



23 June 2026

Dear Members,

Hong Kong has released its first Five-Year Plan for Economic and Social Development covering 2026 to 2030. That alone makes this a milestone. More importantly, it signals a recalibration of how the Government intends to position the city economically and regionally for the remainder of this decade.

This is not simply a consolidation of existing initiatives. It sets out a structured blueprint to strengthen Hong Kong's competitiveness through innovation and technology, accelerated infrastructure development, deeper Greater Bay Area integration and a more deliberate green transition, while reinforcing its standing as an international financial centre.

The central question for business is straightforward. Can Hong Kong convert policy ambition into sustained competitive advantage?

Capital does not respond to aspiration. It responds to certainty. Over the next five years, investors will look for clarity around land supply, infrastructure sequencing, regulatory stability, talent mobility, and capital market depth. These fundamentals will determine whether confidence strengthens and whether investment decisions accelerate.

For AustCham Hong Kong members, this is highly practical. Many of you manage regional headquarters from here. Many allocate capital across Asia from Hong Kong's financial system. Many depend on its aviation connectivity, legal framework, and regulatory predictability to serve clients across multiple jurisdictions. The policy direction outlined in this Plan will shape operating conditions, cost structures, risk settings, and opportunity pipelines through to 2030.

The emphasis on the Northern Metropolis, innovation scale-up, green finance and regional connectivity presents meaningful opportunity. It also places a premium on execution discipline. Infrastructure delivery, cross-boundary coordination, and policy consistency will matter as much as vision. Competitiveness is never static. It must be reinforced continuously.

Over the coming weeks, I will use my weekly newsletter message as a regular feature to examine each of the Plan's core pillars in detail, from infrastructure and financial competitiveness to innovation, sustainability, and Hong Kong's global positioning. The focus will remain commercial and pragmatic. What does this mean for capital, for confidence and for your business decisions?

The public consultation runs until 14 August 2026. This is the first time Hong Kong has articulated a structured five-year blueprint of this nature. If the international business community does not engage constructively now, we forgo the opportunity to help shape the operating environment for the rest of the decade.

I encourage you to consider how this Plan intersects with your capital allocation, hiring plans, expansion strategy, and risk management frameworks. Please share your views through our committees so that our submission reflects the realities faced by international businesses operating on the ground.

This is a defining moment in Hong Kong's economic narrative. We should approach it with clarity, commercial focus, and confidence.

Warm regards,
Mary Simpson, AustCham Hong Kong Chief Executive