香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997

Directors' Symposium
董事研討會
2026

Thursday 10 September 2026
2:00pm - 5:00pm

Grand Ballroom, Ocean Park Marriott Hotel
香港海洋公園萬豪酒店大宴會廳



NAVIGATING THROUGH DISRUPTIVE FORCES IN CHALLENGING TIMES
在充滿挑戰的環境中砥礪前行

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Thursday 10 September 2026
Grand Ballroom, Ocean Park Marriott Hotel

2026年9月10日（星期四）
香港海洋公園萬豪酒店大宴會廳

2:00pm-5:00pm

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Theme: **Navigating through Disruptive Forces in Challenging Times**

A forum designed by directors for directors

Language: English **CPD**: 3 hours

Join Hong Kong's influential directors and visionary leaders on 10 September as we decode the new rules of leadership amid global turbulence—live at Ocean Park Marriott and streaming worldwide. In just one high-impact afternoon, gain battle-tested strategies from thought leaders, then energise your boardroom and business.

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香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997

The Hong Kong Institute of Directors ("HKIoD") is Hong Kong's premier body representing directors working together to advance corporate sustainability in creating long-term value for companies, their owners, stakeholders, humankind and Planet Earth through advocacy and standards-setting in corporate governance and director professionalism. A non-profit-distributing organisation with membership consisting of directors from listed and non-listed companies, HKIoD is committed to providing directors with educational programmes and information service and establishing an influential voice in representing directors. With international perspectives and a multi-cultural environment, HKIoD conducts business in biliteracy and trilingualism. HKIoD is a member institute of the Global Network of Director Institutes, a worldwide alliance of leading director institutes. HKIoD is host of the Climate Governance Initiative Hong Kong Chapter.

香港董事學會為香港代表董事共同努力的首要組織，其宗旨是促進企業永續發展職能，為所有公司、其擁有者、持份者、人類以至地球創造持久價值；為達成使命，學會致力於企業管治（或稱公司治理）及董事專業行為上的倡導及釐定相關標準。憑藉由來自上市公司及非上市公司的董事組成之會員基礎，學會致力為董事提供教育項目及資訊服務，並代表董事發聲。學會具國際視野及多元文化，採用兩文三語經營業務。香港董事學會為「環球董事學會聯盟」即Global Network of Director Institutes的成員，該聯盟匯集世界各地代表董事的翹楚學會。香港董事學會是氣候管治行動香港分部的代辦。

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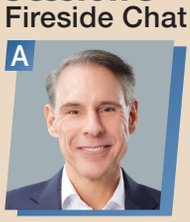
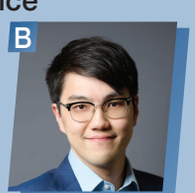
Programme 內容

Speaker 講者 Session Host 環節主持

1:30pm -2:00pm	Check-in Registration And Networking 入場登記與面會交流 All seated 全部就座
2:00pm -2:05pm	**Session 1** Opening Remarks  A Mr Richard Tsang 曾立基先生
2:05pm -2:15pm	**Session 2** Keynote Address by Guest of Honour 主禮嘉賓主題演講  A Mr Christopher Hui GBS, JP 許正宇先生
2:15pm -2:45pm	**Session 3** Fireside Chat 對談分享: Modern Board Leadership   A Mr Scott Price 貝思哲先生 B Ir Edmund Leung SBS OBE JP 梁廣灝工程師
2:45pm -3:25pm	**Session 4** Panel Discussion 1 專題討論 1： Boardroom Accountability: Balancing AI Innovation with Governance     A Mr Andre Blumberg 貝柏安先生 B Mr Patrick Cheung 張宏光先生 C Ms Ada CHUNG Lai-ling SBS 鍾麗玲女士 D Mr Vincent Chan MH 陳永誠先生

Speakers and Session Hosts 講者及環節主持

Session 1
- A Mr Richard Tsang, Chairman, HKIoD 香港董事學會主席 曾立基先生

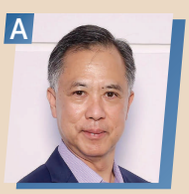
Session 2
- A Mr Christopher Hui GBS, JP, Secretary for Financial Services and the Treasury 財經事務及庫務局局長 許正宇先生 GBS, JP

Session 3
- A Mr Scott Price, Group Chief Executive, DFI Retail Group (The Group operates Mannings, 7-Eleven, Wellcome, IKEA, etc.) DFI零售集團行政總裁貝思哲先生（集團營運萬寧、7-Eleven、惠康、 宜家家居等品牌）
- B Ir Edmund Leung SBS OBE JP, Deputy Chairman, HKIoD 香港董事學會副主席 梁廣灝工程師 SBS OBE JP

Session 4
- A Mr Andre Blumberg, Chief Digital and Transformation Officer, CLP Holdings Limited 中電集團數碼及變革總裁 貝柏安先生
- B Mr Patrick Cheung, Chief Digital Officer of Chow Tai Fook Jewellery Group 周大福珠寶集團首席數碼官 張宏光先生
- C Ms Ada CHUNG Lai-ling SBS, The Privacy Commissioner for Personal Data 個人資料私隱專員 鍾麗玲女士 SBS
- D Mr Vincent Chan MH, Treasurer, HKIoD 香港董事學會司庫 陳永誠先生 MH

Programme 內容

Speaker 講者　Session Host 環節主持

3:25pm -3:45pm	Networking 交流互動： Refreshments, free-flow dialogues 茶點招待, 與會人士暢談
3:45pm -4:15pm	**Session 5** Highlights Talk 焦點演講： An Overview of the Economic Outlook  A  B A Mr Samuel Tse 謝家曦先生 B Mr William Lo 羅志聰先生
4:15pm -4:55pm	**Session 6** Panel Discussion 2 專題討論 2： Directorship and the Longevity Blueprint  A  B  C  D A Mr Richard Ho 何麗康先生 B Mr Brian Leung 梁創順先生 C Mr Grégoire Michaud 閔言樂先生 D Dr Christopher To 陶榮博士
4:55pm -5:00pm	**Closing Remarks**  A A Mr Richard Tsang 曾立基先生

Speakers and Session Hosts 講者及環節主持

Session 5

A Mr Samuel Tse, Senior Economist & Market Strategist, Group Research, DBS Bank (Hong Kong) Limited
星展銀行(香港)有限公司 經濟研究部 高級經濟學家及市場策略師 謝家曦先生

B Mr William Lo, Deputy Chairman, HKIoD
香港董事學會副主席 羅志聰先生

Session 6

A Mr Richard Ho, CEO, Texwinca Holdings Limited
德永佳集團有限公司行政總裁 何麗康先生

B Mr Brian Leung, Senior Partner, Woo Kwan Lee & Lo
胡關李羅律師行高級合夥人 梁創順先生

C Mr Grégoire Michaud, Founder of Bakehouse
Bakehouse創辦人 閔言樂先生

D Dr Christopher To, Immediate Past Chairman, HKIoD
香港董事學會卸任主席 陶榮博士

Closing Remarks

A Mr Richard Tsang, Chairman, HKIoD
香港董事學會主席 曾立基先生

Chairman's Message 主席獻辭



MESSAGE 獻辭

Mr Richard Tsang
曾立基先生
Chairman
The Hong Kong Institute of Directors
香港董事學會主席

According to the 2026 World Competitiveness ranking by the International Institute for Management Development, Hong Kong has risen to the 2nd position from the 3rd position in the previous year. Among the criteria for this assessment, Hong Kong ranked 2nd in "Government efficiency", and 3rd in "Business efficiency". Our ranking in "Economic performance" has dropped from 6th in 2025 to 11th in 2026. Challenges include intensifying geopolitical tensions, leveraging Hong Kong's unique role as a "super connector", harnessing innovation to accelerate AI driven industrial transformation, developing the Northern Metropolis to expand the city's economic capacity and position it as a strategic platform for deeper Greater Bay Area integration, and addressing the aging population by enhancing workforce vitality and productivity. Directors of Hong Kong must strengthen board leadership to achieve sustainability and continual exploration of new opportunities.

The coming years will continue to be an exciting period filled with opportunities and challenges. The advent of AI, digitalisation, new customer habits and expectation create new business opportunities for new players whilst existing corporations in different industries can leverage on enhanced ecosystems and new technologies to boost up productivity and set new standards for business excellence. At the same time, the bar is being lifted for players to win the competition in many industries covering retail, logistics, transport, construction, healthcare, just to name a few. Sustainability requirements under the ESG umbrella will be increasingly under the spotlight with increased stakeholder awareness. In line with the current circumstances, Directors' Symposium 2026 sets the theme on "Navigating through Disruptive Forces in Challenging Times". The Symposium offers to directors an opportunity to explore, to share and to exchange ideas on timely business and economic issues.

The success of the Directors' Symposium 2026 relies on support and assistance of various parties including the Sponsors, Project Partners, Organising Committee Members, and every guest who attends the event. Finally, I would like to express my sincere appreciation to the Speakers for their excellent insights shared at the Symposium.

I thank everyone taking part in this Symposium and wish you an enlightening and enjoyable afternoon.

根據國際管理發展學院的《2026年世界競爭力年報》，香港從上年排名第三位升至第二位。在各項評估準則中，香港在「政府效率」排名第二，在「商業效率」排名第三。香港在「經濟表現」一項排名則由2025年的第六位下降至2026年的第十一位。面對的挑戰包括加劇的地緣政治緊張局勢、如何發揮香港作為「超級聯繫人」的獨特角色、利用創新以加速人工智能驅動的產業轉型、發展北部都會區以擴大本港的經濟容量並作為深化與大灣區融合的戰略平台，以及透過提升勞動力與生產力來應對人口老化問題。香港各董事必須強化董事會領導力，和不斷探索新機會以達到可持續發展。

未來數年將繼續是一個充滿機遇和挑戰及令人振奮的時期。人工智能的興起、數位化、新的顧客習慣和期望為創業者創造了新的商機，而不同產業中的現有企業則可以利用改善了的生態系統和新技術來大幅提升生產力，並為商業卓越設立新的標準。與此同時，許多產業的競爭門檻正在提高，包括零售、物流、運輸、建築、醫療保健和其他領域。ESG（環境、社會和公司治理）框架下的可持續性要求將隨著持份者意識的提高而越來越受到關注。為配合當前情況，「董事研討會2026」以「在充滿挑戰的環境中砥礪前行」為主題，為各董事提供機會適時探索商業及經濟議題，彼此分享及交流意見。

「董事研討會2026」的成功全賴各方的支持和協助，包括贊助商、項目夥伴、籌備委員會全體成員及每位出席該活動的嘉賓。最後，我謹此向各位演講嘉賓衷心致謝，感謝他們在研討會上分享真知灼見。

我感謝每位參與本屆研討會的人士，希望各位渡過一個富啟發性及愉快的下午。

CEO's Message 行政總裁獻辭



MESSAGE 獻辭

Mr Jonathan Shea
謝達安先生
Chief Executive Officer
The Hong Kong Institute of Directors
香港董事學會行政總裁

Welcome to Directors' Symposium 2026, organised by The Hong Kong Institute of Directors.

With the theme of "Navigating through Disruptive Forces in Challenging Times", this symposium is designed to highlight the importance of good board leadership for companies to meet challenges and opportunities in order to prosper in the new era of changing customer needs and economic landscape, and increased expectation by stakeholders for ESG compliance despite a more difficult economic environment and stagnant market conditions. The importance of good corporate governance even in difficult times cannot be over-emphasised, boards of companies must lead in enterprise with integrity and director professionalism in order to be sustainable.

This Symposium owes its success to the help of many different parties. I would like to extend my sincere appreciation to the Speakers as well as our Sponsors, Partners, Supporting Organisations, participants and Organising Committee Members.

The Hong Kong Institute of Directors is committed to promoting continuing professional development for directors. The Institute provides a platform for directors to jointly understand current world and local economic trends, the business environment and business priorities. While sharing their experiences, directors can also build friendships and expand their networks.

I wish all of you a rewarding and enjoyable experience at this Directors' Symposium.

歡迎出席香港董事學會主辦的「董事研討會2026」。

本屆研討會以「在充滿挑戰的環境中砥礪前行」為主題，旨在強調良好董事會領導對企業迎接挑戰和機遇的重要性，以便在變化中的顧客需求和經濟格局中繼續發展。儘管企業面臨更加困難的經濟環境和停滯不前的市場，持份者對ESG合規性的期望仍在不斷提高。即使在困難時期，良好的企業治理的重要性不容忽視，企業董事會必須以企業精神和誠信為導向，並具備專業的董事素養，以實現可持續發展。

本屆研討會的成功全賴各方的協助，我謹此向各位演講嘉賓及我們的贊助商、合作夥伴、支持機構、參與者和籌備委員會的成員衷心致謝。

香港董事學會致力推動各董事追求持續專業發展，並提供平台供董事共同了解世界和本地的當前經濟趨向、營商環境和業務優次。各董事除了分享經驗之外，還可以彼此建立友誼和擴大網絡。

祝願各位從本屆董事研討會有所得著和享有愉快的體驗。

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MESSAGE 獻辭

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Ms Kinnie Wong JP
黃潔怡太平紳士
Registrar of Companies
Companies Registry
公司註冊處處長

It is my privilege to extend my warmest congratulations to The Hong Kong Institute of Directors on the successful organisation of the Directors' Symposium 2026.

In an era defined by shifting geopolitical landscapes, continuous market volatility and rapid technological transformation, the role of a director has evolved far beyond traditional oversight. Today's commercial environment demands corporations' unwavering commitment to and promotion of ethical governance, sustainability, and accountability to a broader spectrum of stakeholders, achieving all of which requires a sophisticated balancing act from board leadership. Apart from profitability, directors are also expected to steer the corporations toward enduring value creation. Fulfilling this mandate requires boards to champion an organisational culture where compliance is integrated throughout the corporations and where risk oversight is continuous.

Concurrently, the global regulatory framework, driven by international standards set by organisations such as the Financial Action Task Force, is experiencing a shift toward better corporate transparency. Hong Kong continues to demonstrate its steadfast commitment to international anti-money laundering standards with the introduction of the Significant Controllers Register regime in 2018 to ensure prompt access by the competent authorities to adequate, accurate, and up-to-date beneficial ownership information of corporations. As there are increasing demands for more corporate transparency, directors must shoulder the accountability to ensure that complex and multi-structured ownership chains are meticulously monitored and verified. By embracing these rigorous standards, corporate leaders not only align with global regulatory trends, but also help fortify Hong Kong's reputation as a premier and trusted international financial centre.

I have every confidence that the Directors' Symposium 2026 will continue to serve as a valuable platform for stimulating insights that equip directors to rise to today's multifaceted challenges.

I wish the Symposium a resounding success.

本人謹向香港董事學會成功舉辦「董事研討會2026」致以熱烈的祝賀。

在地緣政治瞬息萬變、市場持續波動以及技術變革日新月異的時代下，董事職責已遠超傳統的監督角色。現今的營商環境要求企業堅定推動誠信管治、可持續發展，及對更廣泛的持份者承擔責任，而同時做到這一切極為考驗董事局領導層平衡各方的智慧。除追求盈利外，董事亦肩負帶領企業創造長遠價值的重任。董事局若要達成這項目標，必須積極推動企業文化，將合規要求貫徹於整個企業，並確保風險監督工作持之以恆。

與此同時，在財務行動特別組織等國際標準推動下，全球監管架構正朝著提升企業透明度的方向邁進。香港於2018年引入重要控制人登記冊制度，確保主管當局能及時取得充足、準確及最新的企業實益擁有人資料，持續彰顯其堅守國際打擊洗錢標準的堅定承諾。隨著對企業透明度的期望不斷提升，董事必須承擔責任，確保複雜多層的股權結構得到嚴謹監控與核實。透過恪守這些嚴格標準，企業領袖不僅能順應國際監管的趨勢，更能鞏固香港作為卓越且值得信賴的國際金融中心地位。

本人深信「董事研討會2026」將繼續成為激發真知灼見的寶貴平台，裝備各位董事應對當今多方面的挑戰。

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I commend the Hong Kong Institute of Directors for its efforts in advancing directors' professional development and promoting a culture of excellence in corporate governance. This year's Directors' Symposium, themed "Navigating Through Disruptive Forces in Challenging Times", provides a valuable platform for business leaders and directors to exchange views and explore how organisations can navigate the challenges and opportunities arising from a rapidly evolving environment.

The National 15th Five-Year Plan envisages the full implementation of the "AI+" initiative and focuses on promoting high-quality development, the digital economy and technological innovation. Business leaders should adopt a forward-looking perspective, keep abreast of the development directions of our Country, and leverage Hong Kong's unique advantages of enjoying strong support from the Motherland while remaining closely connected with the world to seize new opportunities.

I believe that the collective wisdom and expertise gathered at the Directors' Symposium will not only empower business leaders and directors to embrace the opportunities presented by the National 15th Five-Year Plan, but also help prepare them for the implementation of Hong Kong's first Five-Year Plan. With this, I wish the Symposium every success, yielding fruitful and inspiring outcomes.

香港董事學會一直致力推動董事專業發展，倡導卓越企業管治文化。本屆董事研討會以「在充滿挑戰的環境中砥礪前行」為主題，為企業領袖及董事提供交流平台，共同探討如何應對瞬息萬變的環境所帶來的挑戰與機遇。

國家「十五五」規劃提出全面實施「人工智能+」行動，着力推動高質量發展、數字經濟及科技創新。企業領袖需以前瞻視野掌握國家發展方向，善用香港「背靠祖國、聯通世界」的獨特優勢，開拓新機遇。

我深信，董事研討會所匯聚的真知灼見，不僅有助企業領袖及董事把握國家「十五五」規劃帶來的機遇，亦能為香港首個五年規劃的推展凝聚智慧、建言獻策。謹祝研討會圓滿成功、成果豐碩。

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It is a great privilege for RSM Hong Kong to support the Hong Kong Institute of Directors' 2026 Directors' Symposium. We extend our warmest congratulations to HKIoD on convening this distinguished event and commend its enduring commitment to advancing the highest standards of corporate governance, accountability and professional directorship in Hong Kong.

This year's theme, "Navigating through Disruptive Forces in Challenging Times," is particularly relevant at a time when organisations are confronting profound and lasting transformation in the global macroeconomic order, rapid technological advancement, geopolitical realignment, and shifting market dynamics. These interconnected forces are placing greater demands on boards to exercise sound judgement, maintain robust oversight and guide their organisations with clarity and confidence.

Today's environment demands that directors balance rigorous oversight with bold, informed action — channelling capital into digital transformation and long-term resilience while staying vigilant against emerging threats. True architectural strength lies in embedding digital trust, ethical enterprise, and data-driven foresight into every tier of boardroom decision-making. By embracing high-velocity governance models, organisations can convert volatility into durable competitive advantage, safeguarding shareholder value while reinforcing Hong Kong's position as a dynamic global financial hub.

Looking forward, the defining hallmark of corporate leadership will be the ability to sustain agile oversight without compromising the imperative of long-term value creation. I am confident that the insights exchanged here today will ignite transformative dialogue and serve as a powerful catalyst for pioneering governance frameworks and actionable boardroom strategies. On behalf of our Firm, I extend our best wishes to the Hong Kong Institute of Directors for an exceptionally productive symposium — one that equips every delegate with the clarity, conviction, and practical tools to lead confidently through the uncertainties ahead.

本人謹向香港董事學會致以誠摯祝賀，成功舉辦「董事研討會」這一業界年度盛事。香港董事學會一直致力提升企業管治標準，對鞏固機構信任及促進香港整體商業的卓越發展，發揮著關鍵作用。

今年的主題深刻呼應了全球宏觀經濟的重大變革。在科技、地緣政治與市場重組的交織挑戰下，董事會必須擺脫被動防守，主動發揮具前瞻性的戰略引領作用。面對複雜環境，董事須雙管齊下：既要保持動態風險監管，亦要果斷將資源投向數碼轉型與可持續發展。建立企業韌性，關鍵在於將數碼系統之完整性及可靠性、企業道德及數據分析融入決策體系，以靈活高效的管治模式化波動為優勢，在保障資本安全的同時，為香港的經濟活力奠定基石。

展望未來，企業董事的核心角色不僅要維持能發揮快速反應之監管，更要聚焦於創造長期價值。我堅信，是次研討會所分享的真知灼見將激發高瞻遠矚的交流，為企業提供創新領導及切實可行的管治思路。

我謹代表羅申美會計師事務所，預祝「董事研討會2026」圓滿成功，並盼望所有與會者收穫豐碩，攜手引領企業破浪前行、再創高峰。

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To foster the long-term success of companies

HOW
Through advocacy and standards-setting in
- corporate governance and
- professional development for directors

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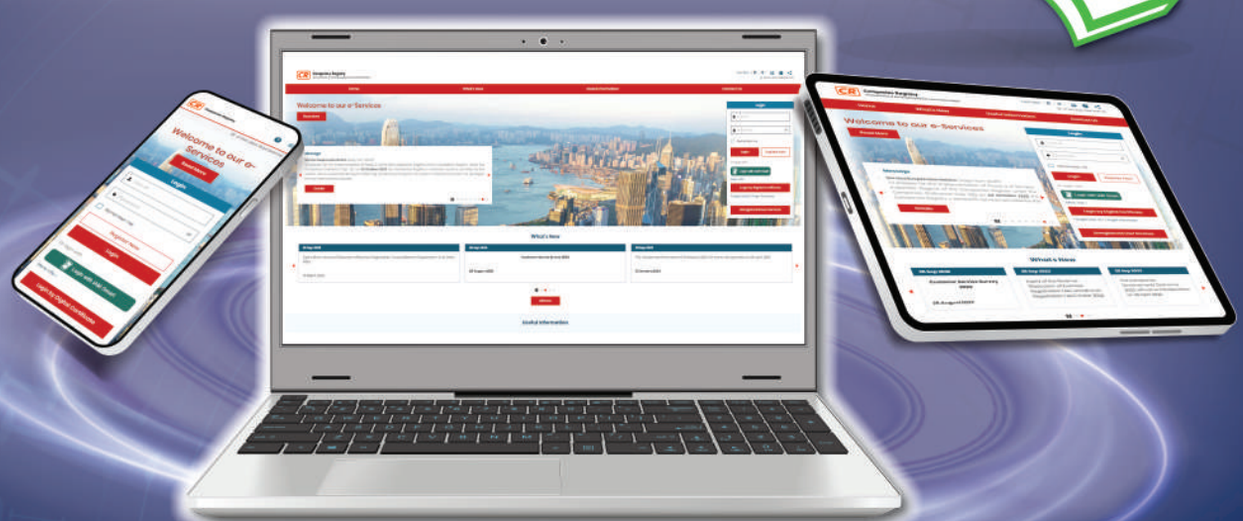

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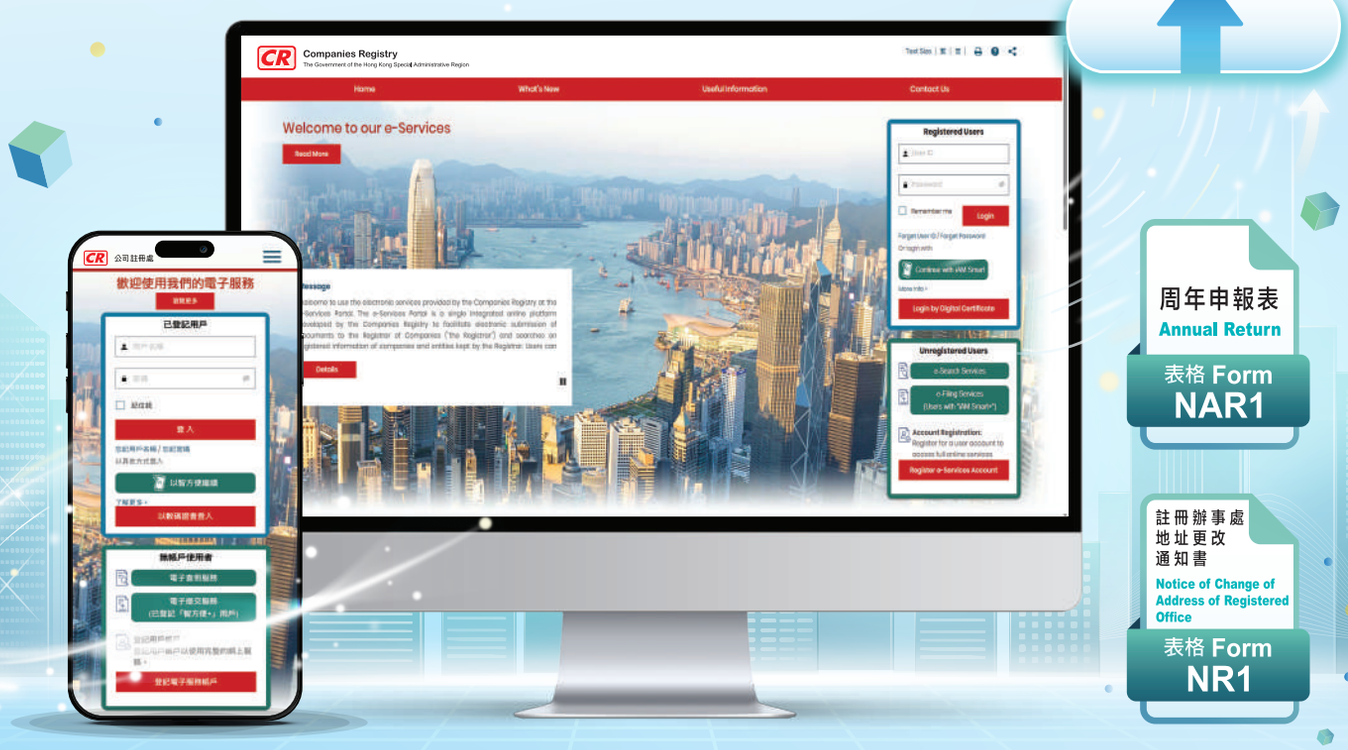

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3. Finance for Directors
4. Independent Non-Executive Directors: Role and Fulfillment

***Attendance requirement for CPD certificate issuance: 75% course duration**

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***Self-selected training sessions must include four mandatory courses:**

1. **Role of Company Director I: Overview of Legal and Regulatory Framework**
2. **Role of Company Director II: Board Practices**
3. **Finance for Directors**
4. **Independent Non-Executive Directors: Role and Fulfillment**

***Completion of a project assignment of case-analysis**

***Attendance requirement for CPD certificate issuance: 75% course duration**

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Speaker 講者



SESSION 2
Keynote Speech By Guest Of Honour

Mr Christopher Hui GBS JP
Secretary for
Financial Services and the Treasury

許正宇先生 GBS JP
財經事務及庫務局
局長

Mr Hui has been Secretary for Financial Services and the Treasury since 2020. He serves on the boards of Mass Transit Railway Corporation Limited, Hong Kong Airport Authority and also as the Chairman of the Kowloon-Canton Railway Corporation.

He was an Administrative Officer in the Government from 1999 to 2003 and served in the Economic Development Branch, the Office of the Government of the Hong Kong Special Administrative Region in Beijing and the Home Affairs Department. After leaving the Government, Mr Hui spent 13 years at the Hong Kong Exchanges and Clearing Limited, having been the Managing Director for Market Development and Head of Project Management and also in various senior roles in Listing and Market Development. He worked for a number of multi-national companies in the private sector as well. He was appointed the Executive Director of the Hong Kong Financial Services Development Council from 2019 to 2020.

Mr Hui previously held a number of public roles including Councillor of the City University of Hong Kong, Member of the Mandatory Provident Fund Schemes Authority Process Review Panel, Hong Kong Stock Exchange Listing Review Committee and also Hong Kong Institute of Certified Public Accountants Disciplinary Panel.

Mr Hui holds Bachelor and Master (Hon) Degrees in Philosophy, Politics and Economics from the University of Oxford, and Master of Business Administration Degree from INSEAD. He also attended the Stanford Executive Programme (SEP).

許正宇自2020年起出任財經事務及庫務局局長。他擔任香港鐵路有限公司董事及香港機場管理局董事會成員，並為九廣鐵路公司主席。

他於1999年至2003年期間任職特區政府政務主任，曾被調派到經濟發展科，香港特區政府駐北京辦事處和民政事務總署服務。許正宇在2003年離開政府後曾在香港交易所工作達13年，出任市場發展科董事總經理兼項目管理主管，亦擔任過上市和市場發展部門不同的高級崗位；也曾在私人市場一些跨國企業就職。他於2019年至2020年出任香港金融發展局行政總監。

許正宇曾經出任不同公職，包括香港城市大學校董會、強制性公積金計劃管理局程序覆檢委員會、香港交易所上市覆核委員會，以及香港會計師公會紀律小組的成員。

許正宇持有英國牛津大學哲學、政治及經濟系榮譽學士與碩士學位，以及INSEAD工商管理碩士學位。他亦曾參與史丹福大學行政人員培訓課程。

Speaker 講者



SESSION 3
Fireside Chat: Modern Board Leadership

Mr Scott Price
Group Chief Executive
DFI Retail Group

貝思哲先生
DFI 零售集團
行政總裁

Scott Price is the Group Chief Executive of DFI Retail Group, bringing over 30 years of experience in retail, logistics and consumer packaged goods sectors globally. He began his career with The Coca-Cola Company in Japan where he continued through various leadership roles across Asia. In 2002, Scott joined DHL Express as President in Japan before advancing to Chief Executive Officer for Asia Pacific in 2005 and Chief Executive Officer for Europe in 2007.

From 2009, Scott led Walmart's Asia business from Hong Kong overseeing operations across the region. He relocated in 2014 to the United States to take on a global leadership role, managing Walmart's global sourcing as well as strategy, technology and real estate for the International Division.

In 2017, Scott joined UPS as Chief Strategy and Transformation Officer, responsible for strategic planning, Global Business Services and the company's Advanced Technology Group. He was appointed Executive Vice-President, UPS International in 2020, overseeing all 220 markets outside the U.S.

In August 2023, Scott joined DFI Retail Group to lead the business. He also serves on the boards of Coles Group in Australia, The Consumer Goods Forum (CGF) and the World Retail Congress. Additionally, Scott is a co-sponsor of CGF's Net Zero Coalition of Action, an initiative aimed at accelerating the reduction of greenhouse gas emissions within the retail and consumer goods industry.

Scott holds a bachelor's degree in business administration from the University of North Carolina and earned both an MBA and a master's degree in Asian studies from the University of Virginia.

貝思哲為DFI零售集團行政總裁，他在全球零售、物流和快速消費品行業擁有超過30年的經驗。他的職業生涯始於日本可口可樂公司，並曾在亞洲多個地區擔任管理層。在2002年，他加入DHL Express出任日本區總裁，隨後在2005年獲委任為亞太區行政總裁，並在2007年出任歐洲區行政總裁。

在2009年至2017年，貝思哲在香港領導沃爾瑪的亞洲門店業務，隨後調往美國管理全球採購、國際科技、房地產和策略工作。

在2017年，貝思哲加入UPS出任策略與轉型總監，負責策略規劃、全球業務服務，及領導科技部門。2020年，他出任UPS國際部執行副總裁，負責管理美國以外的220個市場。

在2023年8月，貝思哲加入DFI零售集團，領導公司業務。他同時擔任澳洲 Coles 集團、消費品論壇 (The Consumer Goods Forum) 和世界零售大會(The World Retail Congress) 的董事會成員。此外，他亦是消費品論壇淨零行動聯盟(CGF' s Net Zero Coalition of Action)的聯席贊助人，該聯盟旨在加速減少零售和消費品行業的溫室氣體排放。

貝思哲擁有北卡羅來納大學(University of North Carolina)的工商管理學士學位，並獲得維珍尼亞大學(University of Virginia)工商管理碩士學位和亞洲研究碩士學位。

Company Profile 機構簡介

DFI Retail Group (the Group) is a leading Asian retailer driven by its purpose to 'Sustainably Serve Asia for Generations with Everyday Moments'. As at 30 June 2026, the Group and its associates operated 7,659 outlets and employed over 81,000 people across 12 markets.

The Group is committed to delivering quality, value and service to consumers across the region through trusted brands, strong local market positions, and a broad retail ecosystem supported by extensive store networks, digital capabilities and efficient supply chains.

DFI Retail Group and its associates operate a portfolio of well-known brands across five key divisions: health and beauty, convenience, food, home furnishings and restaurants.

DFI零售集團（「集團」）為亞洲著名的零售集團，致力可持續發展，服務亞洲每一代顧客的日常時刻。截至2026年6月30日，集團連同聯營公司於12個市場共經營7,659間店舖，並僱用逾8.1萬名員工。集團透過值得信賴的品牌、穩固的市場地位，以及完善的店舖網絡、數碼能力與高效供應鏈，致力為亞洲消費者提供優質產品、卓越價值及貼心服務。集團連同聯營公司經營多個著名品牌，並歸納為五大類別，包括：健與美產品、便利店、食品、家居用品及餐飲。

Speaker 講者



SESSION 4
Panel Discussion 1:
Boardroom Accountability: Balancing AI Innovation with Governance

Mr Andre Blumberg
Chief Digital and Transformation Officer
CLP Holdings Limited

貝柏安先生
中電集團數碼及變革總裁

Mr Blumberg leads the digital function for CLP in Hong Kong, spanning data, AI, cybersecurity, and technology delivery and operations. This also includes driving CLP's digital transformation agenda, including the delivery of its ERP programme and its transition into operations. At Group level, he is responsible for setting the related policies, standards, and assurance framework, aligning technology with business strategy across CLP.

Mr Blumberg joined CLP in 2001 and has since held a series of senior leadership roles across the Group's technology function. He also serves as a Director of Smart Charge (HK) Ltd., an affiliated company of the CLP Group.

Mr Blumberg holds Bachelor Degrees in Business Administration, Business Informatics and Computer Science from the University of Cologne in Germany and has completed Executive Development Programs at IMD Business School in Lausanne, Switzerland and Ivey Business School at Western University in Canada.

Prior to joining CLP, Mr Blumberg served various Fortune 100 clients across the Asia-Pacific region as a Management Consultant with PricewaterhouseCoopers (PwC) based in Singapore.

貝柏安先生領導中電在香港的數碼職能，負責範疇涵蓋數據、人工智能、網絡安全、以及科技交付和營運。他亦肩負推動中電的數碼轉型，包括企業資源規劃（ERP）項目的落實，並過渡至營運階段。在集團層面，他負責制定相關政策、守則和鑒證框架，確保公司的科技發展與業務策略一致。

貝柏安先生於2001年加入中電，在集團科技部門擔任多個高層領導職位。他也是中電集團旗下聯屬公司Smart Charge (HK) Ltd.的董事。

貝柏安先生持有德國科隆大學工商管理、商業信息及計算機科學學士以及完成瑞士洛桑國際管理發展學院商學院及加拿大西安大略大學毅偉商學院行政人員發展課程。

加入中電之前，貝柏安先生是羅兵咸永道會計師事務所（羅兵咸永道）駐新加坡的管理顧問，服務亞太區多家財富百大企業客戶。

Company Profile 機構簡介

The CLP Group is one of the largest investor-owned power businesses in Asia Pacific with investments across Hong Kong, the Chinese Mainland, Australia, India, Taiwan Region and Southeast Asia. Hong Kong-listed CLP Holdings Limited is the holding company for the CLP Group, whose business spans every major segment of the electricity value chain ranging from power generation, transmission and distribution to retail and smart energy services.
Wholly owned subsidiary CLP Power Hong Kong Limited provides a highly reliable supply of electricity to more than 80% of Hong Kong's population. The Group first entered the Chinese Mainland market in 1979 and is currently one of the largest external investors in the energy sector. Wholly owned subsidiary EnergyAustralia is a leading integrated energy company in Australia with over 2.2 million electricity and gas customer accounts. Apraava Energy, the Group's joint venture in India, has a 100% zero-carbon portfolio including renewable generation, transmission and smart metering.
CLP Holdings is included in the Hang Seng Index and the Dow Jones Best-in-Class Asia Pacific Index as well as sustainability-focused indices including the Hang Seng Corporate Sustainability Index and the FTSE4Good Index.

中電集團是亞太區規模最大的私營電力企業之一，業務遍及香港、中國內地、澳洲、印度、台灣地區及東南亞。在香港上市的中電控股有限公司是集團的控股公司，業務涵蓋能源價值鏈每個主要環節：從發電、輸配電到零售及智慧能源服務。
中電控股全資擁有的中華電力有限公司為超過8成的香港人口提供高度可靠的電力供應。集團於1979年首次踏足中國內地市場，現已發展為內地能源業最大境外投資者之一。全資附屬公司EnergyAustralia是澳洲領先的綜合能源企業，其電力和燃氣客戶賬戶逾220萬。集團於印度的合資企業Apraava Energy的業務均為零碳能源資產，涵蓋可再生能源發電，輸電和智能電錶。
中電控股為恒生指數及道瓊斯領先亞太區指數成份股，並獲納入恒生可持續發展企業指數及富時社會責任指數等可持續發展指數。

Speaker 講者



Patrick joined Chow Tai Fook Jewellery Group in 2022. He is the Chief Digital Officer responsible for the Group's Digital & IT, E-Commerce, Loyalty and Data Governance. He steers the Group's digital strategy to drive omni-channel sales growth across markets, customer experience enhancement, retail efficiencies, digital supply chain and data analytics. With extensive experience from global leading consulting firm, he excels in deriving transformation roadmap and delivering operational excellence across China and globally.

張宏光於2022年加入周大福珠寶集團，現擔任首席數碼官，負責本集團的數字化及資訊科技、電子商務、會員管理及數據治理。他制定集團的數字化策略，以推動各市場的全渠道銷售增長，優化顧客體驗、零售效率、數字化供應鏈及數據分析。憑藉全球領先管理顧問的豐富經驗，他擅長構建轉型路線圖及提升中國和全球性的卓越營運。

SESSION 4
Panel Discussion 1:
Boardroom Accountability: Balancing AI Innovation with Governance

Mr Patrick Cheung
Chief Digital Officer
Chow Tai Fook Jewellery Group

張宏光先生
周大福珠寶集團
首席數碼官

Company Profile 機構簡介

Chow Tai Fook Jewellery was founded in 1929. Our commitment to innovation and craftsmanship has made us synonymous with excellence, value, and authenticity.
As the global Chinese luxury group, we blend contemporary designs with traditional techniques to create timeless pieces. Our brand portfolio includes the iconic CHOW TAI FOOK flagship brand, HEARTS ON FIRE, ENZO, and MONOLOGUE, offering a wide variety of products that also includes an expanding range of cutting-edge IP collaborations. With over 5,000 stores worldwide, we offer a seamless client journey across all touchpoints that includes a network across China as well as a growing number of global locations.
Chow Tai Fook Jewellery Group Limited (SEHK: 1929) has been listed on the Main Board of the Hong Kong Stock Exchange since December 2011. We are committed to delivering sustainable long-term value for our stakeholders by continually enhancing earnings quality and driving higher value growth.

周大福珠寶集團創立於1929年，一直透過別出心裁的設計和對細節的堅持，讓傳統成為經典。時至今日，品牌已成為了卓越品質、非凡價值及誠信可靠的代名詞。
作為全球知名中國奢侈品集團，我們深信透過現代創新設計揉合傳統工藝，能創造出代代相傳的臻品。集團除了旗艦品牌「周大福」，還有HEARTS ON FIRE、ENZO與MONOLOGUE。我們亦積極開拓IP 聯乘合作，為顧客提供多元化的選擇。我們的業務網絡遍布中國，且持續延伸至全球多個市場。在全球設有逾5,000 家門店，致力於全渠道為顧客提供無縫體驗。
周大福珠寶集團有限公司（SEHK:1929）於2011年12月在香港聯合交易所主板上市，致力通過提高盈利質量和推動更高價值的增長，為不同持份者創造可持續的長期價值。並歸納為五大類別，包括：健與美產品、便利店、食品、家居用品及餐飲。

Speaker 講者



SESSION 4
Panel Discussion 1:
Boardroom Accountability: Balancing AI Innovation with Governance

Ms Ada CHUNG Lai-ling SBS
The Privacy Commissioner for Personal Data

鍾麗玲女士 SBS
個人資料私隱專員

Ms Ada CHUNG Lai-ling was appointed as the Privacy Commissioner for Personal Data in September 2020, and was awarded the Silver Bauhinia Star (SBS) by the Chief Executive of the Hong Kong Special Administrative Region in July 2025.

Ms Chung was qualified as a barrister and a Certified Public Accountant. She has solid legal expertise in privacy law, company law, tax, trust and administrative law. Ms Chung also has abundant experience in regulatory and administrative work.

As the Privacy Commissioner, Ms Chung was instrumental in amending the Personal Data (Privacy) Ordinance to more effectively combat doxxing behaviour and she led the criminal investigation division of her office in instituting criminal investigations and prosecutions of suspected doxxing offences. To promote AI privacy protection, she also led her team in the compilation of a Guidance on the Ethical Development and Use of Artificial Intelligence in Hong Kong in 2021, a Model Personal Data Protection Framework for Artificial Intelligence in 2024, and a Checklist on Guidelines for the Use of Generative AI by Employees in 2025. More recently, her office has launched the Safeguarding Personal Data AI Sandbox for the education sector in Hong Kong.

Ms Chung was a member of the Sub-group on Cross-boundary Data Collaboration of the Digital Economy Development Committee set up by the Financial Secretary. She currently sits on the Professional Advisory Board of the Asian Institute of International Financial Law of the University of Hong Kong and is a member of the Hong Kong Expert Group on Cross-boundary Data Collaboration as well as the Working Group on Developing Low-altitude Economy.

On the international front, she represents the PCPD as the co-chair of the Ethics and Data Protection in Artificial Intelligence Working Group and the International Enforcement Cooperation Working Group at the Global Privacy Assembly.

鍾麗玲女士於2020年9月起出任為個人資料私隱專員，並於2025年7月獲香港特別行政區行政長官頒授銀紫荊星章。

鍾女士具有大律師及專業會計師資格。她在私隱法、公司法、稅務、信託和行政法方面擁有豐富的法律專業知識。鍾女士亦擁有豐富的監管及行政經驗。

在出任私隱專員期間，鍾女士對修訂《個人資料（私隱）條例》以更有效地打擊「起底」行為方面，作出了重要貢獻，並帶領私隱專員公署的刑事調查部門對涉嫌「起底」罪行進行刑事調查及起訴。為促進人工智能私隱保障，她還帶領團隊在2021年編制了香港的《開發及使用人工智能道德標準指引》，以及在2024年及2025年分別編制了《人工智能（AI）：個人資料保障模範框架》和《僱員使用生成式AI的指引清單》。近期，私隱專員公署為教育界推出了「保障個人資料人工智能沙盒」計劃。

鍾女士曾為財政司司長成立的數字化經濟發展委員會跨境數據協作工作小組成員，現為香港大學亞洲國際金融法研究院專業顧問委員會委員、跨境數據協作港方專家組和發展低空經濟工作組的成員。

在國際層面，鍾女士代表公署擔任環球私隱議會的人工智能的道德與數據保障工作分組及國際執法合作工作分組的聯席主席。

Organisation Profile 機構簡介

Established in August 1996, the Office of the Privacy Commissioner for Personal Data (PCPD) is an independent body set up to oversee the implementation of and compliance with the provisions of the Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong) (PDPO). The PCPD strives to ensure the protection of the privacy of individuals in relation to personal data through monitoring and supervising compliance with the PDPO, enforcing its provisions and promoting the culture of protecting and respecting personal data.

個人資料私隱專員公署（私隱專員公署）於1996年8月成立，是一個獨立機構，負責監察香港法例第486章《個人資料（私隱）條例》（《私隱條例》）的實施及符規情況。私隱專員公署致力透過監察及監管各界人士遵從《私隱條例》的規定，執行《私隱條例》及推廣保障和尊重個人資料的文化，確保市民的個人資料私隱獲得保障。

Speaker 講者



SESSION 5
Highlights Talk:
An Overview of the Economic Outlook

Mr Samuel Tse
Senior Economist & Market Strategist,
Group Research,
DBS Bank (Hong Kong) Limited

謝家曦先生
星展銀行(香港)有限公司經濟研究部
高級經濟學家及市場策略師

Mr. Samuel Tse is the Senior Economist & Market Strategist with Group Research at DBS Bank (Hong Kong). Joining in 2017, Mr. Tse is responsible for monitoring the macroeconomic conditions and covering investment strategies to major asset classes (such as Equities, Fixed Income, etc) in Hong Kong and China. Furthermore, he covers insights on Asia interest rates.

Prior to joining DBS Bank, Mr. Tse was an economist at the Financial Secretary Office of the Hong Kong Government. At DBS, he regularly conducts economic/investment seminars for institutional clients, private banking clients, as well as internal staffs.

As a specialist on the Chinese and Hong Kong economy, Mr. Tse provides his professional comments on financial issues regularly on TV channels including Bloomberg, Deutsche Welle, Channel NewsAsia and Cable TV. He also actively shares his views on various print media like Reuters, Hong Kong Economic Journal, and Hong Kong Economic Times.

Mr. Tse graduated from the University of Warwick with a Bachelor Degree in Economics, Politics and International Studies. He also holds a Master Degree in Public Policy from Peking University.

謝家曦先生為星展銀行(香港)有限公司經濟研究部高級經濟學家及市場策略師。謝先生於2017年11月加盟星展，負責研究香港和中國的宏觀經濟狀況，及其主要資產類別(如股票、定息產品等)的投資策略。此外，他亦負責亞洲各國利率的分析。

加盟星展前，謝先生曾於香港政府財政司司長辦公室出任經濟分析員。

現時，他為機構客戶、私人銀行客戶及內部員工主持經濟及投資講座。此外，謝先生定期於各傳媒包括彭博、德國之聲、亞洲新聞台及有視電視發表有關財務及經濟的專業意見。他亦於多個文字媒體如路透社、經濟日報及信報作出經濟分析。

謝先生為中國北京大學公共政策碩士，亦持有英國華威大學經濟、政治、及國際關係學士。

Company Profile 機構簡介

DBS is a leading financial services group in Asia with a presence in 19 markets. Headquartered and listed in Singapore, DBS is in the three key Asian axes of growth: Greater China, Southeast Asia and South Asia. The bank's "AA-" and "Aa1" credit ratings are among the highest in the world.
Recognised for its global leadership, DBS has been named "World's Best Bank" by Global Finance, "World's Best Bank" by Euromoney and "Global Bank of the Year" by The Banker. The bank is at the forefront of leveraging digital technology to shape the future of banking, having been named "World's Best Digital Bank" by Euromoney and the world's "Most Innovative in Digital Banking" by The Banker. In addition, DBS has been accorded the "Safest Bank in Asia" award by Global Finance for 17 consecutive years from 2009 to 2025.
DBS provides a full range of services in consumer, SME and corporate banking. As a bank born and bred in Asia, DBS understands the intricacies of doing business in the region's most dynamic markets.
DBS is committed to building lasting relationships with customers, as it banks the Asian way. Through the DBS Foundation, the bank creates impact beyond banking by uplifting lives and livelihoods of those in need. It provides essential needs to the underprivileged, and fosters inclusion by equipping the underserved with financial and digital literacy skills. It also nurtures innovative social enterprises that create positive impact.

星展集團是亞洲最大的金融服務集團之一，業務遍及19個市場。總部設於新加坡並於當地上市，星展業務覆蓋亞洲三大增長主軸，即大中華、東南亞和南亞地區。星展資本充裕，所取得的AA-和Aa1級信貸評級位列全球最高級別之一。
星展集團分別獲《環球金融雜誌》、《歐洲貨幣》及《銀行家》選為「全球最佳銀行」，引證集團的全球領導地位。集團亦帶領業界以數碼科技重塑銀行業未來，獲《歐洲貨幣》選為「全球最佳數碼銀行」及獲《銀行家》選為「全球最佳創新數碼銀行」。此外，星展於2009至2025年更連續17年榮獲《環球金融雜誌》評選為「亞洲最安全銀行」。
星展集團在亞洲提供包括零售銀行、中小企業銀行及大型企業銀行的全面金融服務。生於亞洲、長於亞洲，星展洞悉在亞洲這個充滿活力的市場經營業務的秘訣。
星展致力與客戶建立長久的夥伴關係，秉持亞洲銀行的理念。透過星展基金會，本行致力提升有需要人士的生活與生計，創造超越銀行業務的影響力，為弱勢社群提供基本所需，並通過提供金融和數碼技能促進社會包容。此外，星展銀行也積極扶持創新社會企業，為社會帶來正面影響。

Speaker 講者



Mr. Richard Ho is an Executive Director and the Chief Executive Officer of Texwinca Holdings Limited. He has over 35 years of corporate banking, corporate finance and management experiences with local and major international banks. He holds a Master of Business Administration Degree from The Hong Kong Polytechnic University. He is also a fellow member of The Hong Kong Chartered Governance Institute, a fellow member of the Hong Kong Securities and Investment Institute and a fellow and council member of the Hong Kong Institute of Directors. Mr. Ho is also an independent non-executive director of Yue Yuen Industrial (Holdings) Limited (listed on the Hong Kong Stock Exchange).

何麗康先生為德永佳集團執行董事兼行政總裁。彼在本地及主要國際銀行擁有超過35年的企業銀行、企業融資及管理經驗。彼持有香港理工大學之工商管理碩士學位，亦為香港公司治理公會資深會員、香港證券及投資學會資深會員及香港董事學會之資深會員及理事會成員。何先生亦出任裕元工業（集團）有限公司（於香港聯交所上市）之獨立非執行董事。

SESSION 6
Panel Discussion 2:
Directorship and the Longevity Blueprint

Mr Richard Ho
CEO
Texwinca Holdings Limited

何麗康先生
德永佳集團有限公司
行政總裁

Company Profile 機構簡介

Established in 1975, Texwinca was listed on The Stock Exchange of Hong Kong in 1992. The Company operates as one of the top one-stop listed textile enterprises, mainly engaging in the production and distribution of knitted fabrics, cotton yarn, and garments with dual-location manufacturing in Mainland China and Vietnam. Texwinca operates its casual wear retail business under the brand name "Baleno" in Mainland China, Hong Kong, and Indonesia. The Company is actively exploring global markets through consignment and franchise model, aiming to expand its on-line and off-line presence worldwide. The Group currently has 9,000 employees globally.

德永佳成立於1975年，1992年在香港交易所上市。為全球知名服裝品牌提供一站式服務，現時是領先的一站式針織上市企業之一。德永佳的主要業務包括針織布、棉紗及成衣之生產及銷售，在中國內地及越南設有生產基地。 德永佳以「Baleno」班尼路品牌在中國內地、香港及印尼運營休閒時裝零售業務，並尋求以寄賣及特許經營方式進軍全球線上及線下市場。集團目前在全球擁有9,000名員工。

Speaker 講者



SESSION 6
Panel Discussion 2:
Directorship and the Longevity Blueprint

Mr Brian Leung
Senior Partner
Woo Kwan Lee & Lo

梁創順先生
胡關李羅律師行
高級合夥人

Leung Chong Shun, Brian (Mr. Leung) was admitted as a solicitor in Hong Kong in 1991 and in England in 1994. He joined the law firm Woo Kwan Lee & Lo in 1989 and became a partner in 1997. Mr. Leung is a China-Appointed Attesting Officer, a GBA Lawyer and the Head of the PRC Division of the Corporate and Commercial Department.

Mr. Leung specializes in corporate finance, M&A and IPO legal services. He has been involved in various listing and acquisition transactions of H Share companies and red chip companies. Mr. Leung also handled privatization of companies listed in Hong Kong.

Mr. Leung is an independent non-executive director of China Medical System Holdings Limited and Min Xin Holdings Limited. He is also the Company Secretary of China Merchants Port Holdings Company Limited and Guangzhou Automobile Group Co., Ltd. Mr. Leung was an independent non-executive director of China Communications Construction Company Limited from January 2011 to November 2017 and China Coal Energy Company Limited from June 2017 to March 2023. Shares of these companies are listed on the Stock Exchange of Hong Kong Limited.

梁創順先生（梁先生）於1991年獲香港高等法院認許為律師，並於1994年在英格蘭取得執業資格。他於1989年加入胡關李羅律師事務所，並於1997年成為合夥人。梁先生同時為中國委托公證人、大灣區律師，現任該所企業及商業法律部中國業務組主管。

梁先生擅長於企業融資、併購及首次公開招股（IPO）相關法律服務，曾參與多家 H 股及紅籌企業的上市及收購交易，亦處理多宗香港上市公司的私有化項目。

梁先生現為康哲藥業控股有限公司及閩信集團有限公司的獨立非執行董事；同時擔任招商局港口控股有限公司及廣州汽車集團股份有限公司的公司秘書。梁先生亦曾於2011年1月至2017年11月出任中國交通建設股份有限公司的獨立非執行董事，並於2017年6月至2023年3月擔任中國中煤能源股份有限公司的獨立非執行董事。上述公司均於香港聯合交易所有限公司上市。

Company Profile 機構簡介

Woo Kwan Lee & Lo is a full service 100% local Chinese-owned law firm based in Hong Kong. Since 1973, the firm has been serving clients, whether they are individuals purchasing a residential unit or multinational corporations doing cross-border transactions or having legal disputes, with the same professionalism.
Woo Kwan Lee & Lo is committed to giving back to the community, and has been a Caring Company for more than 15 years. Its partners and staff are active in philanthropy and volunteering in public services. The firm also provides pro bono legal services to non-governmental organisations.
As an independent local Hong Kong law firm which is not part of any international legal group or network, Woo Kwan Lee & Lo is able to work well with any foreign law firm in Hong Kong or any law firm outside Hong Kong.

胡關李羅律師行是一家提供全方位服務的 100% 由本地華人經營的香港律師事務所。自 1973 年以來，該行一直以同樣的專業精神為客戶服務，無論他們是購買個人住宅、進行跨境交易的跨國公司，或是涉及法律爭議。
胡關李羅律師行致力回饋社會，作為「商界展關懷」會員已超過15年。他們的合夥人和員工積極參與慈善事業和義務地擔任公共服務職位。該行還為非政府組織提供無償法律服務。
作為一間不屬於任何國際法律集團或網絡的香港本地獨立律師事務所，該行能夠與香港任何外國律師事務所或香港以外的任何律師事務所良好地合作。

Speaker 講者



SESSION 6
Panel Discussion 2:
Directorship and the Longevity Blueprint

Mr Grégoire Michaud
Founder
Bakehouse

閔言樂先生
Bakehouse
創辦人

Award-winning Swiss pastry chef Grégoire Michaud discovered his passion for baking at age 15 during an apprenticeship in his hometown of Verbier, Switzerland. His illustrious culinary journey has taken him from Switzerland to the U.S., the Maldives, Dublin, and finally to Hong Kong, which he has called home for over two decades.

For 14 years, Michaud was a key figure in Hong Kong's fine-dining scene, including eight years as the Executive Pastry Chef at the prestigious Four Seasons Hotel Hong Kong. During his tenure, he oversaw the pastry programmes for its six restaurants, including the Michelin-starred Caprice (3 stars) and Lung King Heen (3 stars). His excellence was recognised when he was named Best Pastry Chef by Tatler Asia in 2013.

That same year, driven by a vision to democratise artisanal bread, Michaud founded Bakehouse with a simple yet revolutionary idea: that everyone deserves access to quality bread. What began as a single location has flourished into a Hong Kong success story, with beloved stores now spanning across the city. Each location champions Michaud's unwavering commitment to craftsmanship and quality, offering handcrafted sourdough breads and pastries that have become synonymous with artisanal excellence in Hong Kong.

Michaud's influence extends far beyond his bakeries. As a respected voice in the culinary industry, he is frequently called upon to represent Hong Kong's food scene at keynote speeches, industry panels, and international conferences. His expertise and leadership have made him a sought-after speaker on topics ranging from artisanal baking techniques to the evolution of Hong Kong's culinary landscape. Whether addressing fellow professionals about the future of artisanal baking or sharing insights on Hong Kong's evolving food culture, Michaud has become a respected ambassador for the city's culinary excellence.

Michaud's philosophy is built on two pillars: uncompromising craftsmanship and responsible sourcing. His belief that exceptional bread requires exceptional ingredients has led him to work exclusively with heritage producers like the Suire Mill in Boussay, a fourth-generation operation that stone-grinds Bakehouse's flour using traditional methods. The same exacting standards apply to his team, whom he guides in classical techniques whilst encouraging creative innovation.

Beyond his commercial success, Michaud maintains a quiet dedication to social responsibility. He regularly supports local food security initiatives, provides mentorship to young bakers and champions sustainable practices within the industry. His approach to business reflects a deep understanding that true success encompasses not just profit, but in positive impact on people and place.

A respected author, Michaud has also penned five books on the art of pastry and bread, cementing his role as both practitioner and teacher in the world of artisanal baking.

Company Profile 機構簡介

Founded in 2013 by celebrated Chef Grégoire Michaud, Bakehouse began as a humble wholesale bakery specialising in handcrafted sourdough and fine pastries. It quickly earned the trust of Michelin-starred restaurants, luxury hotels, and prestigious airlines, redefining Hong Kong's bakery scene. In 2018, Chef Michaud brought artisanal bread closer to the community by opening the first Bakehouse neighbourhood shop in Wanchai. Today, with locations spanning the city and a thriving wholesale presence, Bakehouse has set the standard for artisanal baking in Hong Kong.
Using time-honoured techniques and the finest ingredients, such as premium stone-ground flour from France's Suire Mill, Bakehouse proudly bakes naturally leavened sourdough breads and viennoiseries using a heritage starter that predates the bakery itself, lovingly maintained for more than two decades. From pastries to the signature egg tarts, every item is handmade daily by a passionate team of bakers and pastry chefs, united under Chef Michaud's vision to elevate the city's appreciation for baking and bring joy to each neighbourhood, one loaf at a time.

Bakehouse 由 Chef Grégoire Michaud 於 2013 年創立，專注在手工酸種麵包與精緻酥點批發。其後迅速贏得頂尖餐廳、奢華酒店及航空公司信賴和青睞，為香港烘焙行業帶來一番新景氣。於 2018 年，Chef Michaud決定在灣仔開設首間 Bakehouse 門市，將匠心獨運的手工麵包融入社區。如今，Bakehouse已在香港多區紮根，而在批發業務方面也有著蓬勃的發展，為香港手工烘焙業樹立典範。
除了秉承傳統工藝和嚴選頂級食材，例如來自法國布賽 Suire 麵粉磨坊的優質石磨麵粉，Bakehouse 亦對發酵超過 20 年的自家酸種感到自豪，並將其運用於烘焙天然酸種麵包和酥點的過程中，令每款產品別具風味。由鹹甜酥點到招牌蛋撻，每款產品都是由 Chef Michaud 帶領的團隊以匠心製作的，為求令大眾享受並領略烘焙的魅力，讓歡樂傳遍社區。

Session Hosts 環節主持



Session 1
Opening Remarks

Mr Richard Tsang 曾立基先生

Chairman
The Hong Kong Institute of Directors
香港董事學會主席

Principal Business Engagement
- Chairman, Strategic Public Relations Group Limited

Other Major Directorships
- Vice President of The Methodist Church, Hong Kong
- Vice Chairman, Hong Kong Dance Company
- Council Member of UNICEF Hong Kong
- Vice Chairman of Hong Kong Q-Mark Council
- Member of Board of Trustees of Chung Chi College, The Chinese University of Hong Kong

Major Current and *Past Service Roles
- Member of The Hong Kong Tourism Board
- Member, Steering Committee on Prevention and Control of Non-Communicable Diseases
- Member, Quality Education Fund Steering Committee and Quality Education Fund Dissemination and Promotion Sub-committee
- *Former Member, Telecommunications Users and Consumers Advisory Committee (TUCAC), Office of the Communications Authority (OFCA)
- *Former Member, Advisory Council on Food and Environmental Hygiene

主要商務活動
- 縱橫公共關係顧問集團主席

其他董事職務
- 香港循道衛理聯合教會副會長
- 香港舞蹈團副主席
- 聯合國兒童基金香港委員會成員
- 香港優質標誌局副主席
- 香港中文大學崇基學院校董會成員

主要現行及*過往公職
- 香港旅遊發展局成員
- 防控非傳染病督導委員會委員
- 優質教育基金督導委員會與推廣及宣傳專責委員會成員
- 通訊事務管理局辦公室-電訊服務用户及消費者諮詢委員會委員(過往)
- 食物及環境衛生諮詢委員會委員(過往)

Awards/Honours
- Included in PRWeek's Global Power Book 2015, 2016 and 2017
- "Innovator 25 Asia-Pacific 2016" by The Holmes Report
- "Distinguished Professional of the Year Award" – 3rd Hong Kong Public Relations Awards 2016, organised by Hong Kong Public Relations Professionals' Association
- "Agency Leader of the Year" by Mumbrella Asia (2017)
- Stevie® Lifetime Achievement Award at the International Business Awards® 2018 &2019



Session 3
Fireside Chat: Modern Board Leadership

Ir Edmund Leung
SBS OBE JP FHKIoD HonFHKIE FHKEng

梁廣灝工程師
SBS OBE JP FHKIoD HonFHKIE FHKEng

Deputy Chairman
The Hong Kong Institute of Directors
香港董事學會副主席

Profession：Engineer

Principal Business Engagement
- Retired. Former Chief Officer of Kowloon-Canton Railway Corporation

Major Current and *Past Service Roles
- *Former Chairman of Drinking Water Safety Advisory Committee
- *Past President of Hong Kong Institution of Engineers
- *Former Board Member of Airport Authority Hong Kong
- *Former Chairman of Energy Advisory Committee
- *Former Chairman of Process Review Panel of Financial Reporting Council

Awards/Honours
- Silver Bauhinia Star (SBS)
- Officer of the British Empire (OBE)
- Justice of Peace (JP)
- Hon Fellow of University of Hong Kong
- Hon Fellow of Lingnan University

專業：工程師

主要商務活動
- 已退休
  前九廣鐵路公司總裁

主要現行及*過往公職
- *食水安全咨詢委員會前主席
- *香港工程師學會前會長
- *機場管理局前董事局成員
- *能源咨詢委員前主席
- *財務匯報局程序覆檢委員會前主席

榮譽及獎項
- 銀紫荊星章
- 英國官佐勳章
- 太平紳士
- 香港大學榮譽院士
- 嶺南大學榮譽院士

Session Hosts 環節主持



Session 4
Panel Discussion 1: Boardroom Accountability: Balancing AI Innovation with Governance

Mr Vincent Chan
陳永誠先生 MH

Treasurer
The Hong Kong Institute of Directors
香港董事學會司庫

Principal Business Engagement
- Partner, Ernst & Young

Other Major Directorships
- Co-Chairman, International Data Industry Alliance

Major Current and *Past Service Roles
- Council Member, Hong Kong St. John Ambulance
- Member of Public Complaints Committee, Hospital Authority
- Non-official Member of Innovation, Technology and Industry Bureau's DEDC Sub-group on Cross-boundary Data Collaboration
- Chairman of Directors of the Year Awards 2019 & 2026 Organizing Committee
- * Past-President, ISACA China Hong Kong Chapter

- **Awards/Honours**
- Medal of Honour (MH)

主要商務活動
- 安永會計師事務所合夥人

其他董事職務
- 國際數據產業聯盟聯席主席

主要現行及*過往公職
- 香港聖約翰救傷會理事會成員
- 醫院管理局公眾投訴委員會成員
- 創新科技及工業局 - 數字化經濟的發展委員會 - 跨境數據協作工作小組非官方委員
- 香港董事學會2019及2026年度傑出董事獎籌委員會主席
- *國際資訊系統審計協會(中國香港分會)前會長

榮譽及獎項
- 榮譽勳章



Session 5
Highlights Talk: An Overview of the Economic Outlook

Mr Lo Chi Chung William
羅志聰先生 FCPA FCCA FCA (ICAEW) FHKIoD FTIHK MBA

Deputy Chairman
The Hong Kong Institute of Directors
香港董事學會副主席

Principal Business Engagement
- Professional Accountant

Principal Business Engagement
- Director, Paul Mak & Associates Limited

Other Major Directorships
- Board of Director, Hong Kong Church Network for the Poor Limited
- Board of Director & Treasurer, Family Value Foundation of Hong Kong

Major Current and *Past Service Roles
- Hong Kong Children's Hospital
  - Member, Hospital Governing Committee
  - Trustee, Hong Kong Children's Hospital Charitable Foundation
- Accounting and Financial Reporting Council
  - Convener, Financial Reporting Review Panel
- Hong Kong Examinations and Assessment Authority
  - Member, Finance Committee
  - Chairman, Tender Committee

主要商務活動
- 專業會計師

主要商務活動
- Paul Mak & Associates Limited 董事

其他董事職務
- 教會關懷貧窮網絡有限公司董事
- 維護家庭基金有限公司董事兼司庫

主要現行及*過往公職
- 香港兒童醫院
  - 醫院管治委員會成員
  - 香港兒童醫院慈善基金信託人
- 會計及財務匯報局
  -財務匯報檢討委員團召集人
- 香港考試及評核局
  - 財務委員會成員
  - 招標委員會主席

Session Hosts 環節主持



Session 6
Panel Discussion 2: Directorship and the Longevity Blueprint

Dr Christopher To 陶榮博士
BEng LLB LLM MA DEng PhD FCIArb FSIArb FHKIArb FIET FHKIoD FHKIE RPE CEng CITP MBCS HKCS ARAeS Chartered Arbitrator Accredited Mediator Adjudicator

Immediate Past Chairman
The Hong Kong Institute of Directors
香港董事學會卸任主席

Profession : Barrister-at-law

Principal Business Engagement
- Barrister-at-law

Other Major Directorships
- Programme Director of City University LLM in Arbitration and ADR

Major Current and *Past Service Roles
- Chairman of the Hong Kong Mediation Council
- Chairman of the Mediator Accreditation Committee of the Hong Kong Mediation Accreditation Association Limited
- Advisory Committee of the Accounting and Financial Reporting Council (AFRC)
- Chairman of Appeal Tribunal Panel (Buildings)
- Panel Member of Securities and Futures Appeals Tribunal

Awards/Honours
- Director Of The Year Award 2001 by HKIoD
- (in the category of non-profit-distributing organisation executive directors)
- Young Global Leader 2007 by World Economic Forum
- Alumni of the Year 2014 and conferred honorary doctorate degree in engineering from Glasgow Caledonian University
- One of the top ten mediators 2019 in Asia Pacific by the Bali International Arbitration and Mediation Center

專業：大律師

主要商務活動
- 大律師

其他董事職務
- 法學碩士(仲裁及爭議解決學)課程主任

主要現行及*過往公職
- 香港調解會主席
- 香港調解資歷評審協會有限公司調解評審委員會主席
- 會計及財務匯報局（會財局）諮詢委員會成員
- 上訴審裁團(建築物) 主席
- 證券及期貨事務上訴審裁處成員

榮譽及獎項
- 香港董事學會2001年傑出董事獎（非分配利潤組織執行董事類別）
- 世界經濟論壇2007年青年世界領袖獎
- Glasgow Caledonian 大學2014年傑出校友、並獲頒名譽工程博士
- Bali International Arbitration and Mediation Center 頒發2019年亞太區前十名調解師

HKIoD's Link to the World

香港董事學會 The Hong Kong Institute of Directors FOUNDED 1997

Outreach Delegations







International Perspectives

Member institute of GLOBAL NETWORK OF DIRECTOR INSTITUTES

A worldwide alliance of director institutes, each being the recognised premier body of directors in its jurisdiction.

Globally Representing over 180,000 directors:-

Argentina (IGEP)	Ireland (IIoD)	Pakistan (PICG)	Thailand (TIoD)
Australia (AICD)	Israel (IDU)	Philippines (ICD)	Turkey (BDA)
Brazil (IBGC)	Malaysia (MACD)	Spain (IC-A)	United Kingdom (IoD)
Canada (ICD)	Mauritius (MIoD)	Singapore (SID)	United States of America (NACD)
Europe (ecoDa)	Namibia (NICG)	South Africa (IoDSA)	Vietnam (VID)
Gulf (GCC BDI)	New Zealand (IoDNZ)	Sri Lanka (SLID)	
Hong Kong (HKIoD)	Nigeria (CIoD Nigeria)	Switzerland (SIoD)	

Access to the UK IoD Facilities



IoD Inspiring business



香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997

Online Registration

HKIoD Directorship

Master Class 2026-27



5-days Programme (HK)

Directorship Master Class
Module 1: 2-4 Dec 2026, Wednesday to Friday
optional: 4 Dec 2026 Fri (visit to major organisations)
Module 2: 28-29 Jan 2027, Thursday & Friday

Programme Benefits

Gain access to a powerful network:

- A highly regarded and exclusive Directorship Programme in Hong Kong
- Join one of the most exclusive and extensive directorship networks through HKIoD, which is a member of the Global Network of Director Institutes (GNDI).
- Join HKIoD alumni groups and gain valuable insights from a diverse range of perspectives contributed by a cohort of senior executives and decision-makers across various industries, sectors, and geographies.

Exclusive opportunity:

- Limited to just 20 participants for each year.

Certificate and designation:

- Earn the HKIoD **Elite Diploma** upon completion of the 5-day HKIoD Directorship Masterclass, which counts towards **5 years of director experience for HKIoD membership** grade.
  (Attendance rate: at least 3 days on 2-3 Dec 2026 & 28-29 Jan 2027)
- Earn the **HKIoD.MD designation** upon completion of the Directorship Master Class.
- Receive up to **30 hours CPD certification** across 2026 & 2027 (6 hours CPD per day).

Supporting Organisations

Technical Support:

Burson
EVERSHEDS SUTHERLAND
EY 安永 Building a better working world
KPMG

The British Chamber of Commerce in Hong Kong 香港英商會
Climate Governance Initiative Hong Kong
Part of Chapter Zero Alliance
香港工業總會 FHKI
HRM 香港人力資源管理學會 Hong Kong Institute of Human Resource Management
SME Sustainability Society

CPA Hong Kong Institute of Certified Public Accountants 香港會計師公會
SPRG STRATEGIC PUBLIC RELATIONS GROUP 縱橫公共關係顧問集團
CPA AUSTRALIA
CR 公司註冊處 COMPANIES REGISTRY
friends of the earth 地球之友
CUHK EMBA AA

香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997

Online Registration

Who Should Attend & Entry Requirements

- The Directorship Master Class caters to individuals at the board level, including directors, entrepreneurs, intrapreneurs, change-makers, corporate professionals, policy makers, department heads in corporates, government departments, public sector and non-profit organisations, and professional firms.

- Applicants should have more than 15 years of work experience

Course Fees:

Members of HKIoD & Supporting Organisations:
HK$39,000 (Early-bird offer before 30 Sep 2026)
HK$43,000 (After 30 Sep 2026)
Official receipt provided for education tax deduction

Non-Members:
HK$45,000 (Early-bird)
HK$50,000

Modules 1 & 2 (in HK)

(Lunch and tea included)

Module 1: 2-4 Dec 2026 (3 days)

2 December 2026 (Wed)
Navigating Board Excellence Amid Evolving Business Dynamics
- Governance Trends and Regulatory Frameworks
- Strategic Oversight: The Board's Role in Shaping and Monitoring Strategy
- Global Capital Markets: Analysis and Boardroom Implications
- Practical skills in Business Negotiation and Benefit in Mediation

3 December 2026 (Thu)
Building Insights for a High-Performing Board
- Critical Pillars of Board Effectiveness
- Future Looking Board
- Proactive Prevention and Resolution of Commercial Disputes
- Elite Board Leadership Development and Preparation: Providing top-tier training to cultivate visionary leadership skills

4 December 2026 (Fri) Optional
Visit to major organisations (stakeholders)

Module 2: 28-29 Jan 2027 (2 days)

28 January 2027 (Thu)
Mastering Financial Governance & Risk Management
- Enhancing Board Effectiveness and Audit Committee Performance
- Recognizing Red Flags in Sustainability Reporting
- Crisis Management Strategies and Communication Workshop

29 January 2027 (Fri)
Business Transformation & Forward-Looking Boards
- Disruptive Technologies for Directors
- Navigating Global Trends in Information Technology for Business
- Driving Business Transformation
- Strategic Pathways for Future Growth

Online Registration

Contact Us:

For more information, please contact: Training Department: training@hkiod.com; Tel: 2889 9981; www.hkiod.com

Remarks備註:

1. **The timetable presented is subject to change or postponement by HKIoD under special circumstances, such as typhoon signal number 8 or above or a rainstorm black signal.** 課程時間表為現擬日期，香港董事學會有權於特殊情況(如暴風訊號又或黑色暴雨警告)下更改或延遲日期。
2. **Full payment must be made prior to the commencement of the programme. Registration fees are non-refundable.** 必須在上課前繳款，登記費不予退還。

香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997

HKIoD 持續進修 2026 Director CPD

Focusing on the fostering of the long-term success of companies and professional development for directors, The Hong Kong Institute of Directors ("HKIoD") is pleased to launch the "Symbol of Credit in Director CPD" ("the Symbol").

香港董事學會（HKIoD）的宗旨是促進所有公司的持久成就及推動董事續專業進修；為達成使命，學會欣然推出「董事持續專業進修嘉許標誌」(下稱"標誌")。

Board Training Menu 2026
董事会培训表

For other topics, please contact us to tailor-made
其他题目需求，请向我们查询及制定

Tailor-made for HKEX and SFC's specific training requirements
定制香港交易所和证监会的董事特别培训要求

Directors and staffs training provide by HKIoD is an effective option for companies to **satisfy the listing/ ESG requirements for directors training every year.**

- Each topic can be arranged from 1-2 hours as per request by client.
- Course languages can be in Cantonese, English and Putonghua.
- E-Learning is available (convenient for mainland & overseas learning).
- Professional accreditation and provide CPD Certificates.
- Training Certificate for the Company.

本会提供的员工或董事培训，是**符合每年上市/ESG规定培训要求的有效选择。**

- 每项培训题目一般为1-2 小时，可按要求调整。
- 授课语言可以选用粤语、英语或普通话。
- 提供网上学习（方便内地和海外培训）。
- 可获专业「持续专业发展」CPD证书。
- 获发年度公司培训证书。

Granted "Symbol of Credit in Director CPD" for Corp. website & Annual report
公司网址和年报可加入「董事持续专业进修嘉许标志」

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肯定意義

作為香港董事學會會員的

Significant Values

of HKIoD Membership

- Availability of Continuing Professional Development programmes and up-to-date information on director practices.
- Participation in, and contribution to, a collective voice on corporate governance issues in order to help shape the future of Hong Kong.
- Recognition as a member of a progressive premier body representing professional directors.
- Networking opportunities with fellow members and associate bodies in the local community, Mainland China and overseas.
- Friendship in a multi-cultural international environment.
- Enjoyment of various members' benefits offered by HKIoD and reciprocal entitlements from kindred organisations.

- 獲得持續專業發展培訓及有關董事實務趨勢的最新資訊。
- 參與對有關企業管治重要問題的詳細研究、徵集意見、敲定建議，然後向有關當局作出代表性的反映，以協助創建香港的未來。
- 獲認可為一富進取精神、代表專業董事的精英組織一份子。
- 伸展網絡至來自各門專業及行業的會友、本地的友好專業團體、以至中國內地和海外的同類組織。
- 在多元文化的國際環境下拓展友誼。
- 分享本會的各種會員福利及世界各地相屬組織的互惠服務。

董事 香港董事學會
The Hong Kong Institute of Directors
FOUNDED 1997

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