

**SPEECH BY MR ONG YE KUNG, ACTING MINISTER FOR
EDUCATION (HIGHER EDUCATION AND SKILLS) AND
CO-CHAIRMAN OF SINGAPORE-GUANGDONG
COLLABORATION COUNCIL, AT THE TOPPING OUT
CEREMONY OF RAFFLES CITY SHENZHEN, 25 MAY 2016**

Mr Chen Biao, Vice Mayor of Shenzhen City

Mr Lim Ming Yan, President and Group CEO of CapitaLand

Distinguished guests,

Ladies and gentlemen

Good morning!

尊敬的深圳市陈彪副市长，

尊敬的凯德集团总裁兼首席执行官林明彦先生，

尊敬的各位来宾，

女士们先生们，大家上午好！

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[In Mandarin]

1 I am pleased to join all of you today in the topping out ceremony of Raffles City Shenzhen.

我很高兴能与在座的各位共同参加今天的深圳来福士广场封顶仪式。

China, Singapore and the Role of Shenzhen

2 China and Singapore are close partners - in trade, investments, people and cultural exchanges, research, and education. We celebrated 25 years of bilateral relations between China and Singapore last year, during which we had an exchange of visits by President Xi Jinping to Singapore, and President Tony Tan to China.

新加坡与中国在经济贸易、投资、人才及文化交流、科技研发和教育方面都建立了紧密的合作伙伴关系。去年，新加坡和中国共同庆祝两国建交 25 周年。在此期间，我们十分荣幸中国国家主席习近平先生到访新加坡，我们的陈庆炎总统也到访中国。

3 But the relations go back way before 25 years, to centuries ago, when Singapore was a transit point for trade and the movement of people between China and the rest of the world, through the Maritime Silk Road.

回到 25 年前，甚至是更久远的时代，新加坡曾经是中国与其它国家在海上丝绸之路进行商贸往来以及人口迁徙的重要据点。

4 Today, our relations are deep, multi-faceted, and widespread throughout China. Our economies are intertwined. Singapore has become China's largest foreign investor. China is also Singapore's largest trading partner. These are the legacies of the Maritime Silk Road, which will be built up further.

如今，新中两国关系日益深厚，开展多领域的合作，覆盖中国各地。新加坡已成为中国最大的外资来源国。中国同样也是新加坡最大的贸易伙伴。可见两国的经济合作关系已密不可分。这些累累硕果都是海上丝绸之路留给我们的宝贵遗产，需要我们在未来不断努力巩固和加强。

5 Our earliest links are with the coastal provinces, which is why the older folks in Singapore speak mostly the dialects of the Chinese Southern coastal provinces. In Shenzhen alone, Singapore has invested US\$1.5 trillion in over 750 projects in Shenzhen from 1979 to 2015. In 2015 alone, Singapore's bilateral trade with Shenzhen exceeded US\$9 billion, which accounted for 10% of total trade between China and Singapore.

两国间最早的联系是发生在两国的沿海省份，也正是因为这样的联系，大多数新加坡老一辈人讲的都是中国南方沿海省份的方言。从 1979 年至 2015 年，新加坡仅在深圳就投资超过 750 个项目，价值一万五千亿美元。仅 2015 年，新加坡与深圳双边贸易额已超过九十亿美元，占全年两国总贸易额百分之十。

6 As China and Singapore further deepen our historical linkages, places like Shenzhen will have a catalytic and demonstrative effect. You have always been a city ahead of its time - since you were designated China's first Special Economic Zone in 1980. Today, you continue to reinvent yourself, from a manufacturing powerhouse, to a leader in hi-tech and infocomm, home to companies such as Ping An (平安) and Tencent (腾讯).

随着两国关系的不断加强，类似深圳这样的城市在此过程中起着促进和示范性作用。自从深圳在 1980 年被列为中国首个经济特区后，深圳的城市发展一直处于时代的前端。今天，深圳继续自我重塑，从一个制造业基地发展成为高新科技和信息通讯的领导者，孕育出平安和腾讯这样的大企业。

7 I look forward to closer and stronger relations between Singapore and China, Singapore and Guangdong, and Singapore and Shenzhen.

我十分期待在未来，无论是新加坡与中国，新加坡与广东，还是新加坡与深圳之间，都能取得更紧密的关系。

(In English)

Economies in Transition

8 China-Singapore relations are founded on strong historical links and economic ties that date back centuries to when Singapore was part of the transit point of the Maritime Silk Road. Looking ahead, we will build upon this for a relationship that is deeper, and different in complexion and texture.

新中两国间在历史上牢固的联系和经济上强劲的连带关系的建立要追溯到几世纪前新加坡作为海上丝绸之路其中一个重要据点的时候。展望未来，我们将在此基础上建立一个更深层次和更富有内涵的双边关系。

9 Both our economies are undergoing transformation. China is moving beyond quantity of growth, to also emphasise quality of growth; from exports and investments to also consumption driven growth. Singapore cannot just be the corporate headquarters from where businesses are managed. Singapore needs to be the enterprise headquarters – a test-bed where solutions are developed and propagated, and a platform for companies to internationalise their business.

我们两国都在经历着改革的浪潮。中国经济发展在追求增长数量的同时，也强调增长质量；在注重出口和投资之外，也重视以消费主导增长。新加坡则不能只安于做一个管理业务的公司总部。新加坡需要成为企业总部 -

一个各种改革方案得到发展和传播的试验田，和一个推动企业的国际化发展的一个平台。

10 In this next phase, where the intangibles may be more important than the tangibles, where quality matters just as much as quantity, where innovation and enterprise is more impactful than investment and exports, our two countries can once again work together, leverage each other's advantages, and chart our future together.

在下一阶段，无形资产可能比有形资产更重要，质量将比数量更关键，创新和企业将比出口和投资更具影响力。因此，我们两国可再次携手合作，优势互补，共同营造属于我们的未来。

11 When assessing collaboration between our countries, we cannot just look at traditional hard metrics such as investment dollar and trade volume, but also other qualitative measures. There are at least two areas – one is in the way we develop talent, the other is how we harness technology together to make our companies more competitive. In both areas, I believe CapitaLand has set exemplary examples.

当我们要去评估和衡量两国间合作时，我们不再只是关注像投资金额和贸易额这样传统意义上的硬指标，而是要更多关注其它与质量相关的评估标准。最起码可从以下两个方面着手，第一是人才发展，第二是通过共同提升科技让我们的企业变得更具竞争力。说到这些领域，我相信凯德集团已经为我们树立了一个典范。

Talent Development

12 Let me start with talent. In the past, Singapore attracted investments, especially from multinationals, which created jobs and upgraded our people's capabilities. Now, with an Asian century ahead of us, we have to do what MNCs used to do for us, to have our companies and our talent venture out to the region, and grow our external wing.

先说说人才发展。在过去，新加坡主要通过跨国企业引进投资，这些企业创造就业机会和提升人力资本。但现在，随着亚洲实力不断增强，我们必须像以往跨国企业所做的那样，鼓励本土企业和人才走出国门，去扩大我们自己的影响力。

13 Many of our companies have already done so. CapitaLand has a presence in more than 20 countries. As both a cause and an effect, CapitaLand has an enlightened talent policy that grooms its best talent to lead their business in overseas markets. Today, CapitaLand's Headquarters in Singapore has over 200 staff who have had overseas posting experience, and over 100 Singapore staff who are currently posted overseas.

许多新加坡企业已经这样做了。现在凯德业务覆盖超过 20 个国家。能取得这样的好成绩，凯德开明的人才政策功不可没，为海外市场输送了大量优秀人才。如今凯德在新加坡总部有 218 名有海外工作经验的员工，还有 127 名员工目前派驻海外。

14 An example is Mr Jason Leow. Jason chose to go the polytechnic track so that he could start work early and earn a living for his family. Along the way, he continued to upgrade himself and eventually rose to become a key member in CapitaLand's management team. He is

currently the CEO of CapitaLand Mall Asia. He spent more than 10 years in China building up the real estate business for CapitaLand, which gave him very valuable experience, and is well-recognised by the company. He rose to become the CEO of CapitaLand China; before he came back to Singapore to head up the shopping mall business.

廖茸桐先生就是一个很好的例子。他选择从事理工方面职业，因此能够更早地开始工作，并且养家糊口。在此期间，他不断提升自我，最终成为凯德集团管理团队中重要的一员。现在，他已成为凯德商用首席执行官。他在中国耕耘了十多年时间，建立了属于凯德的房地产事业，这段经历给予了他宝贵的经验，同时让他受到了公司的赏识。在回到新加坡掌管商场业务之前，他担任凯德中国首席执行官一职。

15 It is not just CapitaLand. All Singapore companies are encouraged to provide opportunities to their talent to gain experience outside their comfort zone, in a regional market, in a wide array of expertise. This is strategic to our next phase of development.

不仅凯德如此。我们鼓励所有新加坡企业都能为人才提供海外市场的发展机会，在更广阔的专业领域和更大的区域市场，获取宝贵经验。这就是我们下一阶段关于人才发展的策略。

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Technology and Innovation

16 In the area of technology and innovation, CapitaLand has done well too.

在科技与创新领域，凯德同样交出了令人满意的答卷。

17 We know how the expansion and miniaturisation of computing power has changed the way we communicate, work, transact, travel, and live. Traditional business models are being disrupted. Companies are in urgent need to reinvent and transform themselves for the future.

众所周知，电脑的普及和微型化已经在改变我们的沟通、工作、交易、交通和生活方式。传统商业模式已瓦解。企业急需革新换代，整装待发。

18 Take online shopping for example. It is convenient, offers a virtually unlimited range, and often cheaper. In a physical store, the customer can touch and feel the product, the merchant knows his customers in ways an online store cannot, and can verify the customer's credit card identity. There is increasing recognition and realisation that shopping on the Internet and in a physical mall can be complementary, and will co-exist.

网上购物方便快捷，品种丰富，价格便宜。在实体店里，顾客可以亲身触摸和感觉到商品，买家能够用线上所做不到的方式来了解顾客，验证顾客信用卡身份的真实性。人们也逐渐认同和意识到网购与实体店是互补和并存的。

19 Amazon has opened its first brick-and-mortar store in Seattle, and has promised more to come. After spending years disrupting traditional book stores, it is now taking lessons learnt from its online operations, to build an offline bookstore that best meets the needs of customers.

亚马逊在击溃了传统书店后，开设了第一家实体店。亚马逊吸取了线上书店的经营经验，正在创造一家更符合顾客需求的线下书店。

20 Likewise, CapitaLand as an operator of physical malls is using its real estate intelligently, and linking to the online world. CapitaLand operates Singapore's largest customer-loyalty programme for malls,

which allow them to gain insights about customer shopping behaviour, and help them improve the shopping experience, which in turn helps CapitaLand's tenants. In Shenzhen, CapitaLand will be implementing its "Internet Plus" strategy in Raffles City Shenzhen.

同样地，凯德在像过往一样智慧运营实体购物中心之外，也将线上平台紧密联系起来。凯德为商户提供一个平台，让他们能在线上同样安全地与顾客进行交易。凯德的“互联网+”策略将会在深圳来福士广场加以运用。

21 CapitaLand's serviced residence arm – The Ascott Limited – has partnered with Tujia.com - often touted as China's AirBnB - to benefit from each other's strengths. More than 6,000 Ascott rooms in China are now available on Tujia.com as well as Alitrip, with more to come.

凯德旗下的服务公寓品牌“雅诗阁”已携手素有中国 AirBnB 之称的途家网，优势互补强强合作。现在，消费者可以通过途家网和阿里旅行预订雅诗阁在中国超过六千套服务公寓，未来将有更多公寓入驻。

Conclusion

22 There is a saying amongst businessmen -北有中关村，南有深圳湾 - there is Zhongguancun in the North, and Shenzhen Bay in the South.

Both are centres of innovation and enterprise.

在商界，人们流传这样一个说法：“北有中关村，南有深圳湾”。这两块宝地都是创新企业的中心聚集地。

23 As our countries transform ourselves to seek new fortunes and prosperity in this new world, Singapore and Shenzhen can be uniquely positioned to be at the forefront of this transformation. In the new Maritime

Silk Road, what flows through it is not just trade in goods and services, but also talent, ideas, knowledge, data and insights.

伴随着新中两国通过改革发展寻求新机遇和财富，新加坡和深圳将会是这轮改革浪潮中的旗帜先锋。在新时代的海上丝绸之路，决定浪潮方向的不再仅仅是贸易中的商品和服务，更多的是人才、想法、知识、数据和洞察力。

24 Congratulations on the topping out of Raffles City Shenzhen. I look forward to watching the success of this development closely.

再次恭喜深圳来福士广场封顶成功。期待项目拥有更美好的未来。

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