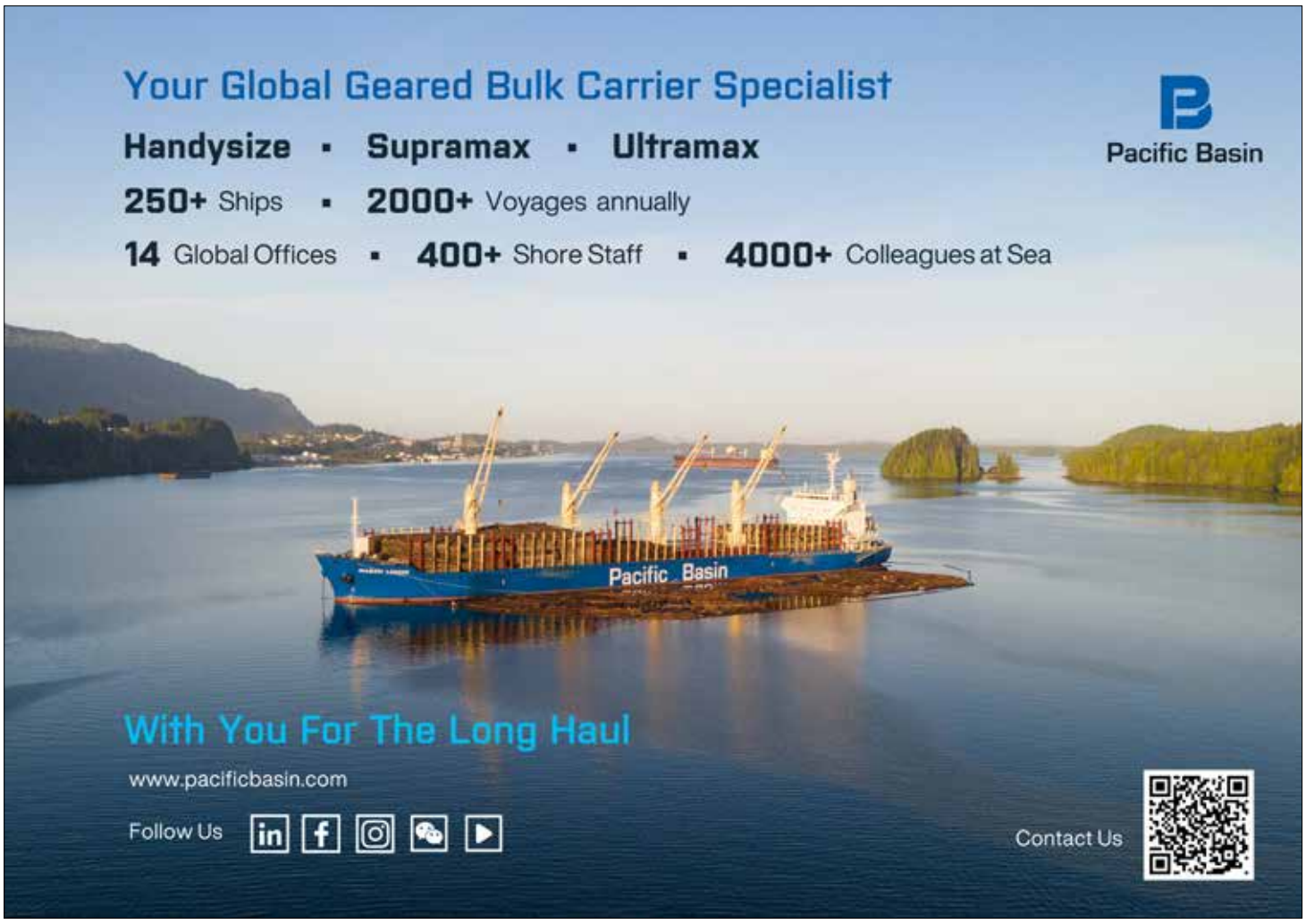
Activity Statistics
活動統計

Hong Kong Shipowners Association Activities 2025 - 2026
香港船東會活動 2025 - 2026





Type 分類	No. of activities 數目	No. of participants (approximately) 參與人數（大約）
Seminar / Webinar / Forum 研討會 / 論壇	4	620
Luncheon / Dinner 午宴	8	1,110
Cocktail 酒會	1	530
Visit 外訪	7	160
Special Event 特別活動	4	465
TOTAL 總數	**24**	**2,885**


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Event Snapshots
活動剪影

16/4/2025

From MEPC to Action: HKSOA Symposium on Maritime Decarbonisation and Sustainability
從 MEPC 到實際行動：香港船東會「航運脱碳和可持續發展」研討會

HKSAR government officials, industry experts and representatives shared their views and insights on addressing various green shipping challenges.
香港特區政府官員、航運業專家和代表積極就應對綠色航運的不同挑戰分享觀點和見解。







12/5/2025

Shipping Dialogue and Association Luncheon with ICS Secretary General and Secretary General Elect
與國際航運公會秘書長和候任秘書長的航運對話午餐會

ICS Secretary General Mr. Guy Platten and Secretary General Elect Mr. Thomas Kazakos exchanged views with the audience on major maritime issues of concern.
國際航運公會秘書長 Guy Platten 和候任秘書長 Thomas Kazakos 跟與會者就航運業界關心的主要議題交換了意見。







Event Snapshots
活動剪影



The Dialogue was hosted by HKSOA Managing Director Sandy Chan and HKSOA representative on the ICS, Kenneth Lam, JP.
航運對話交流會由香港船東會董事總經理陳佩珊女士和香港船東會在國際航運公會的代表林詩鍵太平紳士主持。



Luncheon in honour of the two distinguished overseas visitors
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Event Snapshots
活動剪影

18/7/2025

Association Summer Buffet Luncheon
協會夏日自助午餐

The event was again an incredible success to bring together over 180 esteemed members, guests and friends, enjoying a memorable gathering under a vibrant and relaxed atmosphere.
活動再次成功舉辦，匯聚了超過 180 位尊貴的會員、嘉賓和朋友，在輕鬆愉悅的氛圍中共度了一段難忘的時光。





One of our event sponsors, Reverend Catherine Graham, Port Chaplain and Counsellor of The Sailors Home and Mission to Seafarers, shared with members their mission and impact while her colleague, Ms Winne Woo introduced the facility and range of services offered at the Mariners.
活動其中一位贊助人，船員之家及海員傳道會港口牧師兼輔導員 Catherine Graham 牧師，與嘉賓分享了該機構的使命和工作成果；她的同事 Winnie Woo 女士也為大家介紹了 The Mariners 的設施及各類服務。



29/8/2025

The Luncheon and Award Presentation Ceremony, jointly organised by the Association and Marine Department
協會與海事處合辦午餐會暨頒獎典禮

The Luncheon and Award Presentation Ceremony, jointly organised by the Association and Marine Department, aimed to recognise the contribution of Hong Kong shipowners to the success of the Hong Kong Shipping Register (HKSR). Approximately 200 representatives from the maritime sector and distinguished guests attended the event. We were honoured to have Ms Mable Chan, JP, Secretary for Transport and Logistics as our officiating guest and delivered her keynote speech.

香港船東會與香港海事處共同舉辦年度午餐會暨頒獎典禮，旨在表揚香港船東對香港船舶註冊處（HKSR）所做出的貢獻。共有約 200 位來自航運界的代表和貴賓出席。很榮幸邀請到運輸及物流局局長陳美寶太平紳士擔任主禮嘉賓並致詞。

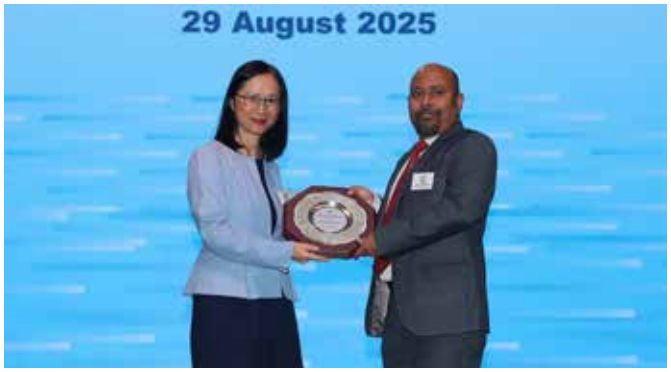




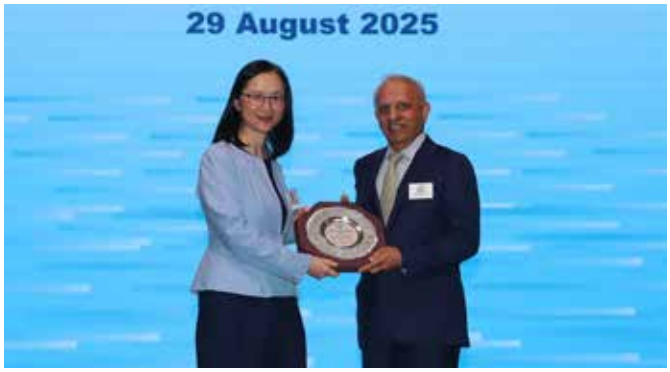
Event Snapshots
活動剪影



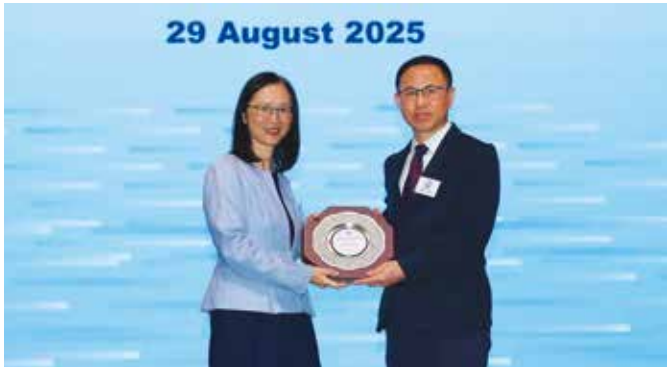
A special award "HKSR 35th Anniversary Longstanding Partnership Award", witnessing the 35th anniversary of the establishment of the HKSR, was presented to 5 companies for their support Hong Kong Flag since its inception.
適逢 2025 年是香港船舶註冊處成立 35 週年，特別增設"35 週年長期合作夥伴獎"， 頒予 5 家公司，以表彰他們自香港船舶註冊處成立以來，一直對香港船旗的支持。



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Orient Overseas Container Line Limited
東方海外貨櫃航運有限公司



Valles Steamship Co., Ltd.
萬利輪船有限公司

Remarks : Swire Shipping Pte Ltd is not able to receive the award in person.
備註：太古船務有限公司未能親自到場領取獎項。



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13/10/2025

Joint National Day Cocktail Party
國慶酒會

Association Vice Chairman Mr Qian Weizhong delivered a speech at the National Day Cocktail Party, jointly organised with other local shipping associations to celebrate the 76th Anniversary of the People's Republic of China.
協會副主席錢衛忠先生代表協會出席與其他航運協會聯合舉辦的慶祝中華人民共和國成立 76 周年酒會並致祝酒辭。











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Event Snapshots
活動剪影

15-16/10/2025

Table Tennis Tournament and Fun Days
乒乓球比賽暨同樂日

The Association held its 3rd Table Tennis Tournament and Fun Days, once again at the South China Athletic Association. More than 200 athletes took part in the competition, backed by enthusiastic support from their colleagues and cheer teams.
協會第三屆乒乓球比賽暨同樂日再度假南華體育會舉行，共有超過二百名運動員參與角逐，並獲同僚及啦啦隊鼎力支持，現場氣氛熱烈。



Event Partners
合作伙伴









Event Snapshots
活動剪影





Winners 得獎者：

Men's Single 男單



Youth 青年組
1st Matthew Ng (Anglo-Eastern)
2nd Shinichiro Ishizaki (Uni-Asia)
3rd Hui Kai Hei (COSCO)



Master 盛年組
1st Max Chan (BG Shipping)
2nd Xu Chuangxin (Wah Kwong)
3rd Andrian Lee (COSCO)



Senior 樂年組
1st Ranvir Jatar (Fleet Management)
2nd Vipin Sachdeva (KC Maritime)
3rd Sudhir Maheswari (Anglo-Eastern)



Women's Single 女單
1st Whitney Sha (Liberian Registry)
2nd Leila Trinidad (Wallem)
3rd Eunice Kwok (PricewaterhouseCoopers)

Event Snapshots
活動剪影

Winners 得獎者：

Men's Doubles 男雙



1st Matthew / SC Lee (Anglo-Eastern)
2nd Max / Liu Long (BG Shipping)
3rd Andrian / Franky (COSCO)

Women's Doubles 女雙



1st Tang Lei / Sun Qizhen (China Merchants)
2nd Viviana / Zelda (Fleet Management)
3rd Fiona / Louisa (Pacific Basin)

Team 隊制



1st COSCO
2nd Wallem
3rd Celsius

Friendship Game 友誼賽



The HKSOA team and the Marine Department team shared the championship trophy.
香港船東會隊與海事處隊共享冠軍榮譽。

Celebration Dinner 慶功晚宴





19/11/2025

Greater Bay Maritime Forum
大灣區國際航運論壇

The Association hosted the Greater Bay Maritime Forum 2025 "Internal Integration and External Connectivity for Multiple Wins". The forum addressed critical issues facing the maritime sector, including sustainable shipping practices, technological innovation and cross-regional cooperation. It also facilitated dialogue between industry stakeholders, academic institutions and government bodies.
協會舉辦了大灣區國際航運論壇，以「內聯外通 共創多贏」為主題，包括可持續航運實踐、科技創新及跨區域合作等核心議題，旨在促進業界持份者、學術機構及政府部門之間的對話。



Welcome speech by Association Chairman Mr Angad Banga, JP
香港船東會主席 Angad Banga 太平紳士致歡迎辭



Keynote address by Secretary for Transport and Logistics, Ms Mable Chan, JP
運輸及物流局局長陳美寶太平紳士發表主題演說



The forum brought together maritime leaders, government representatives, and industry experts from across the Greater Bay Area (GBA) and global regions.
論壇匯集來自大灣區及多個地區的海事領袖、政府代表及業界專家。

Event Snapshots
活動剪影





Panel Discussions
專家小組討論

Event Snapshots
活動剪影

19/11/2025

Association Annual General Meeting and Cocktail Reception
協會會員大會和周年酒會



At the Association Annual General Meeting, Mr. Richard Hext of Anglo-Eastern Ship Management Limited was elected Chairman of the Association, succeeding Mr Angad Banga, JP, of the Caravel Group Limited.

於年度會員大會上，中英船舶管理宋睿之先生當選為協會主席，接替拓維集團 Angad Banga 太平紳士。







Event Snapshots
活動剪影



The newly elected Chairman, Mr Richard Hext and Deputy Chairman, Mr Kenneth Lam, JP.
新任主席 宋睿之先生及新任常務副主席林詩鍵太平紳士。



The meeting was followed by the Annual Cocktail Reception, which brought together over 500 esteemed members, friends and guests from Hong Kong and overseas.
大會結束後是午度酒會，來自香港及海外的 500 多位尊貴的會員、朋友和嘉賓到來參與盡興。



VIP group photo with former Association chairmen, senior government officials, and local and overseas guests.
協會前主席、政府高級官員，以及本地和海外貴賓一同合影。

Event Snapshots
活動剪影



"Girls power" in the maritime community
航運界的「巾幗力量」



Association Chairman Richard Hext presented the "30 Year Club" certificate to COSCO Shipping (represented by Mr. Qian Weizhong), celebrating its 30 years of unwavering dedication.
協會主席 宋睿之先生向協會會員中遠海運（由錢衛忠先生代表領取）頒發「30 年會籍證書」，以表彰其三十年來的堅定奉獻。



Photo with International Chamber of Shipping (ICS) team from London.
與來至倫敦的國際航運公會（ICS）團隊合影

Event Snapshots
活動剪影

15/12/2025

Association Luncheon and AMVER Awards Ceremony
協會午宴暨 AMVER 頒獎典禮

The Association organised the AMVER Awards Ceremony to highly recognise the shipping companies in Hong Kong that have supported the AMVER (Automated Mutual Assistance Vessel Rescue) system over the previous year. This year, we were honoured to have Ms Sara M. Johnson, Lieutenant Commander of US Navy, Navy Liaison Officer of US Consulate General in Hong Kong and Macau to present the awards to our member companies.
協會舉辦午宴暨「自動互助船舶救援系統」AMVER 頒獎典禮，高度表揚過去一年支持 AMVER 的香港船舶公司。今年，協會很榮幸邀請到美國海軍少校、美國駐港澳總領事館海軍聯絡主任 Sara M. Johnson 女士頒發獎項予獲獎的會員公司。





12/01/2026

Association Spring Dinner
協會春季晚宴 2026

The Association Spring Dinner, hosted by the China Subcommittee, with the participants of some 230 members and guests, was a happy occasion in the beginning of new year 2026. This featured festive laisee lucky draw, hearty drinking and talent performance.
中國委員會主辦的香港船東會春茗，迎來 230 多位會員及嘉賓，2026 新年伊始一個愉快的社交聚會。晚宴現場氣氛熱烈，大家在利是抽獎、暢飲以及現場音樂伴奏的精彩才藝演唱中，分享了歡樂時光。



Event Snapshots
活動剪影







Group photograph taken with the Legislative Councillor, Executive Committee members, China Subcommittee members, and Secretariat staff.
與立法會議員、執行委員會成員、中國委員會成員及秘書處職員合照。



Association China Subcommittee Chairman Mr. Yang Xianxiang reported to members on the subcommittee's work over the past year.
中國委員會主席楊現祥先生向會員報告委員會過去一年的工作情況。



On behalf of the Association, Chairman Mr. Richard Hext presented a souvenir to former Legislative Councillor (Transport sector) Mr. Frankie Yick, in appreciation of his contributions to Hong Kong's maritime industry.
協會主席宋睿之先生代表協會向立法會前議員（航運交通界別）易志明先生致送紀念品，以表揚他對香港海運業的卓越貢獻。

Singing Session 歌唱環節



7/4/2025

HKSOA Golf Society Events - Association Golf Society Spring Meeting
香港船東會高爾夫球會活動 - 協會高爾夫球春季賽事
















13/10/2025

HKSOA Golf Society Events - Association Golf Society Autumn Meeting
香港船東會高爾夫球會活動 - 協會高爾夫球秋季賽事






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Event Snapshots
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Delegation Visits and Receptions
外訪及接待活動

10/4/2025

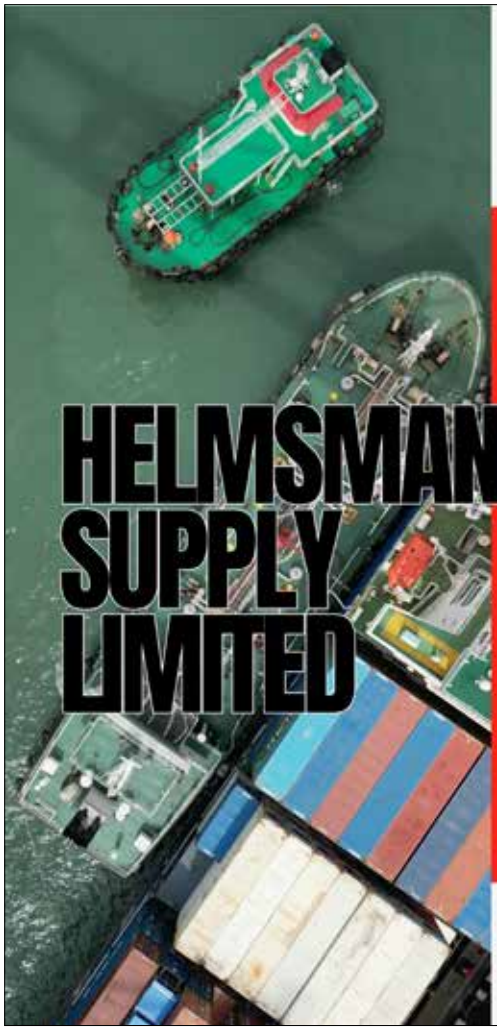


Association Managing Director Ms Sandy Chan and Director of China Affairs Mr. Gilbert Feng, paid a visit to Mr. Li Yongsheng, Deputy Commissioner of the office of the Commissioner of the Ministry of Foreign Affairs in the HKSAR.
協會董事總經理陳佩珊與中國事務總監馮佳培拜會外交部特派員公署李永勝副特派員。

30/4/2025

Association Director of China Affairs, Mr. Gilbert Feng, took part as a panel speaker at the 2025 Green Shipping Forum in Dalian hosted by Xinde Marine.
中國事務總監馮佳培應邀出席由信德海事主辦的「2025 綠色航運論壇－大連」，並擔任專題小組嘉賓。





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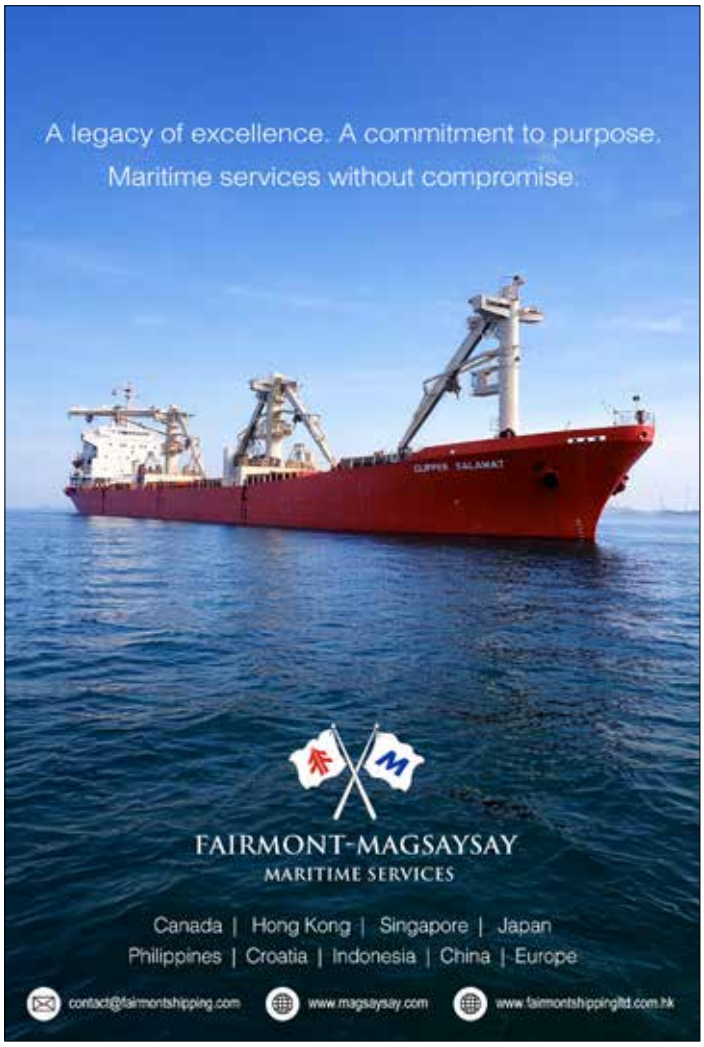
Delegation Visits and Receptions
外訪及接待活動

7/5/2025



Association Chairman Mr. Angad Banga, JP, led senior representatives of the Association to meet with Commissioner Cui Jianchun of the Ministry of Foreign Affairs in the Hong Kong SAR.
協會主席 Angad Banga, JP 率香港船東會高層代表拜會外交部駐香港特別行政區特派員公署崔建春特派員。




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Delegation Visits and Receptions
外訪及接待活動

15/5/2025

Association Director of China Affairs, Mr. Gilbert Feng attended the semi-annual meeting of the International Dry Cargo Shipowners Association in Guangzhou and met Mr. Zhang Aiguo, the Secretary-General of the China Shipowners Association (1st right).
協會中國事務總監馮佳培先生參加國際乾散貨船東協會在廣州舉辦的半年度大會，期間與中國船東會張愛國秘書長等會晤 (右一)。



26-27/5/2025



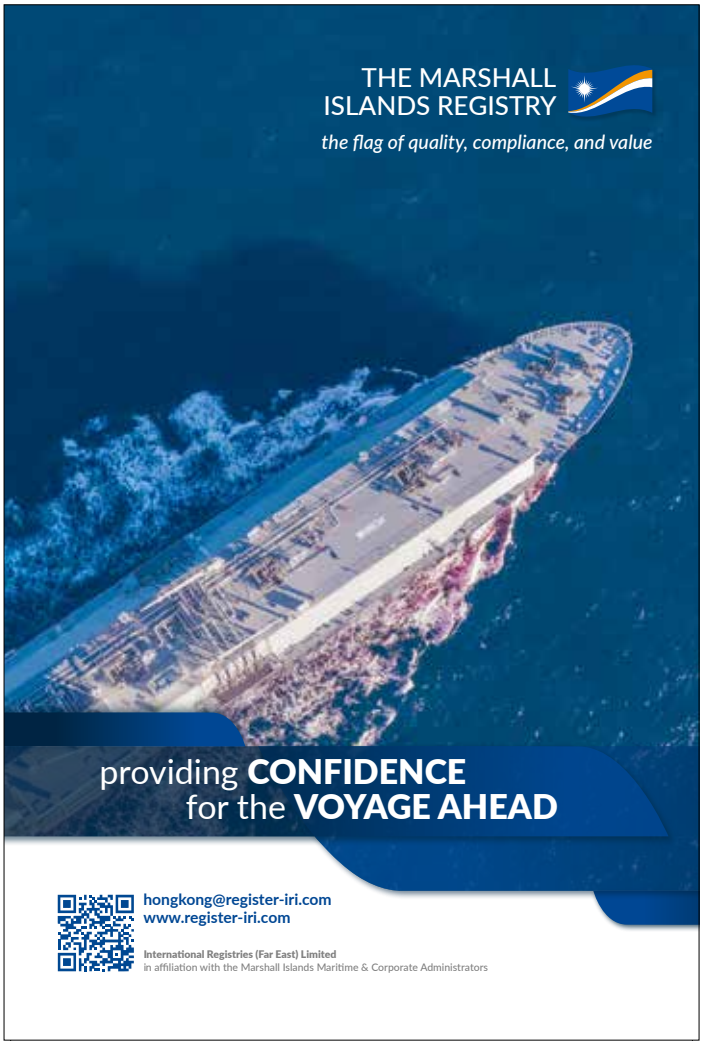
The Association delegation attended the 34th Annual General Meeting of the Asian Shipowners' Association (ASA) held in Jakarta, Indonesia.
香港船東會代表團參加在印尼雅加達舉行的第 34 屆亞洲船東協會年會。





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Delegation Visits and Receptions
外訪及接待活動

10-12/6/2025

Association Managing Director, Ms. Sandy Chan, led an Association delegation to Shanghai.
董事總經理陳佩珊率代表團訪問上海。



The delegation visited Mr. Zhang Xin, Deputy Director of the Shanghai Municipal Transportation Commission.
拜會上海市交通委員會張欣副主任。



The delegation visited Ms. Jiang Ying, General Manager of COSCO SHIPPING Captive Insurance Co., Ltd.
拜會中遠海運財產保險自保有限公司江瑛總經理。



The delegation visited Mr. Chen Hui, Deputy Secretary General of the China Shipowners' Association.
拜會中國船東協會陳珲副秘書長。



The delegation visited Mr. Huang Xiaowen, President, and Mr. Cai Huixing, Executive Vice President, of the Shanghai Shipowners' Association.
拜會上海船東協會會長黃小文及常務副會長蔡惠星。

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William Lai

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Delegation Visits and Receptions
外訪及接待活動

17/6/2025

Prof. Yin Ming, Vice President of Shanghai Maritime University, visited Hong Kong and met with members of the China Subcommittee.
上海海事大學殷明副校長訪港期間與協會中國委員會成員會面。



18/6/2025

Ms Sandy Chan (Managing Director), Mr Kenneth Lam, JP (Treasurer) together with other Association members attended a meeting with the Ministry of Commerce officials at the Liaison Office of the Central People's Government in the Hong Kong SAR.
協會董事總經理陳佩珊、司庫林詩鍵太平紳士，和其他協會成員到中聯辦與商務部官員會面。



Delegation Visits and Receptions
外訪及接待活動

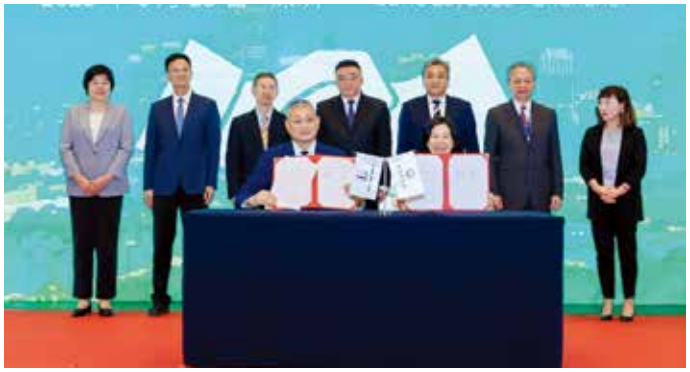
25/6/2025

Association Managing Director, Ms. Sandy Chan led a delegation to Shenzhen to attend the "Mainland-Hong Kong Green Energy Matchmaking Event" jointly organized by the Ministry of Commerce and the HKSAR government's Transport and Logistics Bureau.
協會董事總經理陳佩珊女士率代表團到深圳出席由商務部、香港特區政府運輸及物流局聯合舉辦的"內地——香港綠色能源交流對接活動"。









Ms. Sandy Chan, representing the Association, signed a Memorandum of Understanding (MOU) with Mr. Liu Wei, Deputy General Manager of Sinopec (Hong Kong) Limited.
協會陳佩珊女士代表協會與中石化（香港）有限公司副總經理劉衛先生簽署合作備忘錄。

Delegation Visits and Receptions
外訪及接待活動

2/7/2025



Association Managing Director Ms. Sandy Chan delivered a speech and gave media interviews at the China (Guangzhou Nansha) High-quality Development Conference on Port-neighboring Economy held in Nansha, Guangzhou.
協會董事總經理陳佩珊女士於廣州南沙舉行的中國廣州南沙臨港經濟高質量發展大會上發表講話，並接受媒體採訪。



10-12/7/2025







Managing Director Sandy Chan and China Affairs Director Gilbert Feng spoke and sat on a panel at the International Forum on Ship Technology and Safety 2025 during China Maritime Day events in Bo'ao, Hainan.
董事總經理陳佩珊與中國事務總監馮佳培參加了在海南博鰲舉行的中國航海日活動，並應邀擔任了 2025 中國國際船舶技術與安全論壇演講和討論嘉賓。

Delegation Visits and Receptions
外訪及接待活動

30/7/2025

Association Director of China Affairs, Mr Gilbert Feng attended an expert consultation hosted by the Shenzhen Maritime Safety Administration to discuss the alignment of maritime regulations and the mechanisms integration between Shenzhen and Hong Kong.
協會中國事務總監馮佳培先生應邀參加深圳海事局舉辦的深港海事規則銜接與機制對接研究項目專家諮詢會議。





27-30/9/2025

Association Deputy Chairman, Mr. Richard Hext led a delegation visit to Beijing.
協會宋睿之常務副主席率代表團訪問北京。



The delegation was received by China Association of the National Shipbuilding Industry.
拜會中國船舶工業行業協會



The delegation was received by Mr. Cai Yanxian, Party Secretary of the China Classification Society (CCS)
拜會中國船級社蔡琰先黨委書記

Delegation Visits and Receptions
外訪及接待活動



The delegation was received by the Ministry of Commerce
拜訪商務部



The delegation was received by Mr. Long Zhou, Director-General of the Department of Consular Affairs of the Ministry of Foreign Affairs
拜訪外交部領拜會外交部領事司龍舟司長



The delegation was received by the China MSA of the Ministry of Transport
拜會交通運輸部海事局



The delegation was received by Sinocrew Maritime Services Co., Ltd.
拜會鑫裕盛船舶管理有限公司

Delegation Visits and Receptions
外訪及接待活動

8/10/2025



Mr. Gilbert Feng, Director of China Affairs was invited to be a panelist at the Standard for Professionalism in Shipping Qualifications – Education – Networks organized by the Institute of Chartered Shipbrokers.
中國事務總監馮佳培，應邀擔任由英國特許船務經紀學會主辦的題為「航運資格專業標準—教育—網絡」研討會的討論嘉賓。

19-21/10/2025

Association Deputy Chairman Mr. Richard Hext, and China Subcommittee Chairman, Mr. Yang Xianxiang, led an Association delegation to Shanghai.
協會常務副主席宋睿之先生、中國委員會主席楊現祥先生率香港船東會代表團訪問上海。



The delegation met Mr. Xu Lirong, Chairman of the China P&I Club.
拜會中國船東互保協會許立榮董事長。



The delegation met Mr. Chen Shuai, Deputy Mayor of Hongkou District.
拜訪虹口區政府陳帥副區長。

Delegation Visits and Receptions
外訪及接待活動

The Delegation attended the North Bund Forum events.
代表團出席北外灘國際航運論壇活動。



Photo with representatives of the International Chamber of Shipping (ICS) and Mr. Chen Shuai, Deputy Mayor of Hongkou District.
代表團部分成員及國際航運公會代表與虹口區陳帥副區長合影。



China Subcommittee Chairman, Mr. Yang Xianxiang, attended the International Shipping Cooperation and Development Achievements.
中國委員會主席楊現祥先生出席北外灘論壇國際航運合作發展成果展示儀式。



Association Director of China Affairs, Mr. Gilbert Feng, signed a strategic cooperation agreement with Mr. Tong Chengquan, Secretary General of the Shanghai Shipowners' Association, witnessed by senior representatives from the municipal government and both associations.
中國事務總監馮佳培先生代表協會與上海船東協會秘書長佟成權先生簽署戰略合作協議。上海市交通委員會王旭副主任、上海船東協會黃小文會長及陳佩珊董事總經理共同見證簽字儀式。



Association Managing Director, Ms. Sandy Chan, delivered a speech at the Shanghai-Hong Kong Shipping Cooperation and Development Forum 2025, jointly organized by HKSOA and Shanghai Shipowners' Association.
董事總經理陳佩珊在協會與上海船東協會聯合舉辦的滬港航運合作發展論壇 2025 上致詞。

Delegation Visits and Receptions
外訪及接待活動



Association Managing Director, Ms. Sandy Chan spoke to the press.
陳佩珊董事總經理接受媒體採訪。



Roundtable discussion at the Shanghai-Hong Kong Shipping Cooperation Development Forum 2025.
滬港航運合作發展論壇 2025 圓桌會議討論環節。



The delegation visited the China Maritime Museum.
參觀中國航海博物館。



The delegation visited Mr. Zhang Xin, Deputy Director of the Shanghai Municipal Transportation Commission.
拜訪上海市交通委員會張欣副主任。

21/1/2026

Association Director of China Affairs, Mr. Gilbert Feng, met with Dr. Venus Lun (Director of Special Projects, Logistics and Supply Chain MultiTech R&D Centre) and Mr. Lawrence Yip (Co-Chairman of the Transportation and Logistics Industry Committee), and took a tour of the Port Community System.
中國事務總監馮佳培拜訪物流及供應鏈多元技術研發中心特殊項目總監倫婉霞博士及交通物流行業委員會聯席主席葉海京先生，並參觀港口社區系統。



27/1/2026

China Subcommittee Chairman Mr. Yang Xianxiang and Director of China Affairs Mr. Gilbert Feng, attended the 2026 Hong Kong shipping spring reception, co-hosted by China Merchants Group, HKSOA, and other local maritime organizations.
中國委員會主席楊現祥先生和中國事務總監馮佳培出席了由招商局集團、香港船東會和其他本地航運團體聯合主辦的 2026 年香港航運界聯合春茗。



Delegation Visits and Receptions
外訪及接待活動

9/2/2026

Association Managing Director, Ms. Sandy Chan, and her delegation visited Mr. Feng Xiongya, General Manager of China Shipbuilding Consulting Co., Ltd.
陳佩珊董事總經理一行拜訪中國船舶船海經紀有限公司馮雄雅總經理。



17-20/3/2026

China Subcommittee Chairman, Mr. Yang Xianxiang, led a 50-member strong Delegation including the Maritime Talent Cultivation Alliance members, to Dalian for information and technical exchange in commodity trading, green shipping, fuel supplies and maritime education.
中國委員會主席楊現祥先生率領由 50 名香港船東會和海運人才培育聯盟成員組成的代表團訪問大連，就商品貿易、綠色航運、燃料供應及海事教育等領域進行信息交流與技術探討。



The delegation visited the Dalian Commodity Exchange
拜訪大連大宗商品交易所。



The delegation visited Dalian Maritime University
參觀大連海事大學

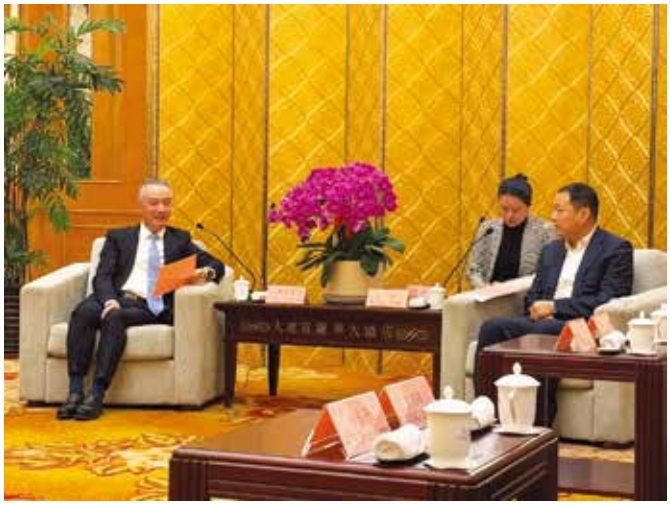
Delegation Visits and Receptions
外訪及接待活動



The delegation attended the Dalian-Hong Kong Shipping Exchange and the Xinde Green Shipping Forum 2026 (Dalian)
出席「大連—香港航運交流座談」及「2026 信德綠色航運論壇（大連）」



Both China Subcommittee Chairman, Mr. Yang Xianxiang and Association Managing Director, Ms. Sandy Chan gave media interviews.
中國委員會楊現祥主席及協會董事總經理陳佩珊分別接受媒體採訪。



Mr. Zhao Dong, Vice Mayor of Dalian, met the delegation led by China Subcommittee Chairman, Mr. Yang Xianxiang.
大連市趙東副市長會見楊現祥主席一行。



The delegation visited the Dalian Northeast Asia International Shipping Centre Research Institute
拜訪大連東北亞國際航運中心研究院。



The delegation visited the Dalian Branch of the China Classification Society.
拜訪中國船級社大連分社。

Association Subcommittees
香港船東會分委會

The Association's Subcommittees advise the Executive Committee on measures and responses that the Association should take on issues of concern or interest to the maritime industry.

香港船東會的分委會，就航運業界所關注的議題及如何保障業界利益，向執行委員會提出建議及應對措施。

China Subcommittee

The China Subcommittee meets to discuss various Chinese mainland issues of interest to the Hong Kong shipping community, putting particular emphasis on strengthening cooperation with major ports and maritime centres. During the year, several delegation visits were arranged to government authorities, trade associations, training institutions and other stakeholders in Qingdao, Shanghai, Guangzhou and Shenzhen, mainly to explore possible areas of cooperation and exchange with respect to the promotion of maritime education, maritime arbitration, seafarers training, high-end maritime services and maritime culture. These included: the joint Shanghai and Hong Kong Maritime Forum in Shanghai with Shanghai Shipowners Association (SSA), the hosting of the 2025 Greater Bay Maritime Forum in Hong Kong, the establishment of the Maritime Talent Cultivation Alliance, the cooperation with GBA and Shanghai in ship exchange and research studies on new shipping developments and maritime services.

中國委員會

中國委員會不時召開會議，討論香港航運界關注的各項中國內地議題，聚焦如何加強與主要港口及航運中心的合作。年內，委員會安排多個代表團訪問內地上海、青島、廣州和深圳等地的政府部門、商會、培訓機構和其他持份者，探討在海事教育、海事仲裁、海員培訓和高端海事服務以及海事文化等方面的合作機會和交流。包括：與上海船東協會聯合舉辦滬港海事論壇、在香港主辦 2025 年大灣區國際航運論壇、成立海運人才培育聯盟、與粵港澳大灣區和上海在船舶交易、航運發展和海事服務研究方面的合作。

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Mr. Yang Xianxiang, SITC International Holdings Co Ltd

Vice Chairman
Mr. Wang Yongxin, China Merchants Energy Shipping Co Ltd

Members
Mr. Qian Weizhong, COSCO Shipping (Hong Kong) Co Ltd
Mr. Kenneth Lam, SeaKapital Limited
Mr. Kenneth Koo, Tai Chong Cheang Steamship Co (HK) Ltd
Ms. Linda Lam, Union Apex Mega Shipping Limited
Capt. Hon Lothair Lam, Hong Kong Ming Wah Shipping Co Ltd
Mr. Frank Ji, Shanghai Seamaster Shipbroking Company Ltd
Mr. Vincent Xu, Equator Fund Management Co Ltd
Mr. Ding Xunqi, SITC International Holdings Co Ltd
Miss Lauria Kwai, Ocean Line Holdings Limited
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Ms. Song Dan, NorthStandard Limited
Mr. James Ieong, Climate Impact Corporation Limited
Mr. Cai Xuanlun, West of England Insurance Services (Luxembourg) S.A.
Ms. Lucinda Liu, C Solutions (Asia) Limited
Mr. Edward Liu, International Chamber of Shipping (China) Liaison Office

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蔡暄倫先生，西英倫保險服務 (盧森堡) 有限公司
劉昕宇女士，C Solutions (Asia) Limited
劉洋先生，國際航運公會中國辦事處

Association Subcommittees
香港船東會分委會

Insurance and Liability Subcommittee

The Insurance and Liability Subcommittee examines current issues, including those affecting marine insurance and member liability. The Subcommittee brings together industry representatives to address emerging risks.

The committee discussed the potential erosion of liability limitations arising from the recent major incident involving damage to port infrastructure. Additionally, the committee expressed deep concerns about potential contractual liabilities arising from the recent USTR determination.

Sanctions enforcement was another matter discussed at length. Recent European Union regulatory changes targeting alleged Russian oil were evaluated. Members examined practical challenges around verifying cargo origins and ensuring ongoing compliance. The implications of any non-compliance on port access rights and liability were also debated.

On security matters, current situations in the Black Sea, Red Sea, Persian Gulf, Gulf of Guinea and other high-risk zones were assessed. The Subcommittee serves as a platform for members to share operational experiences and stay up to date on evolving regional threats, such as mines and military activity.

On behalf of the Association, the Chairman of the Subcommittee also hosts the Asian Shipowners' Association's Ship Insurance and Liability Committee, which meets twice a year. In this committee, members made a passionate appeal for the unfair and unjust criminalisation of seafarers, which remains a deep pain point for the industry.

保險和責任委員會

保險和責任委員會審視目前多個議題，包括討論影響海上保險和成員責任等事項。委員會匯集業界代表共同應對出現的新風險。

委員會討論了近期涉及港口基礎設施損壞的重大事件可能導致責任限制受到侵蝕的問題。此外，委員會對美國貿易代表辦公室（USTR）最新裁定可能引發的契約責任深表憂慮。

執行制裁是另一個詳細討論的問題。就歐盟近期涉嫌針對俄羅斯石油的規管變動進行了評估。委員會成員研究了驗證貨物來源和確保持續合規的實際挑戰，也討論了任何不遵守進入港口的權利和責任所帶來的影響。

至於安全問題，評估了黑海、紅海、波斯灣、幾內亞灣和其他高風險地區的當前局勢。委員會為成員提供一個平台，分享運作經驗並隨時了解不斷變化的區域威脅，例如地雷和軍事活動等。

分委會的主席也代表協會，主持亞洲船東協會船舶保險和責任委員會每年兩次的會議。在該委員會中，成員針對海員遭受不公平與不公正的刑事定罪提出了強烈呼籲，此問題至今仍是航運業界內心深處的痛點。

Chairman
Mr. Gautam Chellaram, KC Maritime Hong Kong Limited

Members
Capt. Shrinath Hegde, Anglo-Eastern Ship Management Ltd.
Capt Firoze Mirza, Bernhard Schulte Shipmanagement (Hong Kong) Ltd Partnership
Capt Rajiv Tetarbe, Chellaram Shipping (Hong Kong) Ltd
Mr James Tai, Chinese Maritime Transport Ltd
Mr Gary Cheng, Fairmont Shipping (HK) Ltd
Mr Gaurav Rajora, Fleet Management Ltd
Mr Gary Cheung, Tai Chong Cheang Steamship Co. (H.K.) Ltd
Mr Wellington Koo, JP, Valles Steamship Co., Ltd
Mr. Frank He, China Merchants Energy Shipping Company Limited
Mr. Paul Marskar, Gard (HK) Ltd
Ms. Winnie Chung, Holman Fenwick Willan
Capt. Gautam Ramaswamy, SeaKapital Limited
Mr. Robert Drummond, NorthStandard Limited

主席
Gautam Chellaram 先生， KC Maritime Hong Kong Limited

委員
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Firoze Mirza 船長，貝仕船舶管理 (香港) 有限責任合夥公司
Rajiv Tetarbe 船長，Chellaram Shipping (Hong Kong) Ltd
戴聖堅先生，中國航運股份有限公司
鄭嘉利先生，東昌航運 (香港) 有限公司
Gaurav Rajora 先生，Fleet Management Ltd
張岳峰先生，泰昌祥輪船 (香港) 有限公司
顧之灝先生 JP，萬利輪船有限公司
何熠明先生，招商局能源運輸股份有限公司
Paul Marskar 先生，Gard (HK) Ltd
鍾穎怡女士，夏禮文律師行
Gautam Ramaswamy 船長，海瀚資本有限公司
Robert Drummond 先生，NorthStandard Limited

Association Subcommittees
香港船東會分委會

Marine Subcommittee

The Marine Subcommittee's role is to review and discuss, safety, environmental, technical, operational and regulatory issues affecting shipping. The committee provides feedback and advice to the International Chamber of Shipping (ICS), which has NGO status at the IMO.

The committee also interacts with the Hong Kong Marine Department, class societies and other interested organisations through its membership. The main issues that the Sub-committee have discussed include Green House Gas legislation (the short, medium and long term measures), the EU Fit for 55 legislation, Ballast Water Convention, Bio Fouling, Bunker Fuel Quality, Hong Kong Recycling Convention, RightShip, Poseidon Principles, Ro Ro & Container Ship Fires, CSR rules and Security and Piracy.

海事委員會

海事委員會的職責是審查和討論影響船舶安全、環保、技術、運營以及監管等議題。委員會向在國際海事組織（IMO）具有非政府組織地位的國際航運公會 (ICS) 提供反饋和建議。

委員會還通過其會員身份與香港海事處、船級社和其他感興趣的組織互動溝通。 委員會討論的主要議題包括是溫室氣體立法（短期、中期和長期措施）、歐盟 Fit for 55 立法、壓載水公約、生物污垢、船用燃料質量、香港回收協議、RightShip（評估船舶安全和效率機構）、波塞冬原則、滾裝船和集裝箱船火災、企業社會責任規則、以及航運安全與防範海盜。

Chairman

Mr Matthew McAfee, Fairmont Shipping (HK) Ltd

Members

Mr Vikas Widge, Anglo–Eastern Ship Management Ltd
Mr Gautam Lahiry, American Bureau of Shipping
Mr Arup Sutradhar, Bernhard Schulte Shipmanagement (Hong Kong) Ltd Partnership
Mr Alex Chiu, Bureau Veritas Hong Kong Ltd.
Capt. HF Zou, China Merchants Energy Shipping Co Ltd
Capt. Shu Bingling, China LNG Shipping (International) Co Ltd
Mr James Tai, Chinese Maritime Transport (Hong Kong) Ltd
Capt. Amit Bhargava, Chellaram Shipping (Hong Kong) Ltd
Mr Patrick Fong, DNV AS
Mr Prakash Chandra, Fleet Management Limited
Mr Vipin Sachdeva, KC Maritime Hong Kong Limited
Mr Edward Koo, Lloyd's Register Asia
Mr Z H Huang, Marine Department HKSAR
Mr Derek Mak, Marine Department HKSAR
Capt. Pradeep Chawla, Maritime Knowledge Ltd, Marine PALS
Mr Bharat Nadgauda, Maersk Shipping Hong Kong Limited
Mr Vikram Dhingra, Pacific Basin Shipping (HK) Ltd
Capt. Gautam Ramaswamy, SeaKapital Limited
Mr G K Venkatasubramanian, Unique Shipping (HK) Ltd
Mr Stanley Luan, Oak Maritime (HK) Inc Ltd
Mr Jitendra Shetty, Tai Chong Cheang Steamship Co (HK) Limited
Capt. J K Zhou, Wah Kwong Maritime Transport Holdings Ltd
Mr Gavin Dsouza, Wallem Group Ltd

主席

馬正明先生，東昌航運 (香港) 有限公司

委員

Vikas Widge 先生，中英船務管理有限公司
Gautam Lahiry 先生，美國船級社
Arup Sutradhar 先生，貝仕船舶管理 (香港) 有限責任合夥公司
招嘉倫先生，立德國際公證香港有限公司
鄒海峰船長，招商局能源運輸股份有限公司
舒炳林船長，中國液化天然氣船務 (國際) 有限公司
戴聖堅先生，中國航運股份有限公司
Amit Bhargava 船長，Chellaram Shipping (Hong Kong) Ltd
方耀輝先生，DNV AS
Prakash Chandra 先生，Fleet Management Limited
Vipin Sachdeva 先生，KC Maritime Hong Kong Limited
顧志翔先生，勞氏船級社
黃子海先生，香港海事處
麥榮德先生，香港海事處
Pradeep Chawla 船長，Maritime Knowledge Ltd, Marine PALS
Bharat Nadgauda 先生，馬士基香港船舶管理有限公司
Vikram Dhingra 先生，太平洋航運（香港）有限公司
Gautam Ramaswamy 船長，海瀚資本有限公司
G K Venkatatasubramanian 先生，懋德航運 (香港) 有限公司
欒文斌先生，和合航業 (香港) 有限公司
Jitendra Shetty 先生，泰昌祥輪船 (香港) 有限公司
周建峰船長，華光海運控股有限公司
Gavin Dsouza 先生，華林集團有限公司

Maritime Personnel, Education and Training (MPET) Subcommittee

The MPET Subcommittee discusses various manpower, training, and seafarer welfare issues. Members shared insights on challenges and opportunities within their areas of operations.

海事人員教育及培訓委員會

海事人員教育及培訓委員會討論多個有關人力、培訓和海員福利等議題。成員就各自業務領域內的挑戰和機遇分享見解。

Association Subcommittees
香港船東會分委會

A major topic was promoting the maritime sector, particularly among youth. Subcommittee members agreed that raising awareness of career paths and the importance of shipping is crucial as the industry evolves.

Subcommittee representatives outlined steps taken within their organisations to support seafarers' mental health, including increased remote communication options and updated policies accommodating special circumstances.

Progress by the IMO and the ILO in establishing competency standards on harassment and bullying was noted. Members reviewed plans for rolling out new training requirements through the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers. Ensuring efficient implementation challenges were addressed.

The Subcommittee also approved the establishment of "HKSOA Academy" to provide value-added courses for the office staff of the member companies. The HKSOA Academy project is expected to go live in April 2026.

Looking ahead, the MPET Subcommittee will continue exploring strategies to attract recruits and maintain a high-calibre workforce. Ensuring regulatory changes incorporate practical, cost-effective solutions remains a priority to support continued operations.

推廣航運業是一個主要議題，特別是向年青人。委員會成員一致認為，隨著行業發展，提高年青人對發展事業途徑及航運重要性的認識至關重要。

委員會代表概述了其公司組織內為支持海員心理健康而採取的措施，包括增加遠端通訊選項和更新適應特殊情況的政策。

注意到國際海事組織和國際勞工組織在制定標準以打擊騷擾和欺凌方面取得的進展。成員審查了透過《國際海員培訓、發證和值班標準國際公約》而推出的新培訓要求計畫，確保能有效實施，應對挑戰。

委員會亦通過成立「香港船東會學院」，為會員公司的辦公室僱員提供增值課程。該學院項目預計將於 2026 年 4 月正式推出。

展望未來，委員會將繼續探索吸引人才和維持高素質工作團隊的策略。確保監管變動結合實用和高成本效益的解決方案仍是支持繼續營運的首要任務。

Chairman
Mr Patrick Lo, Teh Hu Cargocean Management Co Ltd

Members
Capt Aalok Sharma, Anglo-Eastern Ship Management Limited
Capt. Jagdev Ghuman, Fairmont Shipping (HK) Ltd
Capt Soma Nair, Fleet Management Limited
Capt L P Yang, Orient Overseas Container Line Ltd
Mr Shivanand Ray, Pacific Basin Shipping (HK) Limited
Capt. Li Yongzheng, Seacon Ships Management Co., Limited
Ms Leila Trinidad, Wallem Group Ltd
Mr Derrick Wong, Wealth Ocean Services Ltd
Capt. Gautam Ramaswamy, SeaKapital Limited

主席
盧培德先生，德和海運管理有限公司

委員
Aalok Sharma 船長，Anglo-Eastern Ship Management Limited
Jagdev Ghuman 船長，東昌航運 (香港) 有限公司
Soma Nair 船長，Fleet Management Limited
楊林普船長，東方海外貨櫃航運有限公司
Shivanand Ray 先生，太平洋航運 (香港) 有限公司
李永政船長，香港洲際船舶管理有限公司
Leila Trinidad 女士，華林集團有限公司
王展恒先生，裕洋服務有限公司
Gautam Ramaswamy 船長，海瀚資本有限公司

Nominations Subcommittee

The Nominations Subcommittee identifies potential candidates for taking up the official positions and memberships in the Executive Committee as well as the chairs and vice-chairs of other subcommittees, for the consideration of the Executive Committee. The Subcommittee also offer advice to the Executive Committee on potential candidates to serve as the Association's institutional representatives on external organisations.

提名委員會

提名委員會物色可擔任執行委員會主要職位和成員的候選人，以及各分委會的主席和副主席，供執行委員會審議。提名委員會還就擔任協會外部組織機構代表的候選人，向執行委員會提供建議。

Chairman
Mr. Richard Hext, Anglo-Eastern Ship Management Limited

Members
Mr Kenneth Lam, JP, SeaKapital Limited
Mr. Qian Weizhong, COSCO Shipping (Hong Kong) Co., Limited
Mr. Wang Yongxin, China Merchants Energy Shipping Company Limited
Mr. Angad Banga, JP, The Caravel Group Ltd

主席
宋睿之先生，Anglo-Eastern Ship Management Limited

委員
林詩鍵先生 JP，海瀚資本有限公司
錢衛忠先生，中遠海運（香港）有限公司
王永新先生，招商局能源運輸股份有限公司
Angad Banga 先生 JP，拓維集團

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

Abstract

This article examines Hong Kong's strategic position as a global maritime capital. It highlights the alignment of China's economic superpower and its dominant role in global shipping with Hong Kong's world-class maritime and financial ecosystem and its unique advantages as a most "liveable" international city. By integrating shipping, finance, trade, and quality of life factors, Hong Kong offers unparalleled opportunities for maritime executives and businesses. The article argues that Hong Kong's combination of zero-tax shipping regime, deep capital markets, bilingual common law system, and vibrant maritime services cluster positions it as a critical connector between China and global markets, particularly amid green transition and geopolitical shifts. It concludes that Hong Kong's liveability and economic dynamism make it an exceptionally attractive base for the international shipping community.

Keywords: Hong Kong Shipping; Maritime Finance; Ship Leasing; Greater Bay Area; Green Shipping; International Financial Centre; One Country Two Systems

1. The Importance of Shipping

Why is shipping important? The main reason is that we humans need to eat, clothe ourselves, find shelter, and stay warm or cool depending on the outside temperature. We therefore require foodstuffs, textiles, construction materials (such as steel and timber), and fuel. Beyond fulfilling these basic needs, we also aspire to better lives for ourselves, our families and friends, and for the less fortunate. One does not need a PhD in economics to understand that trade is the most efficient way to access the goods we need by concentrating on what we do best while others do the same. In short, trade is at the heart of human welfare. While some have argued for quite some time that nearshoring, friendshoring, and deglobalisation will reduce trade volumes, this has not yet been reflected in the data. Seaborne trade in 2025 is estimated at 13 billion tonnes, having climbed steadily—albeit with interruptions—from 5.2 billion tonnes in 1995.[1]

Moving goods over water is typically the most cost-effective way of transporting cargo over long distances. This is mainly because of the overwhelming economies of scale. A single large 400-metre-long container ship can carry around 200 million kilograms of goods using one engine and a crew of 23 seafarers. This is far more efficient—in terms of capital, fuel (and therefore carbon emissions), and labour—than any other mode of transport. To move the same amount of goods would require an unfeasible 70-kilometre-long train, together with extensive supporting infrastructure. And constructing a railway line between North America and Asia is, of course, inconceivable. That is why about 90% of world trade moves by sea.

(While this is indeed an impressive economic statistic, more important is the contribution to human development that shipping makes. In fact, shipping is one of the few industries that contributes to virtually all of the UN Sustainable Development Goals[2] , with poverty alleviation perhaps the most significant. Those who decry economic growth overlook the human misery it can help prevent. Moreover the significance of ships and shipping goes

摘要

本文探討香港作為全球航運樞紐的戰略定位。文章重點闡述了中國作為經濟超級大國及其在全球航運業的主導地位，如何與香港世界級的航運及金融生態系統，以及其作為最是如何與香港世界級的航運及金融生態系統，以及香港是最『宜居』國際城市的獨特優勢相輔相成、深度融合。國際城市的獨特優勢形成互補與融合。香港透過融合航運、金融、貿易及生活質素等多重元素，為航運業高管及企業提供了無與倫比的發展機遇。為航運業高管及企業提供了得天獨厚的發展機遇。文章指出，香港具備零稅率航運體制、深厚的資本市場、雙語普通法制度以及充滿活力的海事服務集群等優勢，成為中國與全球市場之間的重要樞紐，在綠色轉型和地緣政治轉變之中尤為關鍵。在綠色轉型和地緣政治格局變動之中尤為關鍵。文章總結，香港的宜居程度和經濟活力，使其成為國際航運界極具吸引力的基地。

關鍵詞：香港航運；海事融資；船舶租賃；大灣區；綠色航運；國際金融中心；一國兩制

1. 航運的重要性

為什麼航運如此重要？最主要的原因在於，人類需要進食、穿衣、尋找棲身之所，並根據外界溫度保持身體溫暖或涼快。因此，我們需要食品、紡織品、建築材料（例如鋼鐵和木材）以及燃料。除了滿足這些基本需求之外，我們也渴望為自己、家人、朋友以及弱勢社群創造更美好的生活。沒有經濟學博士學位的也能明白到，貿易是獲取所需商品的最有效途徑，讓我們能夠專注於自身最擅長的領域，而其他人也能夠發揮所長。簡而言之，貿易正是我們福祉的核心。儘管長期以來有觀點認為，近岸外包、友岸外包和去全球化將導致貿易量下降，但數據尚未反映過來。預計 2025 年的海運貿易量將達到 130 億噸，與 1995 年的 52 億噸[1] 相比，錄得穩步增長，即使期間曾出現波折。

海上運輸通常是長途貨運最具成本效益的方式。主因是規模經濟優勢。一艘 400 米長的大型集裝箱船可以靠一台發動機和 23 名船員，運載約 20 萬噸的各種貨物。就資本、燃料（以及碳排放）和勞動力而言，海運比任何其他運輸方式都要高效得多。要運載同等數量的貨物，需要一列長達 70 公里、在現實中不可行的火車，以及大規模的基礎配套設施。當然，在北美與亞洲之間修建一條鐵路更是無法想象的。這正是世界上約 90% 的貿易透過海運進行的原因。

（這的確是一項令人印象深刻的經濟統計數據，但更重要的是航運對人類發展的貢獻。事實上，航運是少數對聯合國所有可持續發展目

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

far beyond the movement of goods. Trade has historically exposed societies to new opportunities, new ideas, and learning that would otherwise have passed them by. History shows that open societies tend to flourish relative to closed ones.)

Despite its importance, the shipping industry is usually invisible except during major accidents or crises. Thus, shipping has been front-page news since March 2026 as a result of the closure of the Straits of Hormuz, through which passed, until then, over 20% of the world's total consumption of oil, gas, and fertilisers.

標[2]都有著貢獻的行業之一，其中扶貧或許是最顯著的一項。那些抨擊經濟增長的人，忽略了它有助避免人類苦難。此外，船舶和航運的意義遠遠超出貨物運輸。歷史上，貿易讓社會接觸到原本可能會擦肩而過的新機遇、新理念和新知識。歷史亦表明，開放社會相較於封閉社會往往更趨繁榮。）

儘管航運業十分重要，但往往不被看見，除非發生了重大事故或危機。因此，自 2026 年 3 月霍爾木茲海峽關閉以來，航運一直是新聞頭條，在此之前，全球超過 20% 的石油、天然氣和化肥總耗量都需要通過該海峽。



Figure 1. Shipping only gets noticed in a crisis: the Ever Given, a 200,000-DWT (20 million kg) container ship stuck in the Suez Canal in 2021 (generated by AI)
圖 1. 航運業只有在危機中才會引起注意：長賜號（Ever Given），一艘 200,000 載重噸（2,000 萬公斤）的貨櫃船於 2021 年擱淺於蘇伊士運河（由人工智能生成）

1. *Data sourced from Clarksons Research.*
2. *UN (2015), Transforming our World: The 2030 Agenda for Sustainable Development (A/RES/70/1).*

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

2. China's Global Clout

Having outlined the reasons for the importance of shipping, we now turn to the importance of China in the world economy and, not coincidentally, the importance of shipping to China.

China has the world's second-largest population—about four times that of the USA, which has the third-largest population. It is also the world's largest economy when measured by purchasing power parity (PPP) at about USD 40 trillion in 2025[3], and the second-largest economy when measured by market exchange rates at about USD 19.4 trillion in 2025 . The gap between China's GDP measured at PPP and at market exchange rates reflects the fact that money has significantly higher purchasing power within China than in the US. Consequently, China's PPP-adjusted GDP more accurately captures the massive volume of its physical output, including world-leading production of food, steel, infrastructure, and other goods that would cost considerably more if valued at international market prices.

2. 中國的全球影響力

在概述了航運業的重要性之後，接下來探討中國在世界經濟中舉足輕重，絕非巧合的是，航運業對中國同樣十分重要。

中國擁有世界第二大人口，約為世界第三大人口國美國的四倍。按購買力平價（PPP）計算，中國是世界第一大經濟體，2025 年約達 40 萬億美元； 若按市場匯率計算則為第二大經濟體，2025 年約 19.4 萬億美元[3]。中國按購買力平價與按市場匯率衡量，兩者 GDP 之間的差距，反映出貨幣在中國境內的購買力顯著高於在美國的。因此，經調整購買力平價的中國 GDP，更能準確地反映其龐大的實物產出規模，其中包括糧食、鋼鐵、基礎設施及其他處於世界領先地位的產品；若以國際市場價格計算，這些產出的價值將高得多。

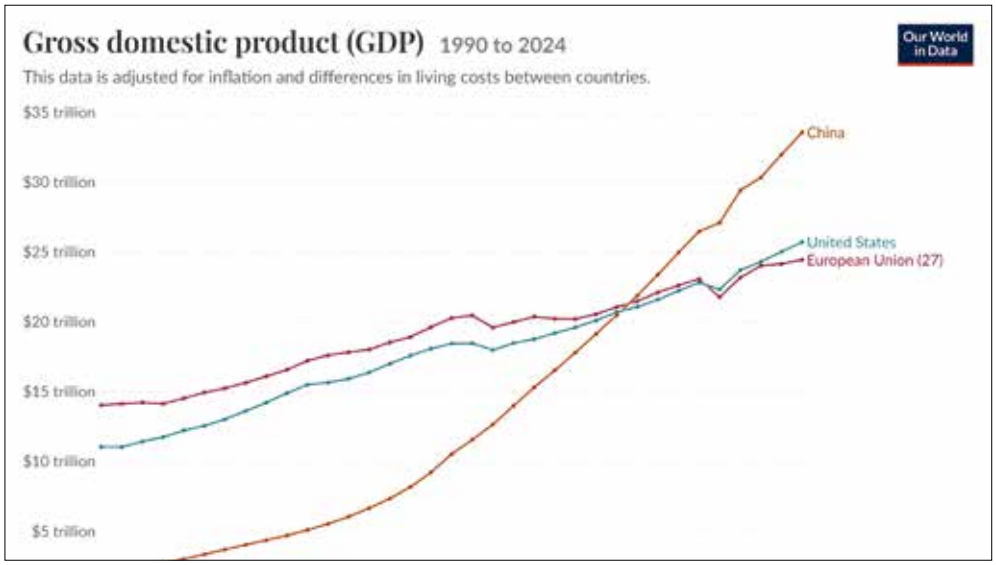


Figure 2. Graph comparing GDP development (PPP) in China, the USA, and Europe from 1990 to 2024 (Source: Our World in Data)
圖 2. 1990 年至 2024 年間，中國、美國與歐洲 GDP（購買力平價）發展比較圖（資料來源：Our World in Data）

The renowned U.S. economist Branko Milanovic, in his just published *The Great Global Transformation*, puts China's GDP today in a historical context thus: "China has 'exploded': from producing 2% of global output in 1974, its share has risen to 22% in 2022. This was achieved by a prowess unrecorded in world economic history. Between 1978 and 2022, China has grown at an average (compounded) annual rate of 8.1% per capita. Never in history have so many people improved their incomes so much over such a long uninterrupted period."[4]

美國著名經濟學家 Branko Milanovic 在其剛出版 的《The Great Global Transformation》 一書中，將中國當前的國內生產總值進行歷史性闡述 ：「中國實現了『爆發式增長』：在全球總產出中所佔的份額從 1974 年的 2% 飆升至 2022 年的 22%。這項成就是世界經濟史上從未記載過的卓越表現。1978 年至 2022 年間，中國的人均經濟年均（複合）增長率達到 8.1%。縱觀歷史，從未有過如此龐大的人口，在如此漫長且未曾間斷的時期內，實現如此大幅度的收入增長。」[4]

3. Data sourced from World Bank.
4. Milanovic, B. (2026), The Great Global Transformation: The United States, China, and the Remaking of the World Economic Order. Chicago: University of Chicago Press.

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

Currently China is the world's largest manufacturer and the world's second-largest consumer. It is a global leader in e-commerce, AI, robotics, electronics, batteries, and solar and wind energy. China's economic clout has been created by the combination of its vast domestic monolingual "single market," the rapid urbanisation of its population, and an extraordinary work ethic, a high level of education and ambition, and a relatively homogeneous culture developed over millennia. China is also the world's largest trading nation. Thus, in 2025, China imported 3.2 billion tonnes of cargo by sea (25% of global total imports), including 1.24 billion tonnes of iron ore (76% of global imports of this commodity), 379 million tonnes of coal (28% of global imports), and 568 million tonnes of oil and oil products (19% of global imports). China was also by far the largest exporter of containerised cargo, at 66 million TEU (29% of the global total). All these figures are from Clarkson. Given these volumes of cargo, it is unsurprising that China has a larger maritime sector than any other country.

The main components of China's maritime sector are shipbuilding, shipowning and port operations. Thus:

- China's shipbuilding sector is the largest globally and ended 2025 with an orderbook of over 110 million compensated gross tonnes, about 62% of the global total.
- China is the world's largest shipowning nation. China's shipowners controlled, at the end of 2025, some 16,649 vessels, (measuring 317m gross tonnes, about 18% of the world total) and had on order another 66.7 million gross tonnes, about 20% of the world total.[5]
- China's own container ports dominate the world port size rankings and it owns a growing portfolio of ports overseas (via US$23.9 billion invested in 363 investments in overseas ports and related activities[6]).

3. Hong Kong's Importance

Hong Kong's explosive commercial success in the last quarter of the 20th century was seeded by China's extraordinary reforms that began with Deng Xiaoping's decision on 26 August 1980 to set up "Special Economic Zones" in Shenzhen, Zhuhai, and Shantou.

These zones are now all part of today's Greater Bay Area (GBA), which is a product of Deng Xiaoping's "seed". The GBA had a GDP at market exchange rates of about US$2.15 trillion in 2025[7] and is home to the headquarters of companies such as BYD, arguably the world's leading EV company; DJI, the world's largest drone manufacturer; Huawei, the world's largest manufacturer of telecommunications equipment; and Tencent, which operates the world's largest "super app" with about 1.3 billion users. Hong Kong is fast integrating itself into the GBA, thereby expanding the opportunities on its doorstep.

目前，中國是全球最大的製造業國家和第二大消費市場，也是電子商務、人工智能、機器人技術、電子產品、電池、太陽能和風能等各領域的全球領導者。中國經濟實力的崛起源於龐大的國內單一語言「單一市場」、快速的人口城鎮化，以及非凡的敬業精神、高水平的教育與抱負，還有數千年來形成的相對同質文化。而中國也是全球最大的貿易國。故此，2025 年中國海運貨物進口量達 32 億噸（佔全球進口總量的 25%），當中包括 12.4 億噸鐵礦石（佔全球進口總量的 76%）、3.79 億噸煤炭（佔全球進口總量的 28%），以及 5.68 億噸石油和石油產品（佔全球進口總量的 19%）。中國也是迄今最大的集裝箱貨物出口國（出口總量達 6,600 萬個標準箱，佔全球出口總量的 29%）。上述所有數據均來自克拉克森公司。鑑於如此龐大的貨運總量，中國比其他任何國家擁有更大規模的航運產業也就不足為奇了。

中國航運業的主要組成部分是造船、船東和港口運營。因此：

- 中國的造船業是全球最大的，截至 2025 年底，訂單總額超過 1.1 億修正總噸，約佔全球總量的 62%。
- 中國是全球最大的船舶擁有國。截至 2025 年底，中國船東管控約 16,649 艘船舶（總噸位達 3.17 億噸， 約佔世界總噸位的 18%），另有 6,670 萬總噸的船舶正在建造中，約佔世界總噸位的 20%[5]。
- 中國本土的集裝箱港口在世界港口規模排名中佔據主導地位，而海外港口組合正不斷增長（通過投放 239 億美元資金，投資 363 個海外港口及相關活動[6]）。

3. 香港的重要性

香港的商業在 20 世紀最後 25 年取得爆炸性成功，源於中國非一般的改革。而改革則始於 1980 年 8 月 26 日鄧小平決定在深圳、珠海和汕頭設立「經濟特區」。

這些特區如今都已成為粵港澳大灣區（簡稱大灣區）的一部分，而大灣區正是鄧小平「播種」的成果。2025 年，大灣區的 GDP 按市場匯率計算約高達 2.15 萬億美元[7]，匯聚了眾多巨頭企業的總部，例如：比亞迪，堪稱全球領先的電動汽車企業；大疆創新，全球最大的無人機製造商；華為，全球最大的電信設備製造商；以及騰訊，運營全球規模最大的「超級應用程式」，約共有 13 億用戶。香港正快速融入大灣區，從而拓展鄰近地區的發展機會。

5. Data sourced from Clarksons Research.
6. Thome, L., Fedorochko, R., Zhang, S. (2026), Chinese-Financed Ports Overseas and Related Terminals (CPORTS) Dataset, Version 2.0, 2000-2025. AIDDATA.
7. Data sourced from the annual session of the Guangdong Provincial People's Congress in 2025.

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

Whilst China's policies towards Hong Kong have greatly boosted Hong Kong's economy, Hong Kong has made very considerable contributions to overall Chinese economic development, both in its own right and as a testing ground for various economic models and financial policies.

Since the 1997 resumption of sovereignty by China, Hong Kong has become even more important to China, largely because, while Hong Kong is part of China, its operating system remains distinct. Beijing recognises Hong Kong's differences as valuable advantages. Thus, in the Chinese mainland, business contracts are subject to Chinese law in the Chinese language, whereas in Hong Kong contracts are governed by a bilingual (Chinese and English) common law system—this feature is globally unique to Hong Kong. Businesses in Chinese Mainland operate under capital controls, whereas businesses in Hong Kong remit capital in and out according to their needs and, of course, in compliance with regulations. China's currency is the RMB; Hong Kong uses the HK dollar, which is pegged to the USD. The proportion of foreigners living in Hong Kong is higher than in any other major Chinese city.

Hong Kong is a very attractive and "liveable" place for its international community and provides a convenient "East meets West" environment for its citizens. The framework of "One Country, Two Systems" continues to be the central guiding principle in China and Hong Kong today.

How can Hong Kong's success be measured? The government regularly points to its status as a premier international centre for shipping, finance, and trade. These three factors are deeply interconnected. As noted, about 90% of world trade moves by sea, so the connection between shipping and trade is clear. But trade and finance are also closely interdependent. As United Nations Conference on Trade and Development (UNCTAD) recently put it:

"Behind every shipment is a credit line. Behind every container is an exchange rate. And behind every trade route is a network of banks. Today, more than 90% of world trade relies on trade finance. Banks, payment systems and financial instruments like derivatives increasingly determine who can trade, on what terms and at what cost." [8]

Trade is central to Hong Kong's economy. Hong Kong is a "free port" that does not charge customs duties on imports and exports. In 2025, Hong Kong's GDP stood at US$427 billion, while merchandise trade totalled US$1.4 trillion—over three times GDP.[9] Globally, trade amounts to roughly one third of GDP. These figures explain why trade is so crucial to Hong Kong's DNA.

In finance, Hong Kong is ranked as the world's third global financial centre in the Global Financial Centres Index[10], behind only New York and London, and well ahead of other regional cities in Asia. Given the scale of Hong Kong's trade figures, we should not be surprised by the breadth and depth of its financial sector. The Hong Kong Stock Exchange Limited (HKEX) is one of the world's

雖然中國對香港的政策大大促進了香港的經濟發展，但與此同時，香港不僅憑著自身實力，更作為各種經濟模式和金融政策的試驗場，為中國的整體經濟發展作出了相當大的貢獻。

自 1997 年中國恢復行使主權以來，香港對中國的重要性與日俱增，主要是因為，儘管香港是中國的一部分，但運作體系依然保持其獨特性。北京將香港與之的差異視為有價值的優勢。在中國內地，商業合同受中國中文法律約束，而香港的合約則遵循中英雙語普通法制度，這一特徵在全球範圍內僅香港獨有。中國內地的企業受到嚴格的資本管制；而香港的企業則可以根據自身需求，並在符合法規的前提下，自由跨境調撥資金。中國貨幣是人民幣；香港則使用與美元掛鉤的港幣。居住在香港的外籍人士比例高於任何一個中國其他主要城市。

香港對國際社會而言，是一個極具吸引力和“宜居”的地方，並為市民提供一個便利的「東西方交融」環境。「一國兩制」框架至今仍然是中國內地對香港指導的核心原則。

如何衡量香港的成功？特區政府經常強調香港作為國際航運、金融和貿易中心的地位。這三方面是緊密相連的。如前所述，超過 90% 的全球貿易是透過海運進行，因此「航運」與「貿易」之間的聯繫顯而易見。但「貿易」與「金融」也相互依存。正如聯合國貿易和發展會議最近所述：

「每一批貨物運輸背後都涉及信貸額度，每一個集裝箱背後都關乎匯率，每一條貿易路線背後都觸及銀行網絡。今時今日，全球超過 90% 的貿易依賴著貿易融資。銀行、支付系統以及金融衍生工具日益取決著誰可以進行貿易、以什麼條件及成本進行[8]。」

貿易是香港經濟核心。香港是“自由港”，不徵收任何進出口關稅。2025 年，香港的 GDP 為 4,270 億美元，而商品貿易總額高達 1.4 萬億美元，是 GDP 的三倍多[9]。在世界各地，貿易額普遍約佔 GDP 的三分之一。這些數字正好解釋了貿易為何對香港的經濟結構如此重要。

金融方面，香港在全球金融中心指數中排名第三[10]，僅次於紐約和倫敦，並遠遠超越亞洲其他地區城市。鑑於香港貿易數字的規模，其金融業的廣度和深度也就不足為奇了。香港交易及結算所（港交所）是全球最大的證券交易所之一：截至 2026 年 1 月底，其市值約為 6.5 萬

8. UNCTAD (2025, December 2), Over 90% of Global Trade Now Depends on Finance, Reshaping Opportunities and Deepening Vulnerabilities.
9. Data sourced from Hong Kong Trade Development Council and Commerce and Economic Development Bureau.
10. Z/Yen Group, China Development Institute (2026), The Global Financial Centres Index 39. Long Finance.

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

largest stock exchanges: its market capitalisation was about US$6.5 trillion at the end of January 2026[11]. In 2025, funds raised through IPOs in Hong Kong exceeded US$36 billion[12], making it the top IPO market globally. Hong Kong constantly connects international capital with investment opportunities in the mainland and Hong Kong, and mainland capital with investment opportunities internationally and in Hong Kong.

According to recent work by the Boston Consulting Group, Hong Kong has overtaken Switzerland to become the world's largest offshore wealth management centre. Hong Kong's banking sector is one of the largest and most internationally connected in the world, with total assets of licensed banks of US$3.1 trillion in 2024[13] and more than 70 of the world's 100 largest banks[14] operating in the city. Hong Kong is also by far the most important centre for yuan financing outside the Chinese Mainland, handling about 75% of offshore yuan payments[15].

Beijing's Fifteenth Five-Year Plan, just finalised, makes "yuan internationalisation" a key focus and positions Hong Kong as a key offshore renminbi hub. This is a crucial policy tool for Beijing, as it allows its currency to be traded freely by international investors without risking the volatility that full capital account liberalisation might bring to the mainland economy. Lastly, Hong Kong has a comprehensive regulatory framework for digital assets, including stablecoins, allowing the city to develop business in this field and act as a testing ground for future policy in the Chinese Mainland.

億美元[11]；2025 年，通過香港 IPO 籌集資金超過 360 億美元[12]，成為全球最大的 IPO 市場。香港不斷將國際資本與內地及香港的投資機會相對接，同時也將內地資本與國際及香港的投資機會相對接。

根據波士頓諮詢公司最新的研究報告，香港已超越瑞士，成為全球最大的離岸財富管理中心。香港銀行業是全球規模最大、與國際聯繫最緊密的銀行業之一，持牌銀行的總資產在 2024 年達 3.1 萬億美元[13]，而全球 100 家最大銀行中，有 70 多家均在香港設立業務[14]。香港也是目前中國內地以外最重要的人民幣融資中心，處理約 75% 的離岸人民幣支付[15]。

北京剛落實的「十五五」規劃將「人民幣國際化」列為重點，並將香港打造為重要的離岸人民幣樞紐。這是北京一個至關重要的政策工具，因為它允許國際投資者自由進行人民幣交易，而無需承擔資本帳全面自由化可能對中國內地經濟帶來的波動風險。最後，香港擁有完善的數字化資產監管框架，包括穩定幣，好使香港能夠在這領域發展業務，並成為中國內地未來政策的試驗場。



Figure 3. A night view of Hong Kong, including the Bank of China Tower (Hong Kong) (designed by I. M. Pei), HSBC (designed by Norman Foster), and Standard Chartered Bank. The Hong Kong and Shanghai Banking Corporation was founded by Thomas Sutherland, a shipowner
圖 3. 香港夜景，包括中銀大樓（由貝聿銘設計）、匯豐總行大樓（由 Norman Foster 設計）以及渣打銀行大樓。香港上海匯豐銀行由船東 Thomas Sutherland 創立。

11. HKEX (2026), Monthly Market Highlights–January 2026.
12.HKEX (2026), Annual Report 2025.
13. KPMG (2025), Embracing the Future: Hong Kong Banking Report 2025.
14. See Financial Services Development Council (FSDC), Banking Sector Information Page.
15. Data sourced from Hong Kong Monetary Authority (HKMA).

4. Hong Kong's Maritime Sector

Hong Kong's financial clout matters for the maritime sector. Every maritime transaction has a financial dimension: vessel acquisition, trade execution, insurance, leasing, and decarbonisation all require capital. The depth of Hong Kong's financial markets means that all of these transactions can be executed in one city, under one legal system, in one time zone, and within one set of professional relationships. Thus:

HKEX lists major shipping, logistics, and ports companies including Pacific Basin Shipping, SITC International, Orient Overseas (International), five separately listed COSCO SHIPPING companies, China Merchants Port Holdings, Qingdao Port International, Liaoning Port, Qinhuangdao Port, CK Hutchison Holdings (a conglomerate with a major ports division), NWS Holdings, Shenzhen International Holdings, and Chu Kong Shipping Development.

The collective equity market capitalisation of shipping and ports companies listed in Hong Kong is the largest or second largest (vying only with New York) in the world.

Eight of the world's top ten bookrunners of ship finance have offices in Hong Kong—the most in the world, tied with London. Loans and advances to the shipping industry in Hong Kong reached approximately US$12.6 billion as at end 2022.[16] This banking depth means that maritime borrowers can access competitive syndicated loan facilities, structured finance, and sale-and-leaseback arrangements without leaving the city.

Hong Kong's deep pool of institutional capital is directly relevant to maritime activity: private equity funds invest in vessel acquisition, family offices fund fleet expansion, infrastructure funds finance port and bunkering assets, and institutional investors provide liquidity that supports ship leasing securitisation and maritime bond markets. No other city in the region offers the same depth and breadth of maritime capital—covering syndicated lending, bond issuance, financial leasing, sustainability-linked lending, and IPO potential—within a single financial ecosystem.

Hong Kong's recently introduced ship leasing regime—0% profits tax for qualifying ship lessors—has produced tangible results: the number of qualifying ship leasing companies grew from 11 in 2020/21 to 46 in 2022/23[17]. The forthcoming demise charter (DC)-In/DC-Out framework will allow vessels to be chartered into the Hong Kong flag while retaining underlying ownership registration elsewhere, designed specifically for the operating models of Chinese financial leasing institutions, which hold one of the world's largest ship asset portfolios.

4. 香港的海運業

香港的金融實力影響著海運業。每一項海運交易都涉及金融層面：船舶購置、貿易執行、保險、租賃和脱碳都需要資金。香港金融市場的深度，意味著這些交易全都可以在一個城市、一個法律體系、一個時區，透過一套專業聯繫中完成。因此：

在港交所上市的主要航運、物流和港口公司包括：太平洋航運、海豐國際、東方海外（國際）、五間獨立掛牌上市的中遠海運公司、招商局港口控股、青島港國際、遼寧港口、秦皇島港股份、長和（擁有大型港口業務的企業集團）、新創建集團、深圳國際以及珠江船務。對於一家有意籌集股本的海運公司來説，香港是全球最具深度且最方便國際參與的股票市場之一。

在香港上市的航運與港口公司的總市值位居全球第一或第二（僅次於紐約）。

全球十大船舶融資機構中，有八家在香港設有辦事處，與倫敦並列全球最多。截至2022年底，香港航運業的貸款和墊款總額約為126億美元[16]。如此雄厚的銀行實力意味著，海事借款人無需離開香港即可獲得具有競爭力的銀團貸款、結構性融資以及售後租回安排。

香港雄厚的機構資本與海事活動息息相關：私募股權基金投資船舶收購，家族辦公室注資船隊擴張，基礎設施基金融資予港口和燃油補給資產，以及機構投資者提供流動資金以支持船舶租賃證券化和海事債券市場。區域內沒有其他城市能夠在單一金融生態系統中，提供同等深度和廣度的海事資本，涵蓋銀團貸款、債券發行、融資租賃、永續發展掛鉤貸款以及IPO潛力。

香港近期推出的船舶租賃制度——符合資格的船舶租賃公司可享有0%的利得税——已取得顯著成效：符合資格的船舶租賃公司數量從2020/21年度的11家增至2022/23年度的46家[17]。即將推出的「光船租賃入/出」框架將允許船舶在保留其他地區所有權登記的情況下，以香港船旗進行租賃，框架是專為擁有全球最大船舶資產組合之一的中國融資租賃機構的營運模式而設計。

16. Transport and Logistics Bureau (TLB) (2023), Action Plan on Maritime and Port Development Strategy. The Government of the Hong Kong Special Administrative Region (HKSARG).
17. Data sourced from Hong Kong Fact Sheet–the Port Page.

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

Another set of policy measures that deserves special mention relates to Hong Kong's initiative to promote commodity trading, including a half-rate profits tax, new regulations, and physical infrastructure and logistics support. These measures leverage Hong Kong's ownership of the London Metal Exchange, the world's premier marketplace for industrial metals, facilitating over US$15 trillion in annual derivatives trading and setting global benchmark prices for copper, aluminium, zinc, nickel, tin, and lead.[18] The Qianhai Mercantile Exchange, also majority-owned by Hong Kong Exchanges and Clearing Limited (HKEX), is positioned to serve China, the world's largest consumer of commodities.

Major banks in Hong Kong have established dedicated green shipping desks, offering sustainability-linked loans with margin ratchets tied to Carbon Intensity Indicator (CII) performance for vessel retrofitting, dual-fuel newbuilds, and green fuel infrastructure. These are essential products for an industry that must invest hundreds of billions of dollars in decarbonisation over the coming decades.

These financial aspects are crucial ingredients in Hong Kong's shipping sector recipe, but they are not sufficient on their own. Beyond banks and other financial service providers, Hong Kong's shipping sector also includes over a thousand companies that own and operate ships of all types, manage ships—both technically and commercially, crew ships, insure ships, provide legal and arbitration services, classify ships, build ships, supply consumables and spare parts, provide flag registration, offer port and logistics services, bunker vessels, and deliver other maritime services. Hong Kong's shipping sector is vibrant precisely because all these sub-sectors are present in the city, taking full advantage of their proximity to one another and Hong Kong's financial strength. Let us look at each of these in turn.

First, shipowning. Vessels controlled from Hong Kong represent nearly 10% of the global merchant fleet by deadweight tonnage.[19] Shipowners based in Hong Kong benefit from zero tax on international shipping income, access to Asia's deepest capital markets for fleet acquisition and refinancing, a world-class ship management cluster for technical operations, and the most comprehensive marine insurance market in Asia. Local owners also benefit from a first-class flag register. The Hong Kong-flagged fleet comprises about 1,900 vessels totalling approximately 110 million gross tonnes.[20] The Hong Kong flag is the only major international ship registry that simultaneously provides access to a full maritime services ecosystem and to the Chinese Mainland market, all within a trusted common law jurisdiction with zero tax on international shipping income.

Second, ship management. Hong Kong is one of the world's leading centres for third-party ship management. Five of the global top ten ship managers have operations in Hong Kong, and three—Anglo-Eastern, Fleet, and Wallem—are headquartered in the city. Perhaps the most important role of ship managers is

另一組值得特別提及的政策措施，是近期旨在推廣香港大宗商品交易的舉措，包括利得稅稅率減半、新法規以及提供實體基礎設施和物流支援。這些措施充分利用了香港全權持有倫敦金屬交易所的優勢。倫敦金屬交易所是全球首屈一指的工業金屬交易市場，每年促成超過 15 萬億美元的衍生商品交易，並為銅、鋁、鋅、鎳、錫和鉛等金屬設定全球基準價格[18]。前海聯合交易中心也由港交所持有多數股權，旨在服務中國——全球最大的大宗商品消費國。

香港的主要銀行已設立專門的綠色航運部門，提供與碳強度指標績效掛鉤，並具備利率調整機制的可持續發展聯動貸款，用於船舶改造、雙燃料新造船以及綠色燃料基礎設施。這些都是航運業在未來幾十年必須投資數千億美元以實現脱碳目標的不可或缺產物。

上述金融要素是香港航運業發展的關鍵環節，但光是它們還不足以成就一切。除了銀行和其他金融服務提供者之外，香港航運業還包括一千多家各類型公司，業務涵蓋擁有和經營各類船舶，並負責包括技術和商業層面的管理和船員配備，為船舶提供保險、法律和仲裁服務、船舶入級、建造、耗材和備件供應、船旗國登記、港口和物流服務、船舶燃料加注以及其他航運相關服務。香港航運業之所以充滿活力，正是因為所有子行業都聚集香港，充分利用彼此鄰近優勢以及香港雄厚的金融實力。接下來，我們將逐一了解這些子行業。

第一，船東。香港擁有的船舶以載重噸位計算約佔全球商船隊的 10%[19]。香港船東享有國際航運收入免稅優惠、進入亞洲最雄厚的資本市場進行船隊收購和再融資、利用世界級的船舶管理集群執行技術營運，以及在亞洲最全面的海事保險市場開展業務等多項優勢。本地船東更可受惠一級船旗國註冊。香港船隊由約 1,900 艘船舶組成，總噸位約 1.1 億噸[20]。香港船旗是唯一能夠同時對接完整海事服務生態系統與中國內地市場的主要國際船舶註冊處，一切都可在一個值得信賴的普通法管轄區內進行，並享有國際航運收入免徵稅。

第二，船舶管理。香港是全球領先的第三方船舶管理中心之一。全球前十大船舶管理公司中，有五家在香港設有業務，其中三家—— 中英船務、Fleet 和華林——總部設於香港。船舶管理最核心的職責，也許在於招募和培訓無論在海上還是岸上，均兼備安全營運船舶所需的技術和語言（包括英語）能力的海事人才。這些公

18. Data sourced from London Metal Exchange.
19. Data sourced from Hong Kong Shipowners Association (HKSOA).
20. See HKSARG Marine Department, Hong Kong Fact Sheet–the Port Page.

to employ and train seafaring talent, both at sea and ashore, with the technical and language (including English) skills needed to operate ships safely. These companies require efficient residence visa arrangements, excellent flight connections, and an attractive living environment for their people. For ship managers, Hong Kong's combination of these factors, along with regulatory quality and proximity to both Chinese and international shipowners, is difficult to beat.

Third, a wide range of marine services, including shipbroking, marine insurance, and shipping law. Hong Kong's shipbroking community serves the world's most active dry bulk and energy shipping markets. For brokers specialising in capesize iron ore, coal, and grain trades—trades overwhelmingly driven by Chinese demand—there is no better vantage point than Hong Kong. The city provides direct access to Chinese charterers, commodity traders, and cargo interests within the Asian trading day. Hong Kong is Asia's leading marine insurance hub and the world's fourth ranked insurance centre. With 11 of 12 International Group P&I Clubs present—second only to London—and a rapidly growing Chinese hull and cargo insurance market nearby, Hong Kong gives marine insurers access to both established international markets and the fastest-growing risk pool in the world. As already noted, Hong Kong is the only jurisdiction in the world that operates a bilingual common law system in English and Chinese. For maritime disputes involving Chinese and international parties—which represent an increasing share of global shipping disputes—Hong Kong offers a legal forum trusted by both sides, in a language both can use, with awards enforceable both in the Chinese Mainland and internationally.

Fourth, sitting within two hours' drive of Hong Kong's CBD are three of the world's largest container port clusters in Shenzhen, Guangzhou, and Hong Kong itself. The container port industry is another case study of how the "Hong Kong model" has driven major success in the Chinese Mainland. Hong Kong continues to benefit from this activity as the operational headquarters and listing venue for Hutchison Ports, China Merchants Ports, and COSCO Ports, three of the largest port operators in the world. Meanwhile, Hong Kong's own port hosts over 240 international container liner services per week serving more than 460 global destinations, making it one of the most comprehensively connected ports in the world.

Hong Kong was also the seventh-largest bunkering port in the world in 2023, and in that year 22.5% of ocean-going vessels visited Hong Kong primarily for bunkering.[21] The global shipping industry's transition to green fuels will create new opportunities for Hong Kong, as China is a major source of various types of green maritime fuels. These fuels will need to be traded, financed, insured, and hedged—just like oil and coal today. Hong Kong's combination of financial markets, proximity to China's green fuel production capacity, and planned bunkering infrastructure positions it to become a leading green fuel bunkering and trading centre. The Hong Kong Government has made improving infrastructure for green fuel bunkering a priority.

司需要高效的居留簽證安排、極好的航班網路以及優質的生活環境。對於船舶管理公司而言，香港不僅兼具上述優勢，更結合完善的監管環境以及毗鄰中國內地與國際船東的有利位置，使香港的競爭地位難以被超越。

第三，香港提供廣泛的海事服務，包括船舶經紀、海事保險和航運法。香港的船舶經紀公司服務於全球最活躍的乾散貨和能源運輸市場。對於專精於好望角型鐵礦石、煤炭和穀物貿易（主要受中國需求所驅動）的經紀商而言，香港無疑是最佳的戰略據點，讓他們得以在亞洲交易時段內，直接對接中國的承租人、大宗商品貿易商和貨方。香港是亞洲領先的海事保險中心，也是全球第四大保險中心。十二家國際保賠協會中，有十一家在香港提供服務（僅次於倫敦），加上毗鄰快速增長的中國船體和貨物保險市場，香港造就海事保險公司能夠同時進入成熟的國際市場和全球增長最快的風險池。如前所述，香港是世界上唯一一個實行中英雙語普通法體制的司法管轄區。針對任何涉及中外雙方的海事爭議（在全球航運糾紛中所佔比例日益增加），香港提供一個深受雙方信賴的法律仲裁平台，不僅使用雙方通用的語言，而裁決更可在中國內地和國際上獲得強制執行。

第四，距離香港核心商業區不足兩小時車程的，正是深圳、廣州和香港這全球三大集裝箱港口群。集裝箱港口業是另一個典型案例，印證了“香港模式”如何推動中國內地取得巨大成功。作為和記港口、招商局港口和中遠海運港口這三家全球最大的港口公司的營運總部和上市地點，香港將持續從產業經濟活動中獲益。同時，香港本地的港口每週提供超過 240 班國際集裝箱班輪服務，連接全球 460 多個目的地，成為世界上航線網絡最全面、與世界各地聯繫最緊密的港口之一。

2023 年，香港是全球第七大船舶燃料加注港，當年有 22.5% 的遠洋船舶到訪香港的主要目的是燃料加注[21]。全球航運業向綠色燃料轉型將為香港創造新機遇，因為中國是多種綠色船用燃料的主要來源。這些燃料需要像今天的石油和煤炭一樣進行交易、融資、保險和對沖。香港集金融市場、毗鄰中國綠色燃料生產基地的地理優勢以及規劃中的燃料補給基礎設施於一體，有望成為領先的綠色燃料加注和交易中心。香港特區政府已將改善綠色燃料加注的基礎設施列為優先跟進事項。

21. TLB (2023), Action Plan on Maritime and Port Development Strategy. HKSARG.

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

Figure 4. The logo of the HKSOA, which for nearly 70 years has stood up for the interests of Hong Kong's maritime community
圖四：香港船東會會徽——過去近 70 年來，一直代表香港航運業界發聲、維護權益

All this activity is encouraged and supported by Hong Kong's very proactive government, industry associations, and cultural connections. Under Transport and Logistics Secretary Mable Chan and Commissioner Amy Chan, a swathe of new initiatives has been introduced to build Hong Kong's maritime sector. One such measure is the recent creation of the HK Maritime and Port Development Board under Dr. Moses Cheng. This initiative has been consistently recommended by the HK Shipowners Association since 2018. The HKSOA itself has been in existence since 1957 and with c. 200 members, is the largest and longest-standing industry association in Hong Kong. It has long been one of the most vocal and active associations in international and Asian shipowner groups. There are several other maritime industry associations in Hong Kong with which the HKSOA works closely, including the Liner Shipping Association, the Container Terminals Operators Association, and the newly formed Chamber of Shipping. Hong Kong's maritime industry is also strongly promoted by the Hong Kong Maritime Museum, which, in 2026, is celebrating its 21st year and reminds its c. 130,000 visitors per annum of the existential importance to Hong Kong of its surrounding waters.

5. Hong Kong's "Liveability"

Hong Kong offers a compelling living environment. It is geopolitically stable, with low crime rates relative to other global financial centres. Education options are extensive, including numerous international schools and globally ranked universities.

A recent Bloomberg article, prompted by the exodus of expatriate professionals from Dubai and other Gulf cities, argued that "capitalists and its adherents gravitate to places that are safe, open, and best positioned to profit from prevailing economic forces."[22] Geopolitical safety remains a key advantage for Hong Kong: recent events have cast a pall over the Middle East, while geopolitical threats are prompting Europe to double recent historic military expenditures as a proportion of GDP. Meanwhile Hong Kong is also an extremely safe city as its crime statistics (compared to those of its rivals elsewhere) starkly demonstrate.

香港政府、行業協會和文化機構積極鼓勵並支持所有活動。在運輸及物流局陳美寶局長和陳婉雯專員領導下，香港推出了一系列發展香港航運業的新舉措。當中一項是近期成立了由鄭慕智博士領導的香港海運港口發展局。這是香港船東會自 2018 年以來一直倡議成立的。香港船東會（HKSOA）於 1957 年成立，擁有約 200 家企業會員，是香港規模最大、歷史最悠久的行業商會。長期以來，香港船東會是國際和亞洲船東社群中最活躍、最具影響力的協會之一。還有幾個香港的業界協會與香港船東會保持密切的合作關係，包括香港定期班輪協會、香港貨櫃碼頭商會，以及新成立的香港航商總會。香港海事博物館也大力推廣香港的海事產業。博物館將於 2026 年迎來成立 21 週年，每年吸引約 13 萬名參觀者，向他們展示周邊水域對香港存在的重要性。

5. 香港的“宜居性”

香港提供極具吸引力的生活環境。與其他全球金融中心相比，香港的地緣政治穩定，犯罪率低。教育選擇豐富多樣，包括眾多國際學校和擁有全球排名的大學。

彭博社近期一篇文章指出，受到杜拜和其他海灣城市外籍專才大批外流的報導所啟發，「資本家及其隨者往往會被吸引到安全、開放且最能從當前經濟浪潮中獲利的地方」[22]。地緣政治安全仍然是香港的核心優勢：近期發生的事件給中東蒙上了陰影，而地緣政治威脅正促使歐洲將近年軍事開支佔 GDP 的比例翻了一番。與此同時，香港本身是一個極其安全的城市，其罪案統計數據與其他地區的競爭對手相比，便是最好的明證。

22. Frost, R., Hui, M (2026, March 13), What a War-rattled Dubai Can Learn from Hong Kong's Expat Exodus. Bloomberg.

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

Education and healthcare are central to any decision about where to live. Hong Kong offers educational breadth and choice, including 54 international schools offering a wide variety of curricula. Five of Hong Kong's universities are among the global top 100, and three are among the global top 20 for data science and AI; Hong Kong's two medical schools are among the global top 25.[23] Both public and private healthcare services are also excellent, and it is no coincidence that Hong Kong's longevity statistics are among the best in the world.

The availability of first-class domestic help is another crucial advantage. Nearly a tenth of the city's workforce are domestic helpers who provide affordable services such as childcare, cooking, cleaning, shopping, and so on, thus freeing up their employers' time, whether for work or leisure.

Hong Kong is full of natural beauty, with about 40% of its land area devoted to country parks. Hong Kong is also a paradise for watersports, with keen sailors, windsurfers, swimmers, and kayakers able to live minutes away from marinas or beaches where they can access the water. The city also boasts beautiful golf courses, two of the world's top racecourses, and access to a very wide range of other sports.

教育和醫療保健是選擇居住地的重要考量。香港教育選擇豐富多樣，包括 54 所國際學校，提供各式各樣的課程。香港五所大學位列全球百強，三所大學更是全球數據科學與人工智能排名前二十；香港兩所醫學院也躋身全球前二十五[23]。此外，香港的公立和私營醫療服務同樣表現優異，其人均壽命統計數據高居全球前列，絕非巧合。

優質的外傭供應，是另一項至關重要的優勢。家庭傭工佔全香勞動力近十分之一，以大眾化價錢提供涵蓋育兒、烹飪、清潔及購物等全面服務，讓僱主騰出更多時間，專注於工作或休閒。

香港自然風光秀麗，約 40% 的土地面積劃為郊野公園。香港也是進行水上活動的天堂，帆船、滑浪風帆、游泳、獨木舟的愛好者往往只需幾分鐘路程便即可抵達碼頭或海灘，盡享水上活動的樂趣。此外，香港還擁有景色怡人的高爾夫球場、兩座世界頂級的賽馬場，並提供各式各樣的運動項目和設施。



Figure 5. Tai Mo Shan Country Park (Source: C J B Scholten at English Wikipedia)
圖五：大帽山郊野公園（來源：C J B Scholten / 英文維基百科）

23. See the speech by HKSARG Financial Secretary, Mr Paul Chan, at the "Think Business, Think Hong Kong" Symposium in Milan (Milan time, 2025, November 27).

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

Hong Kong's connectivity, both within the city and with the rest of the world, is another major advantage. It offers exceptional urban mobility, with an outstanding and ubiquitous public transport system of buses, trains, trams, and metro services, supplemented by taxis, Uber, and other app-based services. Hong Kong's international connections are also excellent; its passenger airport is one of the best and busiest in the world (while its cargo airport is the world's busiest), reflecting its geographic position "within five hours' flight of half the world's population." Fast, regular, comfortable, and relatively inexpensive train services into the Greater Bay Area and the rest of China open up opportunities for both leisure and business.

The arts, culture, and restaurant scene in Hong Kong is also flourishing. In addition to the Hong Kong Maritime Museum, already mentioned, there are over 100 other museums in the city, including the enormous M+ (for Modern Art) and Palace Museum in the West Kowloon Cultural District. The city hosts Art Basel and a major arts festival every year during "Art March". Patrons can then visit one of Hong Kong's 17,000 restaurants with the well-heeled perhaps selecting one of Hong Kong's 77 Michelin Star restaurants. Not surprisingly, perhaps, Hong Kong is a leading world centre for the trading of art and of fine wines.

The "extraordinary work ethic" noted above, which contributed to China's economic success, is also evident in Hong Kong. Result-driven shipping entrepreneurs in the city invariably comment positively about the dedication of their staff. Meanwhile, the Hong Kong Government provides a highly efficient administration; as noted earlier, Hong Kong's low crime rates and excellent transport infrastructure are complemented by efficient handling of personal records, with many processes that are cumbersome elsewhere having been smartly automated.

Hong Kong's low salaries and profits taxes, together with zero capital gains, inheritance, and dividend taxes, mean that entrepreneurs are able to retain a higher proportion of their income than is possible elsewhere.

Each of these points adds to Hong Kong's attractions. Taken together, they form a package that is hard—perhaps impossible—to beat.

Despite these positives, Hong Kong still receives a bad "rap" from some press. Space does not allow for a full exploration of their criticisms other than to note that these fail (or prefer not) to take into full account many of the points in this paper including China's extraordinary economic achievements over the past half century. Over that period, China's peaceful foreign policy and strong social cohesion stand in stark contrast to the record of at least one of its most vocal critics. Of course, expatriate Hong Kongers are proud of their home city, but they largely believe that the city's objective achievements, as detailed above, speak for themselves.

香港與區內及世界各地的互聯互通是另一大優勢。香港擁有完善的城市交通網絡，涵蓋廣泛的公共交通基礎設施，包括巴士、火車、電車和港鐵，輔以計程車、Uber 和其他網約叫車服務。香港與國際連結亦十分緊密；客運機場是世界上最繁忙、最優秀的機場之一（貨運機場更是全球最繁忙的），與“距離世界一半人口不足五小時飛行時間”的地理位置相得益彰。快捷、班次頻密、舒適且價格相對實惠的鐵路服務，能通往粵港澳大灣區和中國內地其他城市，為休閒娛樂和商務出行開闢無限機遇。

香港的藝術、文化和餐飲界同樣蓬勃發展。除了前文提到的香港海事博物館，全港還有逾 100 家各具特色的博物館，包括位於西九文化區的大型 M+（當代藝術）博物館和香港故宮文化博物館。香港每年都會舉辦巴塞爾藝術展和「藝術三月」期間的大型藝術節活動。之後，訪客可以前往香港 17,000 多家餐廳之一用餐，富裕階層的或會選擇到香港 77 家米芝蓮星級餐廳。香港成為世界領先的藝術品和優質佳釀的交易中心也許是意料中事。

上文提到「非凡的敬業精神」成就了中國的經濟碩果，在香港同樣顯而易見。講求實效的香港航運企業家，無一例外地對員工的奉獻精神讚不絕口。同時，香港特區政府實踐高效管治；如前文所述，香港低犯罪率和卓越交通基礎設施的優勢，與政府高效處理個人檔案的配套下，更顯相得益彰；許多在其他地區繁瑣冗長的行政程序，在香港都已實行了智能自動化。

香港的低薪俸稅與利得稅、免資本利得稅、遺產稅和股息稅，意味著創業家能夠比其他地區，保留更高比率的收益。

以上列舉的每一項特質，都為香港增添了無比的吸引力。當種種優勢匯聚在一起，便構成了一個難以——甚至無法——超越的完美組合。

雖然具備許多正面優勢因素，但香港仍遭受部分媒體的負面報導。篇幅有限，本文無法逐一剖析這些批評，但需指出的是，該等言論往往未能（或不願意）充分考慮上述眾多事實要點，包括中國在過去半個世紀以來所取得的非凡經濟成就。在此期間，中國所奉行的和平外交政策和強大的社會凝聚力，與其中至少一位最激烈的批評者的歷史記錄形成鮮明對比。誠然，旅居海外的香港人無不為自己的家鄉感到自豪。他們普遍深信，正如上文所詳述，香港所取得的客觀成就本身已能說明一切。

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

6. Conclusion: Hong Kong, a "Seawise Giant"

Hong Kong, a global maritime capital, sits next door to the largest economy in the world by PPP, which also has much the largest "shipping economy" in the world in terms of cargo volumes, shipbuilding, ship ownership, and related activities. Hong Kong is the world's third-ranked financial centre, with US$6.5 trillion in stock market capitalisation, US$4.5 trillion in wealth assets under management, and a banking sector with US$3.1 trillion in total assets. The value of Hong Kong's trade was about US$1.4 trillion in 2025—over three times its GDP. Hong Kong hosts eight of the world's top ten ship finance bookrunners, owns the London Metal Exchange, and is the largest offshore renminbi bond market in the world.

When a shipowner in Hong Kong needs to finance a newbuild, the banks are in town. When a commodity trader needs a letter of credit, the credit is available locally. When a leasing company needs to securitise a portfolio, the bond market is nearby. When a green fuel developer needs project finance, the green finance expertise is in Hong Kong. All of Hong Kong's other advantages for shipping—its low tax regime, bilingual common law system, excellent ship

6. 總結：香港 —— “海上巨人”

作為國際航運中心，香港毗鄰以購買力平價計算的世界最大經濟體；該經濟體同時在貨運量、造船、船東及相關活動等成為世界規模最大的“航運經濟體”。香港是全球第三大金融中心，坐擁 6.5 萬億美元股市總市值，4.5 萬億美元財富管理資產，以及 3.1 萬億美元銀行業總資產。2025 年，香港貿易總額約 1.4 萬億美元，是其 GDP 的三倍多。世界十大船舶融資機構中有八家位於香港，港交所擁有倫敦金屬交易所，而香港是全球最大的離岸人民幣債券市場。

當香港船東需要為新船建造融資時，銀行就在香港。當大宗商品交易商需要信用證時，在本地即可獲得信貸。當租賃公司需要證券化資產組合時，債券市場近在咫尺。當綠色燃料開發商需要專案融資時，具備豐富綠色金融知識的專才已隨時候命。結合香港非凡的金融市場及作為宜居地的獨特吸引力，讓香港航運業的所



Figure 6. Hong Kong's maritime sector once included the Seawise Giant, the largest cargo ship ever to sail[24]
圖六：曾隸屬香港航運界、史上體積最大的貨輪「海上巨人」號。[24]

24. Seawise Giant was bought and "jumboized" by C.Y. Tung, a Hong Kong shipowner, and was later managed by Wallem, a Hong Kong-based ship manager. She was 458 m long and had a deadweight of 564,763 tonnes (nearly three times that of the Ever Given). Tung was behind OOCL, which is listed in Hong Kong and is now controlled by COSCO. COSCO, OOCL, Wallem and Tung are all prominent members of the Hong Kong Shipowners Association. The 36 tonne anchor of Seawise Giant is on display outside the Hong Kong Maritime Museum.

The Stars are Aligning for Hong Kong Shipping
香港航運的天時地利

registry, and vibrant maritime ecosystem—are amplified by its extraordinary financial markets and its unique attractiveness as a place to live.

Hong Kong's economic success was founded on its maritime connections with the Chinese mainland and the wider world. Hong Kong's thriving shipowning, ship management, and maritime service businesses today take full advantage of Hong Kong's serendipitous position as the key business connector between "East and West". The trade winds that brought (and bring) business to Hong Kong also carried (and carry) a wide variety of foreign influences that continually inform and reshape this unique city. Hong Kong is a jewel, and the purpose of this paper is to suggest a few reasons why.

有其他優勢——低税率機制、雙語普通法、卓越的船舶註冊以及充滿活力的海事生態系統——通通發揮了乘數效應。

香港的經濟成就建立在與中國內地及世界其他地區的海上聯繫之上。如今，香港蓬勃發展的船舶擁有、船舶管理和海事服務業充分利用了香港作為「東西方」關鍵業務樞紐的得天獨厚位置。貿易風為香港帶來了（繼續帶來）商機，也發揮了（繼續發揮）多元的外來影響力，不斷破舊立新和塑造這個獨特的城市。香港猶如一顆璀璨的明珠，本文旨在列舉若干成因。



Biographical Statement

Richard Hext is Chairman of the Hong Kong Shipowners Association and of the Hong Kong Maritime Museum. He is also a Director of Anglo-Eastern Ship Management and a Special Adviser to Swire Shipping and Swire Bulk. His first job was as a shipyard labourer, and he has since worked for nearly 50 years in the shipping industry in Europe, Australia, and the Far East across several of the main ownership sectors (container, dry bulk, tankers, and offshore), as well as in ship management, container terminals, harbour tugs, and online shipbroking. He holds an M.A. in Modern History and Economics from Worcester College, Oxford.

個人簡介

宋睿之先生是香港船東會主席兼香港海事博物館主席。宋先生同時出任中英船舶管理的董事及太古輪船和太古散貨的特別顧問。宋先生的第一份職業是造船廠工人，此後近 50 年來，他一直在歐洲、澳洲和遠東的航運業界工作，涉足多個主要船東領域（集裝箱船、乾散貨船、油輪和海上工程），還從事船舶管理、集裝箱碼頭、港口拖船和在線船舶經紀等業務。宋先生擁有牛津大學伍斯特學院現代歷史與經濟學碩士學位。

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鳴謝

本文借鑒了香港海運港口發展局（HKMPDB）推廣及對外事務委員會的出色工作。HKMPDB 是香港特區政府為了鼓勵私營機構、香港航運業界不同持份者和負責香港海事政策的政府部門加強合作而成立的高層次諮詢機構。

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Asian Shipowners' Association
亞洲船東協會

The Hong Kong Shipowners Association (HKSOA) has been a driving force in the Asian Shipowners' Association (ASA) in the years 2025-2026. As a dedicated member of the ASA, the HKSOA has been actively shaping the association's work through its participation in the five Standing ('S') Committees. Moreover, the HKSOA's secretariat serves as the secretariat for the ASA Ship Insurance and Liability Committee (SILC), led by Mr Richard Hext.

The ASA Ship Insurance and Liability Committee (SILC) 31st interim meeting, a significant event in the ASA calendar, was held in Hong Kong on the 19th of November 2025, under the leadership of Mr Richard Hext. The HKSOA representative played a pivotal role in this meeting, delving into crucial topics such as the ongoing issues related to increasing numbers of P&I Claims, Limitation of liability, and unfair treatment of seafarers. The event, which fell within the Hong Kong Maritime Week events, was a platform for insightful discussions, attended by members of ASA & HKSOA, IG P & I clubs, Group CEO Mr Nick Shaw, Principal Director (Legal) Ms Kiran Khosla from the International Chamber of Shipping.

香港船東會在 2025-2026 年期間一直給亞洲船東協會帶來工作動力。 作為亞洲船東協會的盡職會員，香港船東會持續通過參與該協會 5 個常務委員會（5 "S"），積極制定協會的工作。 此外，當中船舶保險和責任委員會 (SILC) 由香港船東會宋睿之先生領導，而香港船東會秘書處同時負責該委員會的秘書工作。

船舶保險和責任委員會 (SILC) 第 31 次中期會議於 2025 年 11 月 19 日在香港舉行，由宋睿之先生主持，是年內一個重點項目。 香港船東會代表在會議中發揮關鍵作用，深入探討了不斷增加的保賠理賠個案、責任限制以及船員受到不公平待遇等重要議題。 會議於香港海運週活動期間舉行，成為進行深入討論的平台，參與者包括亞洲船東協會和香港船東會的會員、船東責任保險互保國際集團首席執行官 Nick Shaw 先生，以及國際航運公會首席（法律）總監 Kiran Khosla 女士。



ASA SILC meeting, Hong Kong

The 31st interim meeting of the ASA Seafarers Committee (SC) was held online on 10 April 2025. The HKSOA representative, Director (China Affairs) Mr. Gilbert Feng, actively participated in the meeting. The Committee discussed a range of subjects, including the STCW Convention and Code comprehensive review, Training requirements arising from Alternative Fuel operations, Safety and security of seafarers, Seafarer's welfare. The committee also discussed pertinent topics such as Mental health of seafarers.

The ASA Safe Navigation and Environment Committee (SNEC) held its 43rd interim meeting in Singapore on 23rd April 2026. The HKSOA representative, Ms. Sandy Chan, was actively involved in the meeting. The Committee

船員委員會（SC）第 31 次中期會議於 2025 年 4 月 10 日在網上進行。香港船東會由中國事務總監馮佳培先生代表出席，積極參與委員會討論的一系列主題，包括《2010 STCW 公約》與規則的全面審查、替代燃料操作的培訓要求、船員的安全保障與福利，以及船員心理健康等相關議題。

安全航運及環境保護委員會（SNEC）於 2026 年 4 月 23 日舉行了第 43 次中期會議。香港船東會由秘書處陳佩珊女士代表出席，積極參與

discussed topics related to enhancing security, safe navigation of ships, and protecting the marine environment.

The Shipping Policy Committee (SPC) also held its 39th interim meeting in Hong Kong on 18th November 2025. The HKSOA representatives, M. Kenneth Lam, Ms. Sandy Chan, and Capt. Nittin Handa, participated in the meeting. The Committee aims to foster fair competition, mutual trust, and cooperation among Asian carriers. The discussions in the meeting covered several topics, such as international maritime policy developments, anti-trust immunity, shipping regulation protectionist measures around the world, including the USTR, canal issues, and anti-corruption issues in the maritime industry.

討論有關加強船舶安保、船舶航行安全和保護海洋環境的議題。

航運政策委員會（SPC）於 2025 年 11 月 18 日在香港舉行了第 39 次中期會議。香港船東會由林詩鍵先生、陳佩珊女士和 Nittin Handa 船長代表參與。委員會的目標是促進亞洲船東之間的公平競爭、相互信任與通力合作。 所討論的議題包括國際航運政策發展、反壟斷議題、世界保護主義措施（包括美國貿易代表辦公室調查）、運河問題，以及航運業的反貪污等。



ASA SPC meeting, Hong Kong

The ASA Ship Recycling Committee (SRC) held its 29th interim meeting online on 16 April 2026. HKSOA representative Mr Derrick Wong of Wealth Ocean Services Limited attended the meeting. The Committee discussed international trends in the ship recycling industry and related regulations. The discussions included the "Hong Kong Convention" on ship recycling and its related guidelines, continued promotion of HKC-certified yards and a continuous approach towards early ratification of HKC.

In summary, the HKSOA has been a pillar of support in the work of the ASA in the years 2025-2026. Its active participation in the various committees of the ASA is a testament to its unwavering commitment to fostering collaboration, mutual trust, and cooperation among Asian shipowners. The HKSOA's involvement in the discussions related to seafarers' rights and safety further underscores its dedication to the maritime industry.

船舶再循環委員會（SRC）於 2026 年 4 月 16 日舉辦了第 29 次中期會議。香港船東會由裕洋服務有限公司王展恒先生代表出席。委員會討論了船舶回收業的國際趨勢和相關法規，議題包括《香港公約》及其相關拆船指引，繼續推廣《公約》 — 認可船塢與《公約》早日獲批的方案。

總的來說，香港船東會一直是亞洲船東協會 2025-2026 年的工作支柱，積極參與各個委員會事務，足證在促進亞洲船東之間的協作、互信和合作方面的不遺餘力和堅定不移。香港船東會還參與討論有關船員權利和安全的議題，進一步凸顯對航運業所作出的貢獻。

Maritime Talent Cultivation Alliance
海運人才培育聯盟



The Alliance's Vision

To be a responsive and responsible Alliance of participating organisations that adds value to maritime talent cultivation and supports the long-term, sustainable growth of the industry for the benefit of both China and the global community.

The Alliance's Mission

To create an open and interactive platform that integrates and connects industry, academia, research and applications to cultivate a new generation of maritime talent in China, equipping them with a global perspective of the business world and practical insights into industry operations.

聯盟的願景

建立積極有為的聯盟 —— 為海運人才培育工作創造價值，支持行業長期可持續發展，造福國家與全球社會。

聯盟的使命

構建匯聚「產、學、研、用」於一體的開放互動平台，培育具備國際視野與商業識見、並深諳海運行業營運實務的中國新一代海運人才。

The Maritime Talent Cultivation Alliance (the Alliance), convened by the HKSOA, was launched on 19 November 2025 during Hong Kong Maritime Week with 16 founding members and 18 industry partners (2026). This groundbreaking initiative aims to advance the industry-education integration. The Alliance represents a collaborative effort involving the HKSOA , various tertiary institutions and industry stakeholders. Through its wide range of projects, such as study tours, CEO mentorships, site visits and research ventures, the Alliance is dedicated to cultivating a new generation of maritime talent, equipping them with a global business perspective and practical insights into industry operations.

由香港船東會召集的「海運人才培育聯盟」(簡稱“聯盟”) 於 2025 年 11 月 19 日香港海運週期間正式啟動。聯盟是航運業界產教融合發展的創舉，共有 16 個創始成員和 18 家 2026 年業界夥伴參與。聯盟代表著香港船東會與眾多高等院校及產業持份者通力合作，透過研學團、師友計劃、實地考察及研究項目等多元化活動，致力培育具備國際視野與商業識見，並深諳海運行業營運實務的新一代海運人才。

Maritime Talent Cultivation Alliance
海運人才培育聯盟

HKSOA Study Visit with the Youth

In March 2026, the Alliance joined the HKSOA's big delegation visit to Dalian for information exchange and technical exchange on various topics related to commodity trading, green shipping, fuel supply, and maritime education. During the trip, the delegation visited the Dalian Commodity Exchange, Dalian Maritime University, the Dalian Changxing Island Economic and Technological Development Zone, the Dalian Northeast Asia International Shipping Center Research Institute, and the Dalian branch of the China Classification Society (CCS), among others. They also shared experience with many industry stakeholders at the "Dalian – Hong Kong Shipping Exchange" and the "2026 Xinde Maritime Green Shipping Forum (Dalian)". A very good exposure for the shipping youth indeed.

香港船東會與青年同行

2026 年 3 月，聯盟參與由香港船東會率領的大型代表團前往大連訪問，就商品貿易、綠色航運、燃料供應及海事教育等領域進行信息交流與技術探討。在行程中，代表團實地參觀大連商品交易所、大連海事大學、大連長興島經濟技術開發區、大連東北亞國際航運中心研究院，以及中國船級社（CCS）大連分社等多個機構，並於「大連—香港航運交流座談」及「2026 信德綠色航運論壇（大連）」，與許多業界持份者交流經驗。對於航運界的年輕新一代而言，無疑是一次極佳的學習與實踐機會。







Maritime Talent Cultivation Alliance
海運人才培育聯盟

Maritime Talent Cultivation Alliance Members | 海運人才培育聯盟成員

BIMCO
中国船东协会 CHINA SHIPOWNERS' ASSOCIATION
上海海事大學 SHANGHAI MARITIME UNIVERSITY
南方科技大学 海洋高等研究院 | 深圳海洋大学 筹备办公室
廣州航海學院 GUANGZHOU MARITIME UNIVERSITY
國際航運公會中國辦事處
OUR HONG KONG FOUNDATION 團結香港基金
THE HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY | ENVR Division of Environment and Sustainability
HONG KONG maritime museum 香港海事博物館
MSTI Member of VTC Group VTC 機構成員
海洋文化发展基金会 Maritime Culture Fundation
大连海事大学 DALIAN MARITIME UNIVERSITY
School of Innovation THE UNIVERSITY OF HONG KONG
武漢理工大學 WUHAN UNIVERSITY OF TECHNOLOGY
SRC Shipping Research Centre 航運研究中心 The Hong Kong Polytechnic University

2026 Industry Partners | 2026年業界夥伴

ALLIANCE RISK TRANSFER 聯昇風險管理有限公司
ARROW
ANGLO-EASTERN
招商輪船 CMES SHIPPING
COSCO SHIPPING 香港中远海运 COSCO SHIPPING (Hong Kong)
赤道基金 EQUATOR FUND
Fleet Management Limited A Caravel Group Company
Island Navigation
KC MARITIME
OOCL We take it personally
Ocean Line
Pacific Basin
SeaKapital
seamaster
sedgwick Global Specialty
SITC 海丰国际
TCM TEH-HU CARGOCEAN MANAGEMENT

HKSOA Representations on External Bodies (as at 31 March 2026)
香港船東會出任外界組織的代表（截至 2026 年 3 月 31 日）

Hong Kong Maritime and Port Development Board	**香港海運港口發展局**
• **Maritime Services Development Committee** Ms. Sandy Chan, Hong Kong Shipowners Association	• **海運服務發展委員會** 陳佩珊女士，香港船東會
• **Manpower Development Committee** Mr Patrick Lo, Teh Hu Cargocean Management Co Ltd	• **人力發展委員會** 盧培德先生，德和海運管理有限公司
• **Promotion and External Relations Committee** Mr Gautam Chellaram, KC Maritime Hong Kong Limited	• **推廣及對外事務委員會** Gautam Chellaram 先生，KC Maritime Hong Kong Limited
Hong Kong International Arbitration Centre - Appointment Advisory Board Capt. Rajiv Tetarbe, Chellaram Shipping Limited	**香港國際仲裁中心 - 仲裁員委任諮詢委員會** Rajiv Tetarbe 船長，Chellaram Shipping Limited
Hong Kong Marine War Risks Insurance Pool's Advisory Committee Capt. Nittin Handa, Hong Kong Shipowners Association	**香港海運戰險保險池諮詢委員會** Nittin Handa 船長，香港船東會
Marine Department – Hong Kong Fleet Operation Advisory Committee Ms. Sandy Chan, Hong Kong Shipowners Association	**海事處 - 香港船隊運作諮詢委員會** 陳佩珊女士，香港船東會
Marine Department - Port Welfare Committee Mr. Patrick Lo, Teh-Hu Cargocean Management Co., Ltd	**海事處 - 港口福利事務委員會** 盧培德先生，德和海運管理有限公司
Marine Department – Port Operations Committee Capt. Jiao Jie, Orient Overseas Container Line Ltd	**海事處 - 港口行動事務委員會** 矯杰船長，東方海外貨櫃航運有限公司
Marine Department – Pilotage Advisory Committee Mr Zhang Hongwen, COSCO Shipping (Hong Kong) Co Limited	**海事處 - 領港事務諮詢委員會** 張洪文先生，中遠海運（香港）有限公司
Marine Department – Seafarers' Advisory Board Capt. Ray Sivanand, Pacific Basin Shipping (HK) Limited Capt. Soma Nair, Fleet Management Ltd Capt. Xiao Buzhou, Orient Overseas Container Line Ltd	**海事處 - 海員諮詢委員會** Ray Sivanand 船長，太平洋航運（香港）有限公司 Soma Nair 船長，Fleet Management Ltd 肖步洲船長，東方海外貨櫃航運有限公司
Vocational Training Council – Maritime Services Training Board Mr Wellington Koo, JP, Valles Steamship Co., Ltd. Ms. Sandy Chan, Hong Kong Shipowners Association	**職業訓練局 - 海事服務業訓練委員會** 顧之灝太平紳士，萬利輪船有限公司 陳佩珊女士，香港船東會

New Members Corner
新會員天地

Ashurst Hong Kong
亞司特律師事務所
Legal Advice
法律顧問

C Solutions (Asia)
Maritime Legal & Claims Consultants
海事法律及理賠顧問

Cambiaso Risso Hong Kong Limited
Marine Insurance Broking
海事保險經紀

Consulate General of Panama in Hong Kong
Diplomatic office for Panama
巴拿馬外交機構

Contiocean Environment Tech Co., Limited
Maritime Environmental Protection Equipments and System
海事環境保護設備與系統

Envision Energy International Limited
Renewables & Battery Energy Solution Providers
可再生能源及電池儲能方案提供者

EPC GLOBAL SHIPPING COMPANY LIMITED
易佩司環球海運有限公司
International Sea Transportation
國際航運

Filhet-Allard Maritime HK Ltd
Marine Insurance Broker
海事保險經紀

Helmsman Supply Limited
啟航船供有限公司
Supply and Trading of Petroleum
石油供應及貿易

IBL Shipping
Port & Ship Agency
港口及船務代理

Ifchor Galbraiths (Hong Kong) Limited
Shipbroker
經紀

Isle of Man Ship Registry
Ship Registration
船舶註冊

Maritime Culture Foundation Limited
海洋文化發展基金會有限公司
Industry-education Integration Promotion 產教融合推廣

Moon Keung Shipping & Transportation Co Ltd
滿強航運有限公司
Shipping Agency
航運代理

Nishimura & Asahi Hong Kong
西村朝日香港法律事務所
Legal Services
法律服務

OceanScore Singapore Pte Ltd
Software
軟件

One Pacific Limited
Computer Software
電腦軟件

Polina Shipping Corporation Limited
寶瀾航運有限公司
Shipping and Ship Management
航運及船舶管理

Sea Legend Line Limited
海杰航運 (香港) 有限公司
Shipowning, Shipping & Logistics Solutions
船東、航運及物流方案

Sedgwick Global Specialty
賽維特
Marine Average Adjusting
海事理算行

Starford International Shipping Company Limited
星福國際航運有限公司
International Shipping
國際航運

Transport Capital Pte Ltd.
Ship Finance
船舶融資

Venture Marine Services Limited
Marine Services
海事服務

Zhejiang Four Brothers Rope Co Ltd
浙江四兄繩業有限公司
R&D & Manufacturing Synthetic Fiber Ropes
化纖繩索研發及製造

HKSOA 30 Year Club (as at Nov 2025)
入會三十年會員名單（截至 2025 年 11 月）

A. Bilbrough & Co Ltd

American Bureau of Shipping (HK) Ltd
美國驗船協會

Anglo-Eastern Ship Management Ltd
中英船舶管理有限公司

Aon Hong Kong Ltd
怡安保險顧問有限公司

Bernhard Schulte Shipmanagement (Hong Kong) Ltd Partnership
貝仕船舶管理（香港）有限責任合夥公司

BNP Paribas Hong Kong Branch
法國巴黎銀行

Britannia Steam Ship Insurance Association (Hong Kong) Limited, The

Bureau Veritas
法國國際驗檢局

China Classification Society Hong Kong Branch
中國船級社香港分社

China Merchants Group Ltd
招商局集團有限公司

China Navigation Co Ltd, The (Swire Group)
太古輪船有限公司

China United Shipbuilding Co Ltd
華聯船舶有限公司

Chugoku Marine Paints (HK) Ltd
中國塗料（香港）有限公司

Clarksons Platou Asia Limited

CM Houlder Insurance Brokers Ltd
招商海達保險顧問有限公司

COSCO Shipping (HK) Insurance Brokers Ltd
中遠海運（香港）保險顧問有限公司

COSCO Shipping (Hong Kong) Co., Limited
中遠海運（香港）有限公司

Credit Agricole Asia Shipfinance Limited
東方匯理亞洲船務融資有限公司

Det Norske Veritas AS
挪威船級社

Fairmont Shipping (H.K.) Ltd
東昌航運（香港）有限公司

Gard (HK) Ltd

Germanischer Lloyd Hong Kong Ltd

Grand Seatrade Shipping Company Ltd
隆星航業有限公司

Hempel (Hong Kong) Ltd
海虹老人（香港）有限公司

Holman Fenwick Willan
夏禮文律師行

Hong Kong Ming Wah Shipping Co Ltd
香港明華船務有限公司

HUD Group
香港聯合船塢集團

Ince & Co

International Maritime Carriers Ltd
萬邦航運有限公司

International Registries (Far East) Ltd (The Marshall Islands Registry)
國際船舶註冊（遠東）有限公司（馬紹爾群島註冊處）

Interocean Shipping Co Ltd
海洋船務有限公司

Island Navigation Corporation International Ltd
金山輪船國際有限公司

Jinhui Shipping and Transportation Limited
金輝航運有限公司（金輝集團成員）

Lloyd's Register Asia
勞氏船級社 - 亞洲

MAN Diesel & Turbo Hong Kong Ltd

Marsh (Hong Kong) Ltd
達信風險管理及保險服務（香港）有限公司

Mayer Brown JSM
孖士打律師行

Mitsui & Co (H.K.) Ltd
三井物產（香港）有限公司

New Asian Shipping Company, Limited
新亞船務有限公司

Nippon Kaiji Kyokai
日本海事協會

Oak Maritime (HK) Inc Ltd
和合航業（香港）有限公司

Orient Overseas Container Line Ltd
東方海外貨櫃航運有限公司

Parakou Shipping Ltd
巴拉歌船務有限公司

PricewaterhouseCoopers
羅兵咸永道有限公司

Reed Smith Richards Butler
禮德齊伯禮律師行

Richards Hogg Lindley
國際理霍海損理算事務所

RINA Hong Kong Branch Office
意大利船級社

Rodskog Shipbrokers Ltd

Shun Tak - China Travel Shipping Investments Ltd
信德中旅船務投資有限公司

Simpson Spence Young Hong Kong Limited

Skuld (Far East) Ltd

Steamship Mutual Management (Hong Kong) Ltd

Stephenson Harwood
羅夏信律師事務所

Swedish Club Hong Kong Ltd, The

Tai Chong Cheang Steamship Co (H.K.) Ltd
泰昌祥輪船（香港）有限公司

Taiship Development Ltd
泰山航運有限公司

Teh Hu Cargocean Management Co Ltd
德和海運管理有限公司

Thomas Miller (Hong Kong) Ltd
托馬斯米勒（香港）有限公司

Unique Shipping (H.K.) Limited
懋德航運（香港）有限公司

Univan Ship Management Ltd
聯運船務管理有限公司

Valles Steamship Co Ltd
萬利輪船有限公司

Wah Kwong Shipping Holdings Ltd
華光航業控股有限公司

Wallem Group Ltd
華林集團有限公司

Wartsila China Ltd
瓦錫蘭中國有限公司

Wealth Ocean Services Ltd
裕洋服務有限公司

West of England Insurance Services (Luxembourg) S.A.
西英倫保險服務（盧森堡）有限公司

Membership List
會員錄

Honorary Members
榮譽會員

Director of Marine, Hong Kong Marine Department
香港海事處處長

Chairman of the Board of Directors of the Hong Kong Maritime Museum Ltd
香港海事博物館有限公司董事局主席

Director-General of Invest Hong Kong
投資推廣署署長

Shipowners, Ship Managers, Ship Operators
船東、船舶管理公司及船舶經營公司

Anglo-Eastern Ship Management Limited

Associated Maritime Company (Hong Kong) Limited
海宏輪船（香港）有限公司

Bernhard Schulte Shipmanagement (Hong Kong) Ltd Partnership
貝仕船舶管理 (香港) 有限責任合夥公司

BG Shipping Co., Limited
北港航運有限公司

Bocimar Hong Kong Limited

Caravel Group Limited, The
拓維集團

Celsius Tech Limited

Cetus Maritime (Hong Kong) Limited

Chellaram Shipping (Hong Kong) Ltd

China LNG Shipping (International) Co Ltd
中國液化天然氣船務 (國際) 有限公司

China Merchants Energy Shipping Company Limited
招商局能源運輸股份有限公司

China Merchants Group Ltd
招商局集團有限公司

China Shipbuilding & Offshore International (HK) Co Ltd
中國船舶重工國際貿易 (香港) 有限公司

Chinese Maritime Transport (Hong Kong) Ltd
香港中國航運有限公司

Cido Shipping (H.K.) Co., Ltd

Clipper Group Hong Kong Ltd

Continental Kapital Shipping Company Limited
海瀚洲際船務有限公司

Contiocean Environment Tech Co., Limited

COSCO Shipping (Hong Kong) Co., Limited
中遠海運（香港）有限公司

CSSC (Hong Kong) Shipping Company Ltd
中國船舶（香港）航運租賃有限公司

Equator Pacific Limited (Equator Fund)
赤道太平洋有限公司 (赤道基金）

Euronav Hong Kong Limited

Exmar Hong Kong Limited

Fairmont Shipping (HK) Limited
東昌航運 (香港) 有限公司

Fleet Management Limited

Grand Seatrade Shipping Company Ltd
隆星航業有限公司

Hong Kong Ming Wah Shipping Company Limited
香港明華船務有限公司

Hongkong Salvage & Towage Services Limited
香港打撈及拖船服務有限公司

Huwell Services Limited
灝和服務有公司

ICIL Maritime Leasing (International) Company Limited

International Maritime Carriers Ltd
萬邦航運有限公司

Interocean Shipping Co Ltd
海洋船務有限公司

Island Navigation Corporation International Ltd
金山輪船國際有限公司

Jinhui Shipping and Transportation Limited (Member of the Jinhui Group)
金輝航運有限公司 (金輝集團成員)

KC Maritime Hong Kong Limited

Maersk Shipping Hong Kong Ltd
馬士基香港船舶管理有限公司

Mandarin Shipping Ltd

Max Glory Enterprise Limited
百輝企劃有限公司

MF Jebsen International Limited
捷成馬國際有限公司

Moon Keung Shipping & Transportation Co., Ltd
滿強航運有限公司

New Navigator Group Limited
新拓展集團有限公司

Northstar Ship Management Ltd

Oak Maritime (Hong Kong) Inc. Limited
和合航業 (香港) 有限公司

Ocean Line Holdings Limited
遠航集團有限公司

Orient Overseas Container Line Ltd
東方海外貨櫃航運有限公司

Pacific Basin Shipping (HK) Limited
太平洋航運 (香港) 有限公司

Pacific Bulk Enterprises Company Limited

Pacific Gas (Hong Kong) Holdings Limited
太平洋气体船 (香港) 控股有限公司

Parakou Shipping Ltd
巴拉歌船務有限公司

Polina Shipping Corporation Limited
寶瀾航運有限公司

Membership List
會員錄

Shipowners, Ship Managers, Ship Operators (continued)
船東、船舶管理公司及船舶經營公司（續）

Portline Holdings

Purus Marine Services Hong Kong Limited

Sea Legend Line Limited
海杰航運 (香港) 有限公司

Seacon Ships Management Co., Limited
香港洲際船舶管理有限公司

SeaKapital Limited
海瀚資本有限公司

Seaspan Corporation

Shun Tak - China Travel Shipping Investments Ltd
信德中旅船務投資有限公司

SITC International Holdings Co Ltd
海豐國際控股有限公司

Starford International Shipping Company Limited
星福國際航運有限公司

Swire Shipping Pte. Ltd
太古輪船有限公司

Tai Chong Cheang Steamship Co (H.K.) Ltd
泰昌祥輪船 (香港) 有限公司

Taiship Development Ltd
泰山航運有限公司

Taylor Maritime (HK) Ltd

Teh-Hu Cargocean Management Co., Ltd.
德和海運管理有限公司

Uni-Asia Shipping Limited
聯亞船舶有限公司

Union Apex Mega Shipping Ltd
聯合佳成船務有限公司

Unique Shipping (H.K.) Limited
懋德航運 (香港) 有限公司

Valles Steamship Co., Ltd.
萬利輪船有限公司

Wah Kwong Maritime Transport Holdings Limited
華光海運控股有限公司

Wallem Group Ltd
華林集團有限公司

Wealth Ocean Services Ltd
裕洋服務有限公司

Xin Yuan Enterprises Group Limited
信源企业集团有限公司

Classification Societies, Consultants, Surveyors
船級社、顧問公司及驗船行

American Bureau of Shipping
美國船級社

Andrew Moore & Associates Ltd

Bureau Veritas Hong Kong Ltd.
法國船級社

China Classification Society Hong Kong Branch
中國船級社香港分社

DNV AS

Lloyd's Register Asia
勞氏船級社

Nippon Kaiji Kyokai
日本海事協會

RINA Hong Kong Limited
意大利船級社

Marine Equipment Suppliers, Shipbuilders, Repairers and Engine Builders
船用設備供應商、船廠、修船公司及航海機器製造商

Accelleron Turbo Systems (Hong Kong) Ltd
奧賽能渦輪增壓系統（香港）有限公司

Chugoku Marine Paints (HK) Ltd
中國塗料 (香港) 有限公司

Everllence Hong Kong Limtied

Express Marine Electronics Company Limited
快捷航海儀器有限公司

Helmsman Supply Limited
啟航船供有限公司

Hempel (Hong Kong) Ltd
海虹老人 (香港) 有限公司

Hostmost Engineering Ltd
浩駿有限公司

Jotun COSCO Marine Coatings (HK) Ltd
中遠佐敦船舶塗料 (香港) 有限公司

Junma Service Pte Ltd

Kawasaki Heavy Industries (HK) Ltd
川崎重工業 (香港) 有限公司

LENOL FZCO

LG Marine Services (HK) Co., Limited
魯顧船務（香港）有限公司

Wartsila China Ltd
瓦錫蘭中國有限公司

WinGD Ltd
溫特圖爾發動機有限公司

Xinglun Group Limited
興輪集團有限公司

Zhejiang Four Brothers Rope Co., Ltd.
浙江四兄繩業有限公司

Membership List
會員錄

Marine Insurance - Underwriters, P&I representatives, Average Adjusters and Brokers
海運保險、承保公司、保賠協會、理算行及保險顧問公司

Aon Hong Kong Ltd
怡安保險顧問有限公司

China P&I Services (Hong Kong) Ltd
中國保賠服務（香港）有限公司

CM Houlder Insurance Brokers Ltd
招商海達保險顧問有限公司

COSCO Shipping (HK) Insurance Brokers Ltd
中遠海運 (香港) 保險顧問有限公司

CTX Special Risks Ltd
誠品保險顧問有限公司

Gard (HK) Limited

Howden Specialty Limited

Lockton Companies (Hong Kong) Limited
諾德保險經紀有限公司

London P&I Club, The

Marsh (Hong Kong) Ltd
達信風險管理及保險服務 (香港) 有限公司

NorthStandard Limited

Richards Hogg Lindley
國際理霍海損理算事務所

SCB Management Consulting Services Limited

Seascope Insurance Services (Hong Kong) Limited
運豐保險顧問（香港）有限公司

Sedgwick Global Specialty - Marine Average Adjusting
賽維特

Skuld (Far East) Ltd

Steamship Mutual Underwriting Association Limited, Hong Kong Branch

Sveriges Ångfartygs Assurans Förening (The Swedish Club Hong Kong Branch)

The Shipowners' Mutual Protection and Indemnity Association (Luxembourg)

Thomas Miller (Hong Kong) Limited
托馬斯米勒 (香港) 有限公司

Tindall Riley (Britannia) Hong Kong Limited

West of England Insurance Services (Luxembourg) S.A.
西英倫保險服務 (盧森堡) 有限公司

Willis Hong Kong Ltd
韋萊香港有限公司

Marine Law - Lawyers, Arbitrators and Claims Consultants
海運法規 - 律師行、仲裁行及索賠顧問公司

Ashurst Hong Kong
亞司特律師事務所

C Solutions (Asia) Limited

CMS Hong Kong LLP
CMS 國際律師事務所有限法律責任合夥

Hill Dickinson Hong Kong
希德律師行

Holman Fenwick Willan
夏禮文律師行

Ince & Co
英士律師行

Johnson Stokes & Master
孖士打律師行

Nishimura & Asahi Hong Kong
西村朝日香港法律事務所

Reed Smith Richards Butler LLP
禮德齊伯禮律師行有限法律責任合伙

Stephenson Harwood
羅夏信律師事務所

Watson Farley & Williams LLP
華盛國際律師事務所

Ship Finance - Bankers, Financiers
船舶融資 - 銀行、融資公司

Bank of America, N.A. Hong Kong Branch

Bank of Communications Co Ltd Hong Kong Branch
交通銀行股份有限公司 香港分行

BNP Paribas Hong Kong Branch
法國巴黎銀行

CCB Shipping and Aviation Leasing Corporation Limited
禮德齊伯禮律師行有限法律責任合伙

Citibank N.A. Hong Kong Branch

Credit Agricole Corporate and Investment Bank
東方匯理銀行

JP Morgan Chase Bank, N.A.

Standard Chartered Bank (Hong Kong) Limited

Transport Capital Pte. Ltd

Membership List
會員錄

Ship Registration, Port Authorities
船舶註冊 / 港口當局

Bahamas Maritime Authority (HK) Ltd

Consulate General of Panama in Hong Kong

International Registries (Far East) Ltd (The Marshall Islands Registry - 馬紹爾群島註冊處)
國際船舶註冊 (遠東) 有限公司

Isle of Man Ship Registry

LISCR (Far East) Limited
利比里亞國際船舶及公司註冊有限公司

Shipbrokers, Sale and Purchase Brokers
船舶經紀 / 船舶買賣經紀

Affinity Tankers and Energy (HK) Limited (a subsidiary of the Affinity Shipping Group, London)

Arrow Asia Shipbrokers Ltd
箭亞船舶經紀有限公司

Cambiaso Risso Hong Kong Limited

Clarksons Hong Kong Limited

CPN International Ltd

Eastern Horizon Shipbrokers Ltd
海拔船業經紀有限公司

Filhet-Allard Maritime HK Ltd

Ifchor Galbraiths (Hong Kong) Limited

Shanghai Seamaster Shipbroking Company Ltd
上海菁英航運經紀有限公司

Simpson Spence Young Hong Kong Limited

Other Services to Shipping
其他航運相關服務行業

Asia Satellite Telecommunications Co Ltd
亞洲衛星有限公司

ATPI Travel (Hong Kong) Ltd

BCD Travel Hong Kong Limited

Century Shipping Services Ltd
世紀海運服務有限公司

Chimbusco Pan Nation Petro-Chemical Co Ltd
中燃遠邦石油化工有限公司

China United Shipbuilding Co Ltd
華聯船舶有限公司

Climate Impact Corporation Limited

CLPe Solutions Limited
中電源動有限公司

Department of Logistics & Maritime Studies, The Hong Kong Polytechnic University
香港理工大學物流及航運學系

Envision Energy International Limited

EPC Global Shipping Company Limited
易佩司環球海運有限公司

Gulf Oil Marine Ltd
海灣船舶石油有限公司

Haida United Marine Tech-Services Co., Limited
海大聯合海事技術服務有限公司

Huayang (Hongkong) Shipping Limited
華洋（香港）船務有限公司

IBL Shipping

Japan External Trade Organization, Ship Machinery Department
日本貿易振興機構（香港）舶用機械部

Maritime Culture Foundation Limited
海洋文化發展基金會有限公司

Maritime Knowledge Ltd, Marine PALS

McKinsey & Company, Inc. Hong Kong

Medsea China Limited

Mitsui & Co (H.K.) Ltd
三井物產 (香港) 有限公司

MOL Global Ship Management Hong Kong Limited

MTI Network Asia Ltd

Navarino HK Limited

Norsepower Asia Pacific Limited

NS United Shipping (H.K.) Co., Limited
新和日鐵聯合海運（香港）有限公司

Ocean TG Hong Kong Limited

OceanScore Singapore Pte. Ltd

One Pacific Limited

Pole Star Space Applications Ltd

PR Network
公關網絡

PricewaterhouseCoopers
羅兵咸永道有限公司

Shanghai International Port Group (HK) Co., Ltd
上海集團（香港）有限公司

StormGeo Limited
啟濤國際科技有限公司

Sumitomo Corporation (Hong Kong) Ltd
住友商事香港有限公司

Tecway (HK) Limited
德煒（香港）有限公司

The Sailors Home and Mission to Seafarers (The Mariners)

Venture Marine Services Limited

Zim Integrated Shipping Agencies (HK) Limited
以星航運代理有限公司

Promotion within the Association
船東會的推廣活動

The opportunity to promote ideas, services or products to the membership within the Association is made available as

Seminars and Webinars



These are arranged for members to attend cost-free and held usually at various hotel venues and conference centres, equipped with microphones, speaker's lectern, video or slide projectors if required.

A wide variety of topics are covered and presentations by non-members are also welcome. Seating can be varied for small and large groups. Any suggestions regarding topics and speakers are encouraged and the distribution of descriptive handout materials is recommended.

Association Lunches

These networking events are intended for attendance by as many members as possible. Numbers vary from 50 to 150 people, and a lunchtime address is usually given by a Guest of Honour. The cost is shared by the attendees.

The Association is very experienced in making arrangements for such major functions. These may be hosted or co-hosted by non-members' organisations for promotional purposes. If needed, the media may be invited to a media conference afterwards, and non-member guests are usually welcome.

Casual Lunches and Cocktail Reception

These can be arranged for the benefit of non-member upon request to make introductions in a neutral environment to prospective contacts within the membership with a view to fostering new business.

Other Effective Promotional Opportunities

Members and non-members are welcome to feature their advertisements in the Association yearbook. Additional promotional opportunities include website banners and event-based promotional counters.

For further information about any of these functions and activities, you are cordially invited to contact the Association Secretariat.

協會通過下列形式為會員提供多元化服務及推廣活動：

研討會與網上研討會

研討會通常在會址鄰近酒店或會議中心舉辦，會員可以免費參加。會場可提供話筒、演講台、投影機和幻燈機等設備。

研討會涵蓋主題十分廣泛，也歡迎非協會會員參與演講。會場可根據需要容納不同人數，並鼓勵就研討會主題和演講者提出建議，假如講者能提供講稿則更佳。

午餐會

午餐會歡迎會員踴躍參加，人數一般介乎 50 至 100 人不等。許多時候會邀請嘉賓在席間發言。午餐會費用由與會者分攤。

協會在安排午餐會方面累積了豐富經驗。而午餐會也可由非會員組織安排或與協會聯合舉辦，作推廣用途。如有需要，會後可邀請傳媒參加記者會，通常非會員也可以參加。

輕便午餐與雞尾酒會

此類活動通常為非會員公司欲結識船東會會員以發展生意往來而設。

其他有效推廣機會

歡迎會員及非會員公司於協會年刊投放廣告。協會亦提供網站橫幅廣告及活動推廣櫃位等多元化宣傳服務。

如需了解有關詳情，請聯絡協會秘書處。



Fleet Statistics
會員船隊資料

Vessels and Tonnage by Registered Owned, Managed or Operated by Members as at 1st December 2025
截至 2025 年 12 月 1 日會員擁有及／或管理的船舶註冊分佈情況

Register **註冊地**	Number of Ships **艘數**	Deadweight **載重噸**	Gross Tonnage **總噸**
Bahamas 巴哈馬	47	3,245,908	2,035,120
Belgium 比利時	9	1,415,060	781,427
British (Bermuda) 英國 (百慕達)	5	898,327	467,554
British (Gibraltar) 英國 (直布羅陀)	2	70,737	43,347
British (Isle of Man) 英國 (馬恩島)	2	219,159	128,618
British (UK) 英國	7	634,620	357,077
Cayman Islands 開曼群島	1	37,913	23,689
China (PRC) 中國	4	354,568	205,739
Curacao 庫拉索	7	381,749	298,535
Denmark/DIS 丹麥	6	229,948	143,365
Greece 希臘	1	180,010	94,008
Hong Kong 香港	667	75,433,167	47,357,538
India 印度	2	75,200	45,646
Indonesia 印度尼西亞	8	262,723	168,450
Italy 意大利	3	475,038	244,499
Japan 日本	4	111,161	226,144
Liberia 利比里亞	192	17,607,528	11,001,643
Malta 馬爾他	35	950,924	603,748
Marshall Islands 馬歇爾群島	368	26,484,784	17,733,464
Mexico 墨西哥	2	255,542	137,066
New Zealand 新西蘭	2	33,205	26,610
Norway/NIS 挪威 (NIS)	25	1,267,874	943,460
Panama 巴拿馬	208	15,464,012	11,125,036
Portugal 葡萄牙	11	962,971	818,661
Singapore 新加坡	310	32,028,866	24,536,300
South Africa 南非	2	357,790	184,100
Grand Total 總計	1,930	179,438,784	119,730,844

Fleet Statistics
會員船隊資料

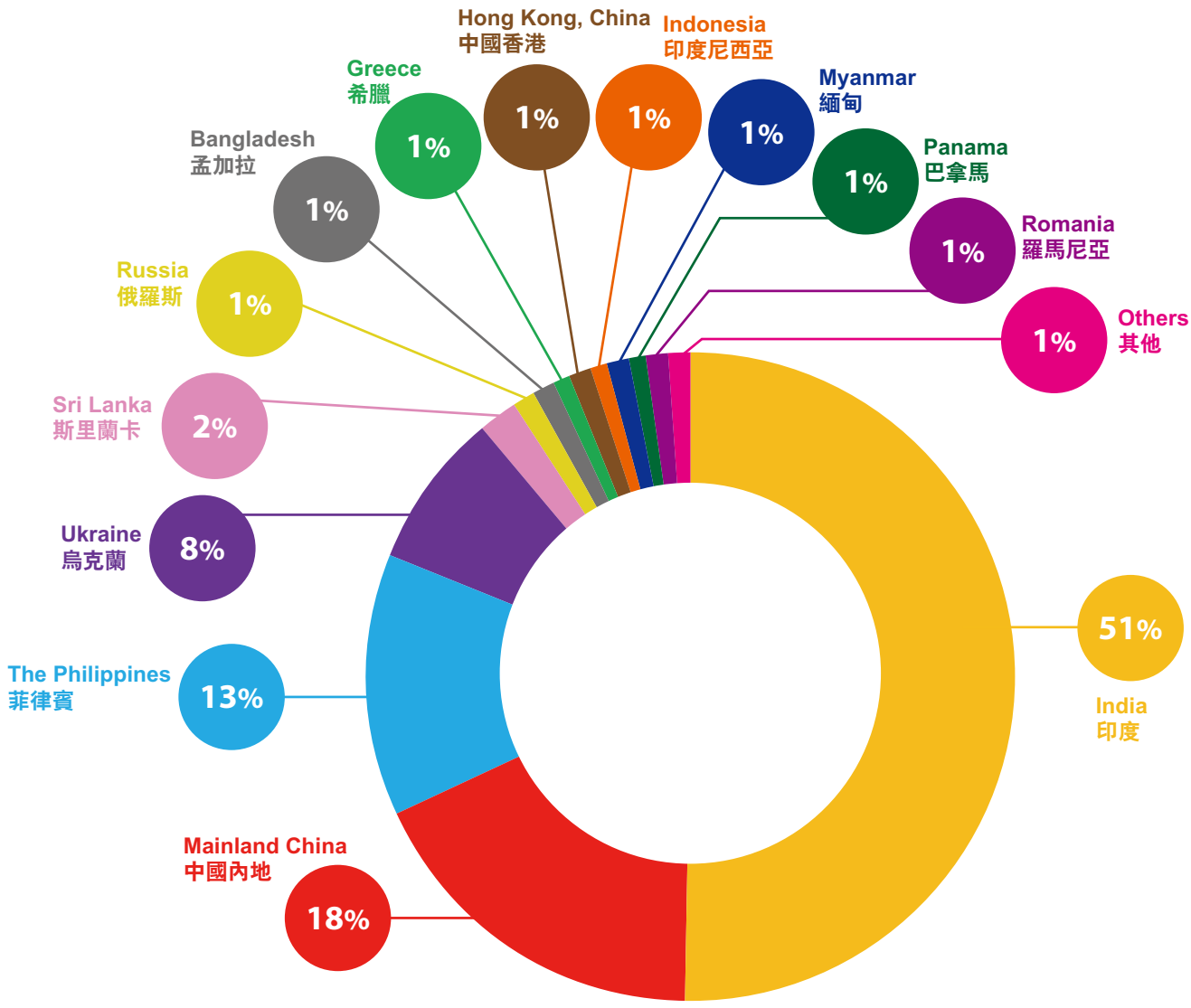
Vessels and Tonnage by Ship Type, Managed or Operated by Members as at 1st December 2025
截至 2025 年 12 月 1 日會員擁有及／或管理的船舶類別分佈情況

Ship Type **船舶類別**	Number of Ships **艘數**	Deadweight **載重噸**	Gross Tonnage **總噸**
Bulk Carrier 散貨船	866	81,999,212	44,448,813
Car Carrier 運車船	5	52,521	154,799
Cement Carrier 水泥船	2	37,138	25,085
Container Ship 貨櫃船	432	39,571,268	36,235,941
Floating Storage 浮動儲存	1	-	218
General Cargo 乾貨船	40	1,513,014	970,980
Heavy Lift/Project Cargo 重吊	11	634,831	476,012
LNG Ship 液化天然氣載運船	42	3,550,403	4,515,378
LPG Ship 液化石油氣載運船	24	797,791	696,669
Multi-Purpose Vessel 多種用途船	1	-	59
Offshore 離岸支援船	1	3,122	2,920
OSV/Tug 拖船	28	47,879	60,114
Passenger/Cruise/Ferry 客船 / 郵輪 / 小輪	1	25	21
PCTC/Ro-Ro/Car Carrier 汽車運輸船	81	1,453,365	5,033,212
Tanker 油輪	6	662,511	360,775
Tanker (Chemical) 化學液體油輪	129	4,504,934	2,730,977
Tanker (Crude Oil) 原油油輪	187	35,671,657	19,097,930
Tanker (Product) 成品油輪	47	2,879,986	1,678,489
Very Large Ore Carrier 大型礦砂船	9	2,324,553	1,223,205
VLCC 大型油輪	11	3,393,913	1,757,249
Woodchip Carrier 木屑船	6	340,661	261,998
Grand Total 總計	1,930	179,438,784	119,730,844

Seafarers Employed by Owners and Managers
船東和管理公司僱用的船員情況

Nationality of Officers
高級船員國籍 / 地區分佈

December 2025
2025 年 12 月

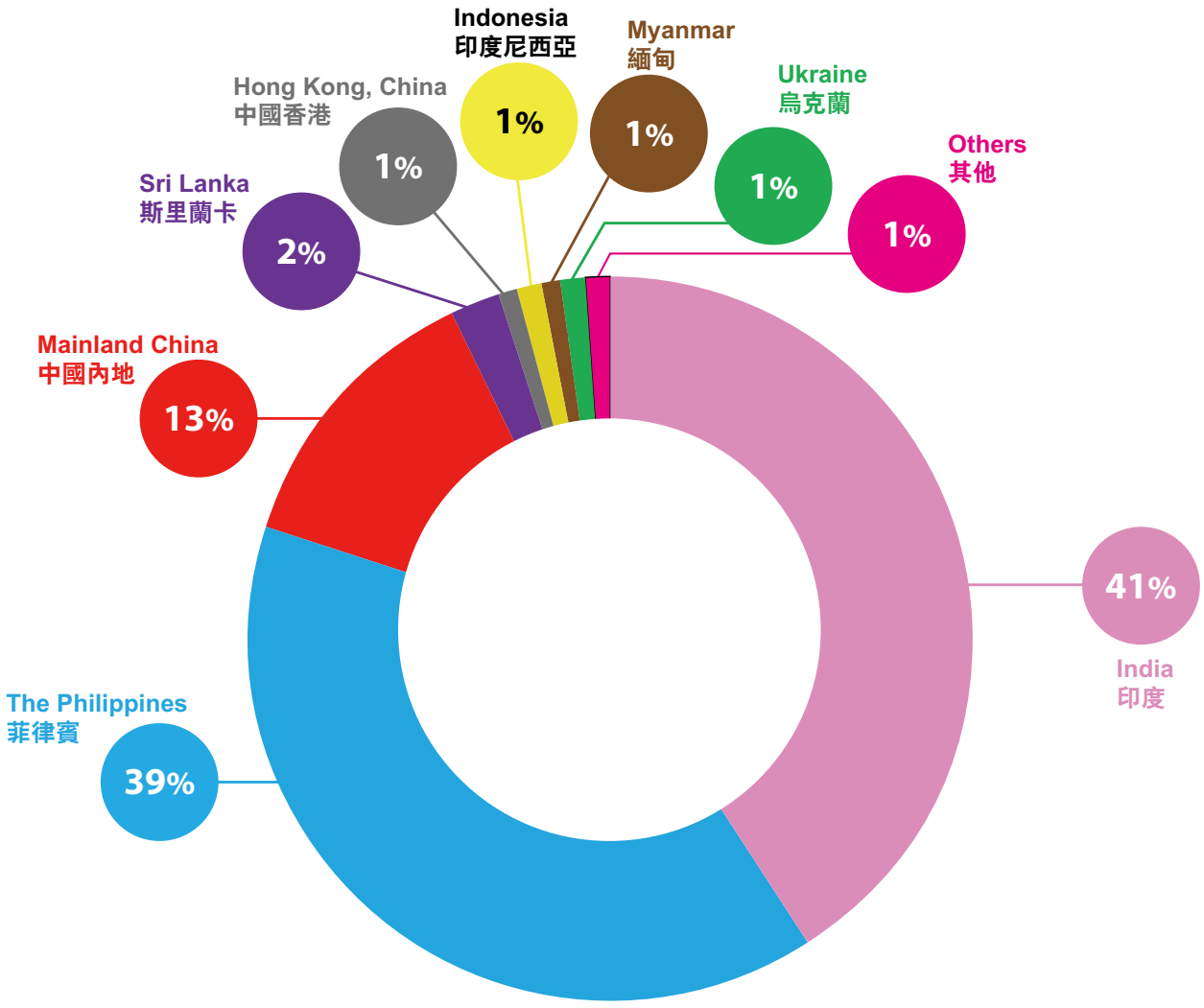


Remarks :
We do not receive returns from all members on the nationality of seafarers that are employed on their ships, so the above charts represent the limited data that we have gathered. Due to the lack of returns, a comparison with previous years cannot sensibly by made.

Seafarers Employed by Owners and Managers
船東和管理公司僱用的船員情況

Nationality of Ratings
普通船員國籍 / 地區分佈

December 2025
2025 年 12 月



備註：
由於我們未能獲取所有會員提交有關其公司僱用的船員情況，以上的統計圖只代表有限度的資料。因此，我們亦未能和去年的資料作比較。

Membership Requirements and Secretariat Contact Details
入會資格及秘書處聯繫方式

Membership applications are considered from companies that have a registered business in Hong Kong connected with shipping.

There are two categories of membership. Ordinary membership for ship owners, ship managers and ship operators, and Associate membership for all others.

Both categories of membership may attend all Association functions and receive all Association notices and materials except for those in which it is judged the Associate members may not be interested.

Associate members are not entitled to vote on resolutions at general meetings, though they are welcome to express their opinions on issues of concern.

Every applicant must be sponsored by two members, of which one must be an Ordinary member. The Executive Manager of the Association Secretariat is glad to assist applicants in completing their sponsorship arrangements.

On acceptance for membership there is an initial Entrance Fee of HK$1,000, with monthly subscriptions.

The monthly subscriptions for Ordinary members are as follows:

Tier 1 members (HK$8,100)

- Ship owners or operators with a total fleet of more than 50 vessels, including those of their subsidiary companies and overseas offices
- Ship managers with a total fleet of more than 200 vessels under their technical and/or crew management, including those of their subsidiary companies and overseas offices

Tier 2 members (HK$6,700)

- Ship owners or operators with a total fleet of 20 to 50 vessels, including those of their subsidiary companies and overseas offices
- Ship managers with a total fleet of 100 to 200 vessels under their technical and/or crew management, including those of their subsidiary companies and overseas offices

Tier 3 members (HK$6,000)

- Ship owners, operators and managers not falling under Tier 1 or Tier 2 above

The monthly subscription for Associate members is HK$2,700.

Membership subscriptions for both Ordinary and Associate members are to be paid either annually in April, or monthly by a bank's 'Standing Instruction' (S.I.).

Pro-rata refund of pre-paid annual payment can be arranged should a member resign during the year, subject to certain conditions.

本會僅接受在香港註冊的與航運有關的公司為會員。

會員分兩種類別。船東、船舶運營或管理公司為**正式**會員，其他公司為**附屬**會員。

這兩類會員均可參加協會的所有活動，並按照會員類別收取協會的通告和相關的資訊。

附屬會員不能在全體會員大會上就議案進行表決，但歡迎他們就關注的議題發表意見。

申請者需經兩位公司會員提名，其中一位必須是正式會員。本會執行經理樂意就此提供協助。

入會申請獲批准後，申請者需繳付入會費港幣 1,000 元及該月會費。

正式會員每月會費如下：

第一組別（港幣 8,100 元）

- 船東或經營公司，其船隊總數超過 50 艘，包括其子公司和海外公司的船隊
- 船舶管理公司，其技術和 / 或船員管理下的船隊總數超過 200 艘，包括其子公司和海外公司的船隊

第二組別（港幣 6,700 元）

- 擁有 20 至 50 艘船舶的船東或經營公司，包括其子公司和海外公司的船隊
- 船舶管理公司，其技術和 / 或船員管理下的船隊總數為 100 至 200 艘，包括其子公司和海外公司的船隊

第三組別（港幣 6,000 元）

- 不屬於第一組別或第二組別的船東、經營公司和管理公司

附屬會員的每月會費為港幣 2,700 元。

正式會員和附屬會員的會費可以採用每年四月付一次性的年費，或每月以自動轉賬方式支付費用。

會員如果在本年度內退會，所付的一年會費將依照規定按比例退回。

Secretariat Contact Details
The Hong Kong Shipowners Association
Address : 12th Floor, Queen's Centre, 58 Queen's Road East, Wanchai, Hong Kong
Telephone : (852) 2520-0206
Facsimile : (852) 2529-8246
E-mail : hksoa@hksoa.org
Website : www.hksoa.org

秘書處聯繫方式
香港船東會
地址 : 香港灣仔皇后大道東 58 號帝后商業中心 12 樓
電話 : (852) 2520-0206
傳真 : (852) 2529-8246
電子郵件 : hksoa@hksoa.org
網站 : www.hksoa.org

HKSOA is committed to protecting the environment.
This year book is printed on FSC™ - certified paper.

香港船東會肩負起推廣環保用紙的使命。
本年刊採用 FSC™ - 認証紙張。

Design & Printed by www.linkupdesign.com

Membership Application Form
入會申請表

To The Executive Committee
The Hong Kong Shipowners Association
12th Floor, Queen's Centre
58 Queen's Road East, Wanchai
Hong Kong

This may be either mailed/
emailed to hksoa@hksoa.org
faxed to (852) 2529-8246

Dear Sirs,

We desire to become an Ordinary/Associate* Member of the Hong Kong Shipowners Association Limited, and in the event of our being elected to such membership we hereby agree to be bound by the Memorandum and Articles of Association, and to abide by any rules and regulations of the Association for the time being in force.

We are a company registered in _____ (place) in _____ (year)

and our principal business is _____

we own/and or* manage _____ vessels aggregating _____ dwt.

We attach herewith brief introduction of our company, a copy of our Business Registration Certificate and a list of our Directors.

We nominate (1) Mr/Ms* _____ (2) Mr/Ms* _____

and/or* (3) Mr/Ms* _____ (4) Mr/Ms* _____

to represent us at any meeting called by the Association.

(#For Associate membership application)
#Our reason for becoming an Associate member of the Association is _____ .

For future co-ordination, please address all your circulars and notices to our chief representative named as (1) above.

Our full name is : _____ (English)

_____ (Chinese)

Address : _____

_____

Telephone** : _____ Fax** : _____

Website : _____ Email** : _____

Signature and company chop : _____

Title : _____ Date : _____

We, the undersigned, consider the above company fully eligible to become an Ordinary/Associate* Member of the Association.

_____ Proposer

_____ Seconder

* Please strike out that which does not apply.
** Please give general line numbers.

Membership Application Form
入會申請表

致：香港船東會執行委員會
香港船東會
香港灣仔皇后大道東 58 號
帝后商業中心 12 樓

請填妥表格後寄回本會或
電郵：hksoa@hksoa.org 或
傳真至 (852) 2529-8246

本公司現申請加入香港船東會，成為正式 / 附屬會員 *。申請一旦獲得批準，本公司同意遵守「香港船東會章程」並受船東會的規章約束。

本公司於 _____（年份）在 _____ 註冊，公司的主要業務是 _____。

本公司擁有或管理的船舶數為 _____ 艘，共計載重噸為 _____。

本公司簡介、董事會成員名單及商業登記証副本見附件。

本公司現委任 （1）* _____ 先生 / 女士 （2）* _____ 先生 / 女士

（3）* _____ 先生 / 女士 （4）* _____ 先生 / 女士

為本公司之聯絡人，今後船東會的有關通訊資料，請直接送交本公司上述（1）之首席代表。

（# 只適合附屬會員申請人填寫）
本公司希望成為貴會附屬會員的原因是 _____。

本公司全稱：_____（英文）

_____（中文）

地址 ：_____

_____

電話 ** ：_____ 傳真 ** ：_____

網站 ：_____ 電子郵件 ** ：_____

簽署加公司蓋章：_____

職務 ：_____ 日期 ：_____

本人（本署）認為上述公司完全符合成為船東會正式 / 附屬會員 * 的條件。

_____ _____

推薦人 第二推薦人

* 請刪去不適用處
** 請填寫公司總機號碼



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Marine Department
The Government of the
Hong Kong Special Administrative Region
of the People's Republic of China

HKSR 香港船舶註冊處
Hong Kong Shipping Registry

Room 302, 3/F, Harbour Building, 38 Pier Road, Central, Hong Kong
Tel: 2852 4421 / 2852 4387 Fax: 2541 8842 E-mail: hksr@mardep.gov.hk

www.mardep.gov.hk