2025 BOAO FORUM FOR ASIA
ANNUAL CONFERENCE JOURNAL

博鳌亚洲论坛2025年年会会刊

在世界变局中共创亚洲未来

Asia in the Changing World: Towards a Shared Future







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BAN Ki-moon
Chairman, Boao Forum for Asia

变革时代中的信任、团结与合作

Trust, Solidarity and Cooperation in an Era of Transformational Changes

欢迎莅临博鳌亚洲论坛2025年年会。每年此时,博鳌大家庭成员及相关方齐聚博鳌,不仅为增进友谊、彰显团结,更为重申指引我们共同亚洲的基本原则,并再次承诺推动亚洲经济一体化与共同发展的使命。在这个深刻变革的时代,这是亚洲为了共同的未来,在共同愿景下再次团结起来的时刻,也是以更大勇气、更坚定意志和更务实行动迈向未来的契机。

2025年,挑战与机遇交织的变革将全面显现。信任流失、竞争加剧与全球安全局势的急速恶化,将使世界陷入更危险的分裂境地。随着全球半数人口、超70个国家和地区迎来新领导人,2025年必将呈现更复杂的单边主义与保护主义新态势,以及对世界和平与全球发展的更大冲击——这些已在达沃斯、慕尼黑安全会议等多场国际会议及国际社会引发深切忧虑。

然而在亚洲、在博鳌,我们正描绘另一幅图景,奏响另一重乐章。亚洲不仅是世界经济发展的主要引擎与贡献者,更崛起为技术先锋与创新中心,在人工智能与可再生能源领域取得显著进步、瞩目突破与务实应用。作为减贫、治沙及其他可持续发展目标的先行者与优等生,亚洲为发展中国家树立了鼓舞人心的典范。尤为重要的是,亚洲始终是多边主义、自由贸易与全球化的坚定倡导者。亚洲奇迹,本质上是全球化及深度融入世界经济的奇迹。孕育这一奇迹的和平环境,正是由《联合国宪章》原则宗旨、公正合理的国际秩序,以及以联合国为

核心的多边体系所守护。

捍卫多边主义,亚洲并非孤军奋战。面对冲突、贫困与气候变化等全球挑战,全球南方已成为倡导多边协调与合作、而非单边行动的核心力量。全球南方国家更广泛的代表性与话语权,正为构建更具包容性、响应力与实效性的多边体系注入活力与新动能。

联合国未来峰会标志着全球层面的里程碑时刻,各国和领导人再次围绕来之不易的共识团结一致,共同探讨如何创造更美好的现在,保障未来。这一共识普世、简明、清晰且不容置疑:我们的挑战相互交织,远超任何单一国家的能力范围。唯有以信任与团结为指引,通过坚定持久的国际合作,方能实现全人类的共同福祉。

作为亚洲与新兴市场首要对话平台,博鳌亚洲论坛以推动亚洲经济一体化与共同发展为使命,始终坚定支持多边主义、自由贸易与全球化。我们致力于促进理解、交流与对话,以重建国家、领导者与人民间的信任,重燃国际合作之火。作为联合国峰会的重要后续行动,博鳌亚洲论坛2025年年会将会聚逾2000位来自亚洲及全球的政商学界领袖,共同重申并落实去年9月许下的承诺。

诚邀您参与这场及时而富有意义的对话。挑战艰巨,责任重大,期待殷切。作为领导者,我们肩负着在不确定、严峻与复杂的时代引领前行的使命。让我们以远见与领导力,切实改变世界变革的方式与方向。■

Welcome to the Boao Forum for Asia Annual Conference 2025. Every year around this time, members of the Boao Family and other stakeholders are gathered here in Boao, not just to renew friendship & demonstrate solidarity, but to reaffirm the fundamental principles guiding our common Asia, and recommit to the mission & purposes of Asian economic integration and common development. It's an occasion for Asia to re-unite under a shared vision for a shared future in an era of profound & transformative changes. It's an occasion to move ahead with increased courage, will & actions on the ground.

The Year 2025 will see such changes manifest themselves in both challenges and opportunities. Eroded trust, intensifying rivalry and a rapidly deteriorating global security landscape threaten to turn the world into a more dangerous and divided place. With half of the world's population and over 70 countries & areas having new leadership in place, the year 2025 must gear up for more complexities, new developments in unilateralism & protectionism, and greater shocks on world peace and global development, which has given rise to renewed worries, concerns & anxieties in Davos, Munich, quite a few international conferences and the wider global community.

In Asia and in Boao, however, we are seeing a different picture and sounding a different note. Asia is not just leading the world in economic development as the chief growth engine and contributor. It is emerging as a technology pioneer and innovation hub, with impressive advances, eye-catching breakthroughs & down-to-earth application in AI and renewables. It is a frontrunner and star performer in alleviating poverty, combating desertification, and progressing on other SDGs, setting inspiring examples for its developing peers to follow. In particular, it is a leading voice for multilateralism, free trade and globalization. The Asian Miracle, to a large extent, is the miracle of globalization and deep integration with the world economy. The peaceful environment that makes the Asian Miracle possible is secured and safeguarded by the principles and purposes of the UN Charter, a just & equitable international order, and the multilateral system with the United Nations

as the core.

Asia is not alone in supporting and defending a multilateral approach to the challenges we face. The Global South has taken the center stage as a strong voice for multilateral coordination & cooperation, not unilateral actions, in face of global challenges such as conflicts, poverty and climate change. Broader representation & bigger say of Global South countries are injecting vigor and new impetus to a more inclusive, responsive & effective multilateral system.

The UN Summit of the Future marked a landmark moment at the global level, where countries and leaders were again united around a hard-won consensus on how to deliver a better present and safeguard the future. The consensus is universal, simple, clear and unequivocal. Our challenges are deeply interconnected and far exceed the capacity of any single state alone. They can only be addressed collectively, through strong and sustained international cooperation guided by trust and solidarity for the benefit of all.

As the premier forum for Asia and emerging markets, with a mission of Asian economic integration and common development, BFA has been firmly behind multilateralism, free trade and globalization. We are committed to promoting understanding, exchanges & dialogues with the goal of re-building trust among countries, leaders & peoples, and rekindling international cooperation. As an important follow-up of the UN Summit, the BFA Annual Conference 2025 will bring together more than 2000 government, business, intellectual & opinion leaders from Asia and the world to reaffirm and deliver on the commitments & pledges made last September.

Please join us at this timely and meaningful dialogue. Challenges are big. Stakes are heavy. Expectations are high. As leaders, we're duty-bound to lead in times of uncertainty, severity & complexity. Let's demonstrate vision & leadership and make a real difference in the way and direction the world changes.

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世界巨变与亚洲未来

Global Changes and the Future of Asia

博鳌亚洲论坛副理事长 **ZHOU Xiaochuan**Vice Chairman, Boao Forum for Asia

很高兴在美好的春天里与大家相聚宁静的博鳌小镇,共同思考世界大变局与亚洲未来。

新年伊始,世界局势陡然生变,政治、安全、经济、科技等因素相互交织、相互作用,国际秩序面临全新挑战,不稳定、不确定因素增多。2025年将是各方共迎挑战、谋求转型的一年。

当下,如何在世界巨变中主动塑造亚洲未来,成为摆在亚洲国家面前重大而急迫的任务。

首先,亚洲国家需要共谋和平发展,携手推动平等有序的世界多极化。亚洲应共同促进各方劝和促谈,停火止战,恢复和平。传承"万隆精神",坚持协商对话,通过政治方式和平解决国际争端,做共同安全的维护者。携手国际社会求解安全公约数,在联合国引领下合作重建国际安全秩序,各国平等相待,共谋发展。

其次,亚洲国家需要抓住新一轮产业革命契机,加快现代化进程。数字技术、人工智能和清洁能源等绿色技术掀起全球新一轮科技革命和产业变革。得益于人口规模、后发优势以及制度创新,亚洲多国已走在数字经济和绿色经济前列。亚洲需要加大在数字技术和人工智能应用上的投入和国际合作,让新质生产力为可持续发展赋能。亚洲已成为全球绿色转型的推动者和受益者,东亚、南亚、中亚、西亚可以在资金、技术、产能和市场上形成合力,加快形成绿色能源产业链和中长期绿色投资伙伴关系。

第三,亚洲国家需要积极推动区域经济一体化,塑造普惠包容的经济全球化。亚洲国家需要共同反对单边主义和贸易保护主义,坚持真正的多边

主义。坚持消除贸易壁垒,推进要素自由流动,推进数字贸易和服务贸易发展,加强基础设施互联互通,夯实区域经济一体化基础。深入推进RCEP、CPTPP等自由贸易协定的落实和扩员,推动重塑多边贸易体系和规则,为全球化再平衡注入内生动力。

第四,亚洲国家需要发挥人力资本优势,成为 共创美好未来的不竭动力。亚洲需要把巨大的人口 资源转化成强有力的人力资本优势,发挥好青年创 造力,培养面向未来、适应未来的劳动者队伍,提升 亚洲劳动生产率。同时,主动将人口老龄化压力转 化为新发展动能,进一步提升人力资源的开发利用。

2025年是中国"十四五"规划收官之年,中国式现代化将迈出新的坚实步伐。中国将进一步全面深化改革,扩大高水平对外开放。实施更加积极的财政政策和适度宽松的货币政策,大力提振消费,提高投资效益,全方位扩大内需。继续扎实推进重点领域改革,以更加公平、更有活力的市场环境促进民营经济发展,激发各类市场主体活力。稳步扩大制度型开放,有序扩大自主开放和单边开放,以开放促改革促发展。中国正在以责任和勇气回应世界诉求,继续给全球带来稳定性和确定性。

博鳌亚洲论坛立足亚洲、胸怀世界,促进合作、引领方向,是国际高端对话和合作平台。论坛年会将围绕大变局之下的亚洲合作,与各方携手实现可持续发展,以区域经济一体化进程对冲全球化逆风,把握方向,增强信任。期盼大家在年会共同探寻"亚洲方案",发出"亚洲声音",合力构建亚洲和人类命运共同体。■

It is a pleasure to gather with all of you here in peaceful Boao to discuss the future of Asia and the great changes now underway in the world.

Since the start of the year, the global situation has undergone significant changes, with political, security, economic and technological factors intertwining and interacting in complex ways. The international order is facing unprecedented challenges, and instability and uncertainty are on the rise. This year will be a crucial period in which all parties must navigate these challenges and pursue transformation.

Amid these global changes, shaping the future of Asia has become a major and urgent task for Asian countries

First, Asian countries need to collaborate in promoting peaceful development and advancing a fair and orderly multipolar world. Asia should actively encourage all parties involved in conflicts to engage in peace talks, cease hostilities, and restore harmony. By carrying forward the "Bandung Spirit," Asia should adhere to consultation and dialogue, resolve international disputes peacefully through political means, and act as a guardian of collective security. It should work with the international community to find common ground on security and cooperate under the leadership of the United Nations to rebuild the international security order, ensuring equality among nations and shared development.

Second, Asian countries must seize the opportunities of a new industrial revolution and accelerate modernization. Digital technology, AI, and green technologies such as clean energy are driving a new wave of technological and industrial transformation worldwide. Benefiting from their large populations, late-mover advantages, and institutional innovations, many Asian countries are already taking the lead in the digital and green economies. Asia needs to increase investment in digital technology and AI applications, as well as international cooperation in these areas, to empower sustainable development with new productive forces. Asia has become both a driver and beneficiary of the global green transition. Countries across the continent can leverage their combined strengths in capital, technology, production capacity, and markets to establish a green energy industry chain and develop medium- to long-term green investment partnerships.

Third, Asian countries need to actively promote regional economic integration and shape an inclusive and beneficial form of economic globalization. They must jointly oppose unilateralism and trade protectionism and

must uphold genuine multilateralism. Efforts should be made to eliminate trade barriers, facilitate the free flow of resources, promote digital trade and trade in services, strengthen infrastructure connectivity, and lay a solid foundation for regional economic integration. Further implementation and expansion of free trade agreements such as the Regional Comprehensive Economic Partnership and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership should be pursued to reshape multilateral trade systems, injecting new momentum into the rebalancing of globalization.

Fourth, Asian countries must leverage their human capital advantages to become an inexhaustible driving force for a shared future. Asia needs to transform its vast population into a strong human capital advantage, harnessing the creativity of young people, cultivating a future-oriented and adaptable workforce, and enhancing labor productivity across the continent. At the same time, the challenges brought by aging populations should be transformed into new drivers of development to improve the cultivation and utilization of human resources.

This is the final year of China's 14th Five-Year Plan, during which China's modernization will take significant new steps. The country will further deepen comprehensive reforms and expand high-level opening-up. It will implement more proactive fiscal policies and moderately loose monetary policies to boost consumption, enhance investment efficiency, and expand domestic demand in all aspects. China will continue to advance reforms in key sectors, foster a fairer and more dynamic market environment, promote the growth of the private economy, and invigorate various market entities. Institutional opening-up will be steadily expanded, with an orderly increase in unilateral and independent opening-up measures, using openness to drive reform and development. With responsibility and courage, China is responding to global expectations and continues to bring the world certainty and stability.

The Boao Forum for Asia, which is rooted in Asia yet possesses a global outlook, fosters cooperation and offers guidance as a high-level platform for international dialogue and collaboration. The forum's annual conference will focus on Asian cooperation in a changing world, partnering with all stakeholders to attain sustainable development and counteracting the challenges to globalization through regional economic integration. It hopes to establish a clear trajectory and enhance mutual trust. We anticipate finding Asian solutions together, enhancing Asian voices, and collectively building a community with a shared future for Asia and all of humanity.

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博鳌亚洲论坛秘书台

ZHANG Jun Secretary General, Boao Forum for Asia

在世界变局中共创亚洲未来

Asia in the Changing World: Towards a Shared Future

春阳暖照,万象更新,在这充满希望的时节,博鳌亚洲论坛2025年年会拉开了帷幕。我们诚挚欢迎来自五湖四海的政界、商界、学术界的领军人物和各行业的卓越代表,以及媒体朋友们,齐聚风光旖旎的博鳌,在融融春意中畅所欲言,共商亚洲与世界发展大计。

博鳌亚洲论坛2025年年会定于3月25日至28日在博鳌召开。当今世界百年变局深刻演变,进入2025年,单边主义、保护主义有新的发展,给世界稳定和经济复苏带来更大冲击,世界面临的挑战和不确定性日益增多,国际社会担忧和焦虑情绪进一步上升。在此背景下,论坛2025年年会具有重要的现实和长远意义。大变局下,国际社会普遍期待亚洲在推动构建开放型世界经济、维护全球稳定、促进可持续发展方面发挥更积极作用。博鳌亚洲论坛是亚洲最重要的论坛,新形势下将一如既往积极倡导经济全球化和多边主义。今年年会的主题"在世界变局中共创亚洲未来"紧扣当今时代重大课题和挑战,有利于我们在变局中更好地把握前进方向,促进团结合作,谋求共同发展。我们希望通过今年的年会,向国际社会传递保持信心、战胜困难、团结合作、共同发展、开创未来的强烈信号。

今年年会将围绕四大方向设置议题:一是把握大势,在世界大变局中重建信任,促进合作。包括构建开放世界经济、全球南方、美国外交政策走向及其对亚太合作影响、联合国未来峰会之后的全球治理、区域一体化的未来、货币与金融稳定、营造和平发展环境、加强文明对话等议题,旨在弘扬多边主义,完善全球治理,增进信任,促进务实合作,把握好正确方向。

二是促进增长,推动全球化再平衡,实现包容性发展。包括实现普惠包容的全球化、重振APEC、释放区域自贸安排的更大潜力、维护全球供应链稳定、全球自贸港发展、跨境电商合作等议题,旨在促进全球化健康

发展和亚太区域合作深入发展,探讨应对当前挑战及外 溢效应的思路举措,营造对各方均有利的外部环境,谋 求共同发展。

三是塑造未来,加快落实可持续发展目标,更好应对全球性挑战。包括应对气候变化、促进亚洲能源转型、人人享有健康的共同未来、转型金融与零碳未来、加快落实可持续发展目标、老龄化、养老金改革等议题,旨在为促进可持续发展、应对全球性挑战更好地找准问题、探寻答案,并通过一些成功的实例来总结出一些可分享的经验。

四是发掘动力,加强人工智能应用与治理,推动创新发展。包括AI的应用与治理、在AI应用中塑造核心竞争力、数字能力建设、绿色电力、大变局下企业的应对之道等议题,旨在推动创新发展的同时防范可能存在的风险,并为企业界应对世界变局、把握创新方向提供一些思路和建议。

此外,年会当中还设置了青年、女性等圆桌会以及中日、中韩、中澳企业家对话会等一系列活动。

今年年会将呈现四大鲜明特色:一是聚焦发展。年会期间的每场活动都是从不同角度探讨发展问题,论坛发布的研究报告也都紧扣亚洲经济一体化与可持续发展。二是促进对话。通过搭建平台,增进沟通,努力为减少国际社会的信任赤字发挥积极作用。三是创新形式。增加了高端对话、发布时刻等多样化的会议形式,并为与会者参会增加了便利。四是注重实效。推动从思想到行动的转化,促成合作意向与研究成果落地。

我们很高兴能提供一个开放包容的平台,共同聚焦亚洲发展,携手应对全球挑战,在世界变局中共创亚洲未来。亚洲在很多方面走在世界发展的前列,展现出光明前景。世界有理由对亚洲的未来充满希望,亚洲也有理由对世界的未来充满信心。■

With the warm spring sun heralding renewal, the Boao Forum for Asia (BFA) Annual Conference 2025 commences in this season of hope. We extend our sincere welcome to the distinguished leaders from government, business, and academia, the outstanding representatives across industries, as well as our media friends, who have gathered from all corners of the world to converge in picturesque Boao. Together, in the spring breeze, we can engage in open discussions and chart a shared course for the development of Asia and the world.

The BFA Annual Conference 2025 will be held from March 25 to 28. The world is undergoing profound and farreaching changes, and as we enter 2025, unilateralism and protectionism are developing in new directions, bringing greater shocks to global stability and the global economic recovery. The challenges and uncertainties the world faces continue to grow, and the international community's sense of concern and anxiety has risen sharply. In this context, the Annual Conference 2025 holds great practical and long-term significance. In this changing landscape, the international community universally expects Asia to play a more active role in promoting the construction of an open world economy, maintaining global stability, and fostering sustainable development. As Asia's most important forum, the BFA will, as always, actively advocate for economic globalization and multilateralism in the face of these new circumstances. The theme of this year's conference, "Asia in the Changing World: Towards a Shared Future," directly addresses the major issues and challenges of our time. It will help us better navigate the current situation, foster unity and cooperation, and strive for common development. We hope that through this year's annual conference, we can send the international community a strong message of trust and confidence, solidarity and cooperation, common development and a shared future.

This year's topics will include four major categories: the first category is "The Bigger Picture: Building Trust and Promoting Cooperation in a Fast-Changing World". Under this category, a serious of topics will be discussed, including building an open world economy, the Global South, the direction of U.S. foreign policy and its implications on Asia-Pacific cooperation, global governance after the United Nations Summit of the Future, the prospect of regional integration, monetary and financial stability, creating a peaceful development environment, and enhancing dialogue among civilizations. Through the deliberation of these topics, it is expected to promote multilateralism, improve global governance, enhance trust, promote practical cooperation, and ensure that the world will stay on the right track.

The second category is "Promoting Growth: Re-balancing Globalization for Inclusive Development". This category will invite discussions on topics including achieving inclusive globalization, revitalizing APEC, unlocking the greater potential of regional free trade arrangements, maintaining the stability of the global supply chain, the development of global free trade

ports, and cross-border e-commerce cooperation. With the exchange of views, actions could be taken in promoting the healthy development of globalization and Asia-Pacific regional cooperation, exploring ideas and measures to address current challenges and spillover effects, creating an external environment beneficial to all, and seeking common development.

The third category is "Shaping the Future: Accelerating the SDGs for More Effective Responses to Global Challenges". This category would include topics such as addressing climate change, promoting Asia's energy transition, a shared future of health for all, financing for a zero-carbon future, accelerating the implementation of sustainable development goals, aging, and pension reform. The purpose of the discussion is to better identify problems and find solutions for promoting sustainable development and addressing global challenges, through sharing best practices and successful cases.

The fourth category is "Identifying New Drivers: Strengthening AI Application and Governance for Innovation-Driven Development". This category will encourage participants to engage in discussions on AI application and governance, developing core competitiveness through the application of AI, digital capacity building, green power, and business strategies in response to the fast-changing world. The discussion is aimed at promoting innovative development while preventing potential risks, and providing new ideas on the trends of innovation and suggestions in dealing with the global changes for the business community.

In addition, the annual conference will host a series of activities such as roundtables for youth and women, as well as dialogues among entrepreneurs from China, Japan, Republic of Korea, and Australia.

The 2025 Annual Conference will have four distinct features: First, a focus on development. Every session will address development issues from different perspectives, and the forum's research reports will closely align with the themes of Asian economic integration and sustainable development. Second, fostering dialogue. By providing a platform for open communication, the conference will actively work to reduce the international trust deficit. Third, innovation in formats. The conference will introduce diversified formats, including highlevel dialogues and "release moments", while enhancing the participant experience to ensure greater value from attending. Fourth, focusing on practical results. The conference will strive to transform ideas into actions, facilitating the implementation of cooperation intentions and research outcomes.

We are pleased to offer an open and inclusive platform to focus on Asia's development, face global challenges together, and create Asia's shared future in a changing world. Asia is at the forefront of global progress in many areas, showcasing bright prospects. The world has every reason to be hopeful about Asia's future, and Asia, in turn, has reasons to be confident about the world's future.

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把握大势 / The Bigger Picture

在世界大变局中 重建信任, 促进合作

Building Trust and Promoting Cooperation in a Fast-Changing World

构建开放世界经济: 挑战与出路(分论坛) Building an Open World Economy: Challenges and Solutions (Panel)

全球南方: 共同迈向现代化(分论坛) Global South: Moving Together Towards Modernization (Panel)

美国外交政策走向及其对亚太合作影响(分论坛) US Foreign Policy and its Implications on Asia-Pacific Cooperation (Panel)

开放与互联互通,区域一体化的未来 (区域合作圆桌会)

Towards the Future of Regional Integration: Openness & Connectivity (Roundtable)

在不稳定世界中寻找货币与金融稳定(分论坛) Pursuing Monetary and Financial Stability in the Unstable World (Panel)

营造和平发展环境, 维护共同经济安全(分论坛) Creating a Favorable Environment for Peaceful Development & Safeguarding Common Economic Security (Panel)

加强文明对话,促进理解信任(圆桌会) Enhancing Dialogue Among Civilizations and Promoting Understanding and Trust (Roundtable)

促进增长 / Promoting Growth

推动全球化再平衡, 实现包容性发展

Re-balancing Globalization for Inclusive Development

实现普惠包容的全球化:路径与行动(圆桌会)

Inclusive Globalization that Benefits All: Pathways and Actions (Roundtable)

释放区域自贸安排的更大潜力(分论坛) Unlocking Greater Potential of Regional Free Trade Agreements (Panel)

跨境电商合作:

互惠共赢的贸易新动能(分论坛) Cross-Border E-Commerce Cooperation: A New Driver for Mutually Beneficial Trade (Panel)

重振APEC:

共迎挑战, 共享机遇(分论坛) Revitalizing APEC: Meeting Challenges and Sharing Opportunities Together (Panel)

维护全球供应链稳定:

互联互通的作用(分论坛) Maintaining Global Supply Chain Stability: The Role of Connectivity (Panel)

全球自由贸易港发展论坛 (圆桌会) Global Free Trade Port Development (Roundtable)

宗教对话(分论坛) Religious Dialogue (Panel)

激发亚洲区域合作新动能: 巴基斯坦视角(分论坛) New Impetus for Regional Cooperation in Asia: from the Perspective of Pakistan and Beyond (Panel)

塑造未来 / Shaping the Future

加快落实可持续发展目标, 更好应对全球性挑战

Accelerating the SDGs for More Effective Responses to Global Challenges

加快落实可持续发展目标: 下一步行动 (圆桌会) Accelerating the Implementation of SDGs: Next Steps (Roundtable)

应对气候变化: 问题与方案(分论坛) Addressing Climate Change: Issues and Solutions (Panel)

携手促进亚洲能源转型(圆桌会) Promoting Energy Transition in Asia (Roundtable)

人人享有健康的共同未来 (圆桌会) A Shared Future of Health for All (Roundtable)

人口老龄化与养老金改革(分论坛) Pension Reform for Population Ageing (Panel)

加快构建新能源体系, 共创世界绿色未来(分论坛)

Energy Transition for a Sustainable and Shared Future (Panel)

转型金融与零碳未来(圆桌会) Transition Finance for a Net-Zero Future (Roundtable)

加强区域交流与合作,携手积极应对人口老龄化(圆桌会)

Reinforce Regional Exchanges and Cooperation, Joining Hands to Actively Address Population Ageing (Roundtable)

创想与创造: 青年引领的可持续未来 Imagination and Innovation: A Sustainable Future Led by Youth

女性圆桌 Women's Roundtable

发掘动力 / Identifying New Drivers

加强人工智能应用与治理, 推动创新发展

Strengthening AI Application and Governance for Innovation-Driven Development

AI: 如何做到应用与治理的平衡推进? (分论坛)

Al: How to Strike a Balance between Application and Governance (Panel)

在AI应用中塑造核心竞争力 (圆桌会) Developing Core Competitiveness through the Application of AI (Roundtable)

加强数字能力建设, 跨越数字鸿沟(分论坛) Enhance Digital Capacity Building & Bridge Digital Divide (Panel)

绿色电力的共建与共享(分论坛) Joint Building and Sharing of Green Power (Panel)

大变局下企业的应对之道(圆桌会) Business Strategies in Response to the Fast-Changing World (Roundtable)

促进经济复苏: 科技企业的机会与挑战(分论坛)

STI Entrepreneur Awareness in Rolling the World Economy (Panel)

博鳌亚洲论坛 2025年年会议题

BFA AC2025 Agenda Setting

全体会议 Plenary Session

专场活动

Special Sessions

3月27日举行开幕大会, 请各国领导人发表演讲 The opening plenary will be held on March 27, inviting leaders from various countries to deliver speeches.

高端对话 High-Level Dialogue

高端对话之一: 在世界大变局中重建信任 High-Level Dialogue: Building Trust in the Shifting Global Landscape

高端对话之二: 在世界转型中实现可持续发展 High-Level Dialogue: Achieving Sustainable Development in a Transforming World

高端对话之三: 联合国未来峰会之后的全球治理 High-level Dialogue: Global Governance after the UN Summit of the Future

高端对话之四: 多边主义的未来 High-Level Dialogue: The Future of Multilateralism

高端对话之五: 中国改革与经济前瞻 High-Level Dialogue: China's Reform and Economic Prospect

政商对话 Government-Business Dialogue

华商圆桌会 Overseas Chinese Business Roundtable

企业专场 Corporate Session

中日企业家对话 China-Japan Entrepreneurs Dialogue

中韩企业家对话 China-ROK Entrepreneurs Dialogue

中澳企业家对话 China-Australia Entrepreneurs Dialogue

发布时刻 Release Moment

有关企业和机构关于可持续发展的重要观点、理念、科研成果、公益项目等发布 Enterprises and institutions will release important perspectives, concepts, scientific research achievements, and public welfare projects related to sustainable development.

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年会热词 Buzzwords

亚洲世纪

Asia's Century

伊恩·戈尔丁

世界银行前副行长兼发展政策主管、 南非前总统纳尔逊·曼德拉顾问、 南部非洲开发银行前首席执行官

Ian GOLDIN

Former Vice President and Head of Policy, World Bank; Advisor to President Nelson Mandela; Former Chief Executive of Development Bank of Southern Africa



International Politics 国际政治

亚洲经济增速是其他地区的两到三倍,占全球经济活动的比重持续上升。随着亚洲生产效率和贸易增速持续领先,这一趋势将延续。亚洲并未背弃全球化,而是积极拥抱全球化,其民众和投资者将收获红利。21世纪终将被铭记为"亚洲世纪"。

Asia is growing at double to triple the rates of other regions and accounts for a growing share of global economic activity. These trends will continue as Asian productivity growth and trade is higher than elsewhere. Far from turning its back on globalization, it has embraced it, and the citizens and investors in this region will harvest the benefits. The 21st century will come to be known as the Asian century.

"特朗普 2.0" "Trump 2.0"

李熙燮

中日韩合作秘书处秘书长

LEE Hee-sup

Secretary–General of the Trilateral Coop– eration Secretariat (TCS) 特朗普第二任期可能引发全球政治经济秩序深刻调整,加速去全球化、保护主义、自由贸易退潮与多边主义式微,同时激化中美战略竞争、放大全球地缘风险并重塑全球冲突。此类不确定性预计将对亚洲可持续增长与区域合作产生重大影响。

鉴于此,需开展广泛深入讨论,评估特朗普第二任期的影响并制定战略应对方案。理解并为这些变化做好准备,对区域长期稳定与繁荣至关重要。

A second Trump administration could trigger profound shifts in global political and economic order, accelerating de–globalization, protectionism, the decline of free trade, and the retreat of multilateralism. This would also heighten China–U.S. strategic competition, amplify geopolitical risks, and reshape conflicts around the world. Such uncertainty is expected to have a significant impact on Asia's sustainable growth and regional cooperation.

Given these potential developments, BFA must engage in broad and in-depth discussions to assess the implications of a second Trump administration and formulate strategic responses. Understanding and preparing for these changes will be critical for the region's long-term stability and prosperity.



重建信任Rebuilding Trust

朱民

中国国际经济交流中心资深专家委员、 国际货币基金组织原副总裁、 人民银行原副行长

ZHU Min

Senior Advisor of CCIEE; Former Vice President of IMF; Former Deputy Governor of the People's Bank of China 在当前全球经济不确定、地缘政治紧张的情况下,信任是推动和维系全球经济发展一个特别重要的方面,是当下全球最重要的任务和挑战。重建信任的基础是相信人类命运共同体,相信共同价值观,相信共享的未来,相信全球化。在此基础上建立起信任就能有效地组成新的产业链,有效地构建韧劲来应对地缘政治的不确定性。

Amid global economic uncertainty and rising geopolitical tensions, trust has become the cornerstone for sustaining and advancing development worldwide. Rebuilding trust is one of the most vital tasks and challenges the world faces today. The foundation of trust lies in the concept of a shared future for humanity, common values, and the vision of shared prosperity through globalization. By establishing trust on this basis, countries and businesses can effectively create new, resilient supply chains and strengthen global collaboration to navigate the uncertainties brought on by geopolitical tensions.

翟京丽

金光纸业副总裁

ZHAI Jingli

Deputy CEO, Sinar Mas Paper Investment Co., Ltd. 信任是一切合作的基石。各国应加强对话合作,通过透明规则、公平贸易和可持续发展,重塑全球信任体系。唯有重建信任,才能推动全球经济朝着更加包容、普惠的方向发展,实现人类命运共同体的繁荣永续。

Trust is the foundation of all cooperation. Countries should strengthen dialogue and cooperation through transparent rules, fair trade, and sustainable development to rebuild trust globally. Only by rebuilding trust can we drive the global economy in a more inclusive, equitable direction, ensuring the prosperity and sustainability of the global community and its shared future.

滑铁卢时刻

Epic Fail

柯成兴

新加坡国立大学李光耀公共政策学院院长

Danny QUAH

Dean and Li Ka Shing Professor, Lee Kuan Yew School of Public Policy, National University of Singapore 为压制他国而采取的政策, 最终导致自身与全球共同受损的负和结局。

In seeking advantage over others, one ends up worse off than before (and everyone ends up worse off too).

多极世界 Multipolar World

基里尔·巴巴耶夫

俄罗斯科学院中国与现代亚洲研究所所长

Kirill BABAEV

Director of the Institute of China and Contemporary Asia of the Russian Academy of Sciences 多极世界应理解为一种基于多个权力中心的全球关系体系,而非由一两个超级大国主导。在西方霸权衰落与全球南方国家崛起的背景下,未来可能形成多极化的国际关系格局。单纯以积极或消极眼光看待多极世界都有失偏颇。在这样的世界中,没有任何国家或集团能担任"世界警察"的角色。然而,若缺乏稳定的互动规则和冲突解决机制,多极化可能导致大量热战冲突,将人类推向生存边缘。

This term should be understood as a system of global relations based on several centers of power, rather than the dominance of one or two superpowers. In the context of the decline of Western hegemony and the rise of the countries of the Global South, it is possible that a configuration of multipolar international relations could be formed in the future. It seems wrong to view a multipolar world in an exclusively positive or negative light. In such a world no country or bloc is capable of assuming the role of a "world policeman". However, in the absence of stable rules of interaction and conflict resolution, multipolarity could lead to numerous hot conflicts and put humanity on the brink of survival.



全球南方

Global South

基里尔·巴巴耶夫

俄罗斯科学院中国与现代亚洲研究所所长

Kirill BABAEV

Director of the Institute of China and Contemporary Asia of the Russian Academy of Sciences

合作变革

Cooperation for Change

高纪凡

天合光能股份有限公司董事长

GAO Jifan

Chairman, Trina Solar Co., Ltd.

无意识合作 Inadvertent Cooperation

柯成兴

新加坡国立大学李光耀公共政策学院院长

Danny QUAH

Dean and Li Ka Shing Professor, Lee Kuan Yew School of Public Policy, National University of Singapore 这是对非西方发展中国家的统称,取代了不结盟运动等原有平台——后者曾是发展中国家不依附任何主要大国集团、表达立场的机制。在当今世界格局中,全球南方国家主张构建多极世界秩序,将其视为全球治理的最优选择。

It is a conventional name for non-Western developing countries. It replaced various platforms such as the Non-Aligned Movement, where developing countries expressed their positions without the need to join any of the major centers of power. In the present world, the countries of the Global South adhere to the idea of a multipolar world order as the most preferable for global governance.

光伏行业正从单一制造向全产业链协同转型,技术创新、市场拓展、政策协同缺一不可。全球能源转型需要跨国合作,与各方合作优势互补,打破技术壁垒,共商共建共享全球新型能源体系。合作变革不仅是行业升级的路径,更是全球应对气候危机的关键。

The photovoltaic industry is shifting from solo manufacturing to full supply chain collaboration. Technological innovation, market expansion, and policy coordination are vital. The global energy transition requires multinational cooperation, with complementary advantages from all parties to break down technological barriers and jointly build a new global energy system. Collaborative transformation is not only the path for industry upgrading but also the key to tackling the global climate crisis.

即便初衷有误,仍无意中促成正确行动。

Doing the right thing even if sometimes it's for the wrong reason.

未来契约

Pact for the Future

博鳌亚洲论坛研究院

Boao Forum for Asia Academy 2024年9月,世界各国领导人在联合国未来峰会上通过了《未来契约》。契约涉及可持续发展与发展筹资、国际和平与安全、科学、技术和创新以及数字合作、青年与子孙后代和改革全球治理,是国际社会来之不易的共识。

In September 2024, world leaders adopted the Pact for the Future at the UN Future Summit. The Pact addresses sustainable development and development financing, international peace and security, science, technology and innovation, digital cooperation, youth and future generations, and global governance reform, representing a hard–won consensus within the international community.

单边开放政策

Unilateral Opening-up Policy

郑永年

上海交通大学政治经济研究院名誉院长、 香港中文大学(深圳) 全球与当代中国高等研究院院长

ZHENG Yongnian

Honorary Dean of the School of International and Public Affairs, Shanghai Jiao Tong University: Dean of the Advanced Institute of Global and Contemporary China Studies of the Chinese University of Hong Kong, Shenzhen



World Economy 世界经济

中国对越来越多国家实行签证免签政策,并采取了包括允许外资在一些主要城市设立 全外资企业、外资制造业准入、电信开放等举措。

China is gradually implementing visa–free policies for an increasing number of countries and has taken steps such as allowing foreign capital to establish wholly–owned enterprises in major cities, allowing greater foreign access to manufacturing industries, and liberalizing the telecommunications sector.

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新质生产力

New Quality Productive Forces

陈翊庭

香港交易所集团行政总裁

Bonnie Y CHAN

Chief Executive Officer, Hong Kong Exchanges and Clearing Limited (HKEX) 培育和发展新质生产力已成为中国经济发展的重点工作。中国在2024年的研发支出总额超过3.6万亿元,推动中国高科技制造业迈向智能化和绿色化。

资本市场通过助力企业筹集资本来优化资源配置,在赋能新质生产力的发展中发挥着重要作用。香港交易所致力于与时俱进,不断优化上市制度和市场基础设施,满足市场不断变化的需求,为新一代公司提供创新的融资机制,助力经济实现高质量增长。

New quality productive forces (NQPFs) have become a key priority in China's economic development. With the total expenditure on research and development exceeding RMB 3.6 trillion in 2024, we are seeing intelligent and green transformation of the country's high-tech manufacturing industry.

Capital markets play an ever-important role in empowering the development of NQPFs through mobilising capital and improving resource allocation. At HKEX, we continue to enhance our listing regime and market infrastructure to provide companies of tomorrow with innovative financing mechanisms to support their evolving needs, ensuring sustainable, high-quality growth.

基里尔·巴巴耶夫

俄罗斯科学院中国与现代亚洲研究所所长

Kirill BABAEV

Director of the Institute of China and Contemporary Asia of the Russian Academy of Sciences 这一概念明确了关键技术在中国经济转型中的作用。中国向"世界工厂"迈进有赖于其产业的规模效应与低廉成本,但面对劳动力成本上升与环境压力,中国产业需通过提升效率、机器人化及人工智能应用保持竞争力。

This concept clearly defined the role of critical technologies in China's economic development along with investment, consumption, and export. China's transformation into a "world factory" was made possible by the huge scale of production and low cost of production. However, at the present stage, Chinese industry must adapt to rising labor costs and increasing pressure on the environment. To maintain competitiveness, it is necessary to increase production efficiency, promote its robotization, and introduce artificial intelligence technologies.

通用人工智能

Artificial General Intelligence, AGI

邱寒

贝宝高级副总裁兼中国区首席执行官

Hannah QIU

Senior Vice President and China CEO, PayPal AI技术已经应用在支付行业的日常运行中,特别是在风控方面。PayPal使用机器学习识别欺诈,实时获取客户行为,通过大数据分析,适应欺诈方式变化,优化过滤条件和规则,在风控方面持续发挥突出作用。

Al technology has already been applied to the payment industry's daily operations, especially in risk control. PayPal uses machine learning to identify fraud and track customer behavior in real time. Through big data analysis, Al can adapt to evolving fraud tactics, optimize filtering conditions and rules, and continuously play a key role in risk control.



博鳌亚洲论坛研究院

Boao Forum for Asia Academy 中国创新型科技公司深度求索 (DeepSeek) 低成本、高效率大模型的横空出世,给全球人工智能领域带来了一场颠覆性变革。开源属性更是使其快速应用至各行各业,引发各领域的 "DeepSeek时刻"。

The groundbreaking emergence of low-cost, high-efficiency large-scale AI models developed by DeepSeek, a Chinese innovative technology company, has catalyzed a disruptive transformation in the global artificial intelligence landscape. Their open-source nature has further accelerated rapid adoption across industries, igniting transformative "DeepSeek Moments" in diverse sectors.



可持续的能源转型

Sustainable Energy Transition

阿卜杜拉哈曼·阿尔-法季

博鳌亚洲论坛理事、 沙特基础工业公司(SABIC)首席执行官

Abdulrahman AL-FAGEEH BFA Board Member & SABIC CEO 从化工行业的专业视角出发,实现可持续的能源转型意味着通过切实可行的解决方案, 在满足环境的刚性需求的同时兼顾和保障各国发展权益。在全球加速转向清洁能源的 进程中,我们必须确保经济增长红利能够穿透国界壁垒,普惠所有国家的利益相关方。 通过推动具有成本竞争力的技术创新,并构建清洁能源的公平获取机制,我们不仅能 够有效应对当前的气候挑战,更能为子孙后代创造共享经济繁荣的永续基础。

From the perspective of the chemical industry, a sustainable energy transition means balancing the imperative for environment with fairness in national development through sensible solutions. As the world pivots to clean energy, it's vital to ensure that the benefits of economic growth remain accessible to all stakeholders in all countries. By driving costeffective innovation and ensuring equitable access to clean energy, we can address climate challenges now while letting future generations share in the resulting economic prosperity.

低空经济

Lower-Altitude Economy

博鳌亚洲论坛研究院

Boao Forum for Asia Academy 低空经济是以低空空域为依托,以低空飞行活动为牵引,涵盖低空航空器研发制造、运营服务、综合保障、空域管理等领域的综合性经济形态,具有新质生产力的典型特征。

The low-altitude economy is a comprehensive economic model anchored in low-altitude airspace utilization and propelled by aerial flight activities. It encompasses multiple sectors including R&D and manufacturing of low-altitude aircraft, operational services, integrated support systems, and airspace management. Characterized by innovative productive forces of new quality, this emerging economic paradigm demonstrates cutting-edge technological integration and transformative industrial potential.

健康科技

Health Tech

博鳌亚洲论坛研究院

Boao Forum for Asia Academy 应用生物技术、信息技术、工程技术等现代科技手段,研究和解决健康问题。健康科技的发展能够满足人民日益增长的健康需求,有力应对人口老龄化挑战,还能改善医疗资源分配不均,助力医学研究与创新。

Applying modern scientific and technological approaches such as biotechnology, information technology, and engineering technologies to research and address health issues, the advancement of health technologies can not only meet people's growing health demands and effectively tackle the challenges posed by population aging, but also help alleviate the uneven distribution of medical resources while fostering medical research and innovation.

蓝色经济

Blue Economy

博鳌亚洲论坛研究院

Boao Forum for Asia Academy 以开发利用海洋资源为基础的海陆一体化可持续型经济活动,产业涉及渔业、海运、旅游、自然资源开发以及海洋环境保护等。发展理念是在开发海洋资源创造财富的经济活动中,兼顾保护海洋生态系统。

This sustainable land-sea integrated economic model, centered on the development and utilization of marine resources, encompasses industries including fisheries, maritime transportation, tourism, natural resource exploitation, and marine environmental protection. Its development philosophy emphasizes harmonizing wealth creation through marine resource utilization with the preservation of marine ecosystems.

商业航天

Commercial Aerospace

博鳌亚洲论坛研究院

Boao Forum for Asia Academy 利用商业模式运营、以盈利为目的的航天活动,旨在通过商业市场的方式开展航天技术和服务的研发、制造、发射和应用。

Commercial space ventures, operated through business models with profit-driven objectives, aim to develop, manufacture, launch, and apply space technologies and services via market-oriented mechanisms.

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"全球沸腾"时代 the Era of Global Boiling

S

Social Development 社会发展

曾从钦

博鳌亚洲论坛机构理事、 五粮液集团(股份)公司董事长

ZENG Conggin

Corporate Member of the Boao Forum for Asia; Chairman, Wuliangye Group Co., Ltd. & Wuliangye Yibin Co., Ltd. 大自然是人类生存的基础。"全球沸腾"时代提示我们,面对愈加频发的极端灾害天气事件,必须正视生态变化,增强防范气候风险意识,共同应对气候危机,在坚持绿色低碳发展、加强可再生能源使用、排放、气候适应和气候融资等方面真正达成共识,采取有效的全球行动,共绘人与自然和谐相处美好画卷。

Nature is the foundation of human survival. The "Era of Global Boiling" serves as a reminder that, in the face of increasingly frequent extreme weather events, we must confront ecological changes, enhance awareness of climate risk, and work together to address the climate crisis. It is crucial to reach a global consensus on sustainable, low-carbon development, the use of renewable energy, emissions, climate adaptation, and climate finance. Only through effective global actions can we collectively foster a sustainable future where humanity and nature coexist in harmony.

人口减少 Depopulation

基里尔·巴巴耶夫

俄罗斯科学院中国与现代亚洲研究所所长

Kirill BABAEV

Director of the Institute of China and Contemporary Asia of the Russian Academy of Sciences 这是全球多国正面临的严峻挑战。大多数国家的生育率低于维持人口水平所需的2.1基准值。各国普遍遭遇人口规模缩减、老龄化加剧和社会保障体系超负荷运转三重压力。在劳动人口减少与预期寿命延长的双重作用下,多国被迫提高退休年龄。众多国家的社会保障体系难以承受此负荷。

Depopulation is a process that many countries in the world are facing. The fertility rate in most countries is below the indicators necessary for simple reproduction of the population, which is 2.1. Countries around the world are facing a reduction in population, an increase in people of the "third" age, and a colossal burden on social systems. Many countries are forced to raise the retirement age, since the reduction in the working–age population is accompanied by an increase in life expectancy. Social systems in many countries cannot withstand such a burden.

AI普惠 Inclusive AI

李自学

中兴通讯股份有限公司董事长

LI Zixue

Chairman, ZTE Corporation

AI普惠旨在通过持续降低技术与成本门槛, 秉持公平、公正原则, 严守伦理底线, 杜绝歧视, 全方位保障人权, 使全球用户都能无障碍地获取AI技术。DeepSeek通过技术创新和开源, 践行了这一理念, 为AI普惠贡献了重要力量。

Inclusive AI aims to lower continuously technological and cost barriers, adhering to principles of fairness and justice, strictly maintaining ethical standards, eliminating discrimination, safeguarding human rights and ensuring global access to AI technology. Through technological innovation and open–source initiatives, DeepSeek has made significant contributions to this concept, advancing the cause of inclusive AI.

数字鸿沟Digital Divide

王辉耀

全球化智库(CCG)创始人兼理事长、 国务院原参事

WANG Huiyao

President of Center for China and Globalization (CCG) 数字时代的科技进步并未填平固有的阶层鸿沟,反而催生了新的"数字鸿沟"。如何弥合数字鸿沟,如城乡数字鸿沟、发展中国家数字鸿沟、老年数字鸿沟、性别数字鸿沟等,已经成为摆在全人类面前的重要课题。只有增加数字基础设施的投资,提高设施质量和等级水平,加快提升数字素养与技能,才能在各个层面真正跨越数字鸿沟,让不同国家、群体共享数字未来,共同感受科技带来的美好生活。

The "digital divide" has not bridged the existing class divide but, in fact, have given rise to a new "digital divide." How to bridge this divide, such as the urban-rural digital divide, the divide between developing and developed countries, the digital divide for the elderly, and the gender digital divide, has become a critical issue for all of humanity. Only by increasing investment in digital infrastructure, improving the quality and standards of facilities, and accelerating the enhancement of digital literacy and skills can we truly bridge the digital divide at every level. This will enable different countries and groups to share in the digital future and collectively enjoy the benefits that technology brings to our lives.

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延迟退休 Delaying Retirement Ages

郑秉文

中国社会科学院世界社保研究中心主任, 中国社会科学院大学政府管理学院教授、 博士生导师

ZHENG Bingwen

Director, World Social Security Research Center, Chinese Academy of Social Sciences; Professor, School of Government, University of Chinese Academy of Social Sciences 2025年是我国实施延迟退休第一年,必然成为"热词"之一。一是因为全世界中等收入以上国家普遍面临老龄化,高收入国家或发达国家早已实施了延迟退休,这是全球各国应对人口老龄化的一个必选项,但在各国都遇到了阻力,在中国同样如此。人人都绕不开,但人人都想绕开,自然会成为"热词";二是渐进式退休的机制是每年只延迟几个月,第一延迟退休者在弹性选择面前都会遇到家庭决策。根据推算,2025年将有新退休人员2400万,涉及到2400万个家庭、上亿人口。

This year will see China's retirement age raised, and this bound to be a "Buzzword" for two reasons:

Firstly, it is a global issue. Many countries with above–average incomes are facing an aging population, and high–income or developed countries have already raised their retirement ages. It is a global response to aging that cannot be avoided, but it encounters resistance everywhere, including in China, making it a "Buzzword."

Secondly, while the gradual implementation of the policy means the retirement age will only be raised by a few months each year, the first batch of postponed retirees will still need to decide when they will retire. An estimated 24 million people will retire in 2025, affecting households containing 24 million families and over 100 million people.

莫妮卡·奎赛尔

经济合作与发展组织(OECD)就业、 劳动和社会事务局高级顾问、 社会政策部主任

Monika QUEISSER

Senior Counsellor to the Director of the OECD's Employment, Labour and Social Affairs Directorate and Head of Social Policy Division 面对人口老龄化、生育率下降和预期寿命延长,延长劳动者的工作年限至关重要。主要手段是提高法定退休年龄,但实际退休年龄(即劳动者永久退出劳动力市场的年龄)同样关键。改善工作条件、增加培训机会、消除年龄歧视以及提升劳动者健康水平,均是延迟退休的必要措施。

In light of population ageing, declining fertility rates and increasing longevity it will be essential to keep workers longer in the labour markets. The main tool is to increase the statutory pension age, but what also matters is the effective retirement age, i.e. the age at which workers leave the labour market permanently. Better work conditions, more training and reskilling, fighting ageism, and improving workers' health are all essential elements to delay retirement.

智能向善 AI for Good

胡柏山

博鳌亚洲论坛机构理事, vivo执行副总裁、首席运营官, vivo中央研究院院长

HU Baishan

Corporate Member of the Boao Forum for Asia; Executive Vice President & COO at vivo, President of vivo Central Research Institute vivo一直认为, 科技不应该只是冷冰冰的技术、参数, 科技发展的意义应该在于能够为人、为社会创造价值, 能够照亮美好未来。人工智能的发展, 不仅拓宽了技术的边界, 增强了普通人的能力, 更能帮助弱势群体积极拥抱这个世界。算法对移动影像的赋能, 让大家在"山顶"也能拍清楚演唱会舞台上的偶像; AI技术对无障碍功能的加持, 让视障人群能够"看见"路边花朵的颜色, 让听障人群能够实时与不懂手语的人沟通交流。帮助不同的群体更好地与美好生活对话, 是科技发展的终极意义。

Vivo believes that technology should not be regarded as cold and impersonal. Rather, the true significance of technological development lies in its ability to create value for people and society, illuminating a brighter future. The advances in AI not only broaden the boundaries of technology and enhance the capabilities of ordinary people, but also empower vulnerable groups to actively embrace the world. Thanks to the empowerment of algorithms on mobile photography, people can capture vivid photos of their idols even from the "mountain top" positions in the venue. The accessibility features bolstered by AI technology allow visually impaired people to "see" what color flowers are on the roadside, and enable hearing—impaired people to communicate with people who do not know sign language in real time. To help diverse groups to better engage with and appreciate the beauty of life, this is the ultimate meaning of technological development.

雷纳特·别科图尔沃夫 阿斯塔纳国际金融中心总裁

Renat BEKTUROV

Governor, Astana International Financial Centre

人工智能与联合国可持续发展目标(SDGs)的交叉领域至关重要。AI可通过优化资源管理、改善医疗、普及教育及促进经济增长助力实现SDGs,但AI技术的应用需谨慎应对社会、经济和伦理风险。AI在推动达成可持续发展目标方面潜力巨大,但必须通过完善数据政策、伦理框架及包容性承诺来引导其发展。

The intersection of AI and the UN Sustainable Development Goals (SDGs) is a critical area of focus. AI can enhance efforts to achieve these goals by optimizing resource management, improving healthcare, increasing access to education, and fostering economic growth. However, the deployment of AI technologies must be approached with caution due to the accompanying social, economic, and ethical implications. While AI holds immense potential to drive progress towards achieving the SDGs, it is imperative that its development and implementation are guided by comprehensive data policies, ethical considerations, and a commitment to inclusivity.



真正零 Real Zero

狄诺

福德士河金属业务首席执行官

Dino OTRANTO

Chief Executive Officer, Fortescue Metals

为了实现我们的气候目标,我们必须加倍努力采取真正的解决方案——从源头上减少排放。在福德士河,我们致力于实现真正零排放——这意味着我们的战略并不依赖于购买可疑的抵消,而是推动真正的运营变革。我们正在开发必要的技术,以便在2030年前消除采矿作业中的化石燃料。我们认为,博鳌亚洲论坛应倡导同样水平的承诺,并将"真正零"作为基准。

To meet our climate goals, we have to double down on real solutions – those that cut emissions at the source. At Fortescue, we're committed to Real Zero – meaning our strategy doesn't rely on buying questionable offsets but rather on driving genuine operational changes. We are developing the technology required to eliminate fossil fuels from our mining operations by the end of the decade. We believe the Boao Forum should champion the same level of commitment and make Real Zero the benchmark.

颠覆性韧性Disruptive Resilience

海伦娜·麦克劳德

全球绿色增长研究所副总干事

Helena MCLEOD

Deputy Director General, Global Green Growth Institute (GGGI) 世界正经历气候危机、新冠疫情、政治剧变、战争与难民危机等多重冲击。我们需比以往更具韧性,"韧性"也意味着希望——即在颠覆性冲击后更强势回归。颠覆性韧性要求我们于危机中发掘机遇,以更大雄心守护人类与地球。

The world is going through a series of dramatic impacts – an ongoing climate crisis, the Covid crisis, dramatic political changing environment, war and refugee crisis. We need to be more resilient than ever before. But 'resilience' also promises optimism. Resilience is bouncing back stronger than ever before. Disruptive resilience is bouncing back more strongly than before when faced with these global disruptions. We must find the platinum lining in the cloud and go bigger and be more ambitious to protect the people and the planet.

中国游 China Travel

董俊峰

中国银联股份有限公司董事长

DONG Junfeng

Chairman, China UnionPay Co., Ltd.

中国繁荣文化和旅游消费、支付便利化、来华免签等利好政策持续释放,旅游市场保持高景气。中国银联发挥卡组织全球网络优势,在海外讲好中国故事,助力"你好!中国"入境旅游品牌建设,在84个国家面向当地居民发行银联卡,推出锦绣中华卡等特色产品,多国数字钱包可通过银联在中国扫码付款;在国内联合产业各方,围绕"吃、住、行、游、购、娱"提升支付便利,41个重点城市重点商户外卡受理覆盖率达99%;与国家文旅部、电影局、体育总局合作打造主题活动,发放文旅、体育消费券,助力中国旅游蓬勃发展。

As China continues to introduce favorable policies that boost cultural and tourism consumption, optimize payment experience, and expand visa-free entry to the country, the tourism market remains highly vibrant. Leveraging the strengths of its global network as a card scheme, China UnionPay seeks to tell China's story well in international markets and actively supports the development of the "Nihao! China" brand for inbound tourism, UnionPav cards are now issued to local residents in 84 countries with customized products such as the SplendorPlus Card, and e-wallets from multiple countries can make QR payments in China through UnionPay. Domestically, UnionPay has joined forces with various industry stakeholders to enhance payment convenience around "dining, accommodation, transportation, sightseeing, shopping, and entertainment". In 41 key cities, the acceptance coverage of international cards at major merchants has reached 99%. Additionally, dedicated promotions have been rolled out with the Ministry of Culture and Tourism, China Film Administration, and the General Administration of Sport of China, during which coupons for the culture, tourism, and sports sectors are distributed, further driving the prosperous growth of tourism in China.

网络安全 Cybersecurity

博鳌亚洲论坛研究院

Boao Forum for Asia Academy 通过采取必要措施,防范对网络的攻击、侵入、干扰、破坏和非法使用以及意外事故,使网络处于稳定可靠运行的状态及保障网络数据的完整性、保密性、可用性的能力。

Cybersecurity entails implementing necessary measures to prevent network attacks, intrusions, disruptions, damage, unauthorized access, and accidental incidents, thereby maintaining stable and reliable network operations while ensuring the integrity, confidentiality, and availability of network data.



嘉宾问答 Guest Q&A

第一板块 把握大势

Part I: The Bigger Picture



问:您认为从推动实现联合国2030可持续发展目标到将《未来契约》行动计划变为现实,当前 遇到的最大障碍、最缺失的是什么?国际社会最需要做什么?

Q: From promoting the realization of the United Nations 2030 Agenda for Sustainable Development to turning the Pact for the Future into reality, what do you think are currently the biggest obstacles to, and gaps in, global cooperation? What should the international community prioritize?



阿赫塔尔(博鳌亚洲论坛咨委、联合国前副秘书长):亚太地区实现可持续发展目标(SDGs)的进程预计将延迟至2062年,比原定时间表滞后长达32年,且目前没有国家有望在2030年前完成所有目标。联合国大会指出,"可持续发

展目标的实现岌岌可危"。在《2030年可持续发展议程》行至半程之际,现状令人警醒——在总计140项具体指标中,仅有15%处于正轨;超过30%的目标进展停滞,部分领域甚至较2015年出现倒退。若按当前速度,到2030年仍有5.9亿人口生活在极端贫困中(SDG1),而消除法律保护中的性别差距和废除歧视性法律(SDG5)将耗时近300年。

气候危机、战争与冲突进一步加剧了这种下行趋势。发展中国家目前每年面临4万亿美元的资金缺口,较四年前增加了56%。低收入国家的外债风险高企(例如60%的低收入国家处于高风险状态),是投融资缺口难以填补的主要原因。

实现可持续发展目标的最大挑战在于资金需求、国家边缘 化及"漂绿"问题。到2030年,每年需超过5万亿美元资金以实 现可持续发展目标,这要求影响力投资市场调动更多资源。

与气候相关的可持续发展目标严重拖累整体进展。亚太地 区已经承受着巨大的气候压力,而且不作为的代价远高于行动 成本。全球经济与气候脆弱性加剧,导致国际合作复杂化。不 过,各界已意识到,通过融资合作和吸引影响力投资者推动环 境与可持续发展,将是撬动企业行动的关键。



Shamshad AKHTAR, Member of Council of Advisors, Boao Forum for Asia (BFA); Former Under-Secretary-General, United Nations: The Asia Pacific region is likely to experience a delay to achieve the Sustainable Development Goals (SDGs) to until 2062, overshooting the schedule by a staggering 32 years and no country is on track to achieve SDGs by 2030. "The achievement of the SDGs is in peril" as stated by GA. At the half-way point of the 2030 Agenda for Sustainable Development, the results are sobering. Just 15 per cent of the total of 140 individual measures are on track. Barring no change in over 30 per cent of goals and, in some cases, the situation has actually deteriorated since 2015. No country is on course to achieve the Sustainable Development Goals by 2030. At current pace 590 million people will still be living in extreme poverty in 2030 (SDG 1) and it would take almost 300 years to close gender-specific gaps in legal protection and remove discriminatory laws (SDG 5).

Challenge is that downward trend is now being exacerbated by climate change, war and conflict. Developing countries are currently facing an annual shortfall

of USD 4 trillion for implementation of the SDGs — about 56 per cent more than four years ago. SDG financing and investment gap difficult to meet given levels of foreign debt in developing countries are high for e.g 60 per cent of low–income countries are at high risk.

The biggest challenges to achieving the sustainable development goals SDGs are need for financial resources and addressing marginalization of state and green washing. More than \$5 trillion per year will be needed to achieve the Sustainable Development Goals (SDG) targets by 2030 and require the impact investment market to tap additional resources.

Climate related SDGs are dragging the performance of SDGs. Not only is climate stress across the continent high but the cost of inaction is higher than cost of action. Growing global economic and climate vulnerabilities has complicated global cooperation. However, there is a recognition that partnerships to finance the bill and to reach out to impact investors to promote environmental and sustainable development will be key to leverage corporate action.



问:您认为新的一年世界在政治安全领域可能出现哪些重大而深刻的变化?亚洲国家将如何做出应对?

Q: What major political and security changes do you think the world may see in the new year? How will Asian countries respond?



郑永年[上海交通大学政治经济研究院名誉院长、香港中文大学(深圳)全球与当代中国高等研究院院长]: 2025年,世界面临的不确定因素在增加,包括地缘政治冲突、贸易摩擦、科技发展带来的问题等。特朗普上台后将采取怎样的

政策,国际社会非常关注。从地缘政治冲突来看,乌克兰危机持续,巴以冲突升级,国际社会各方都想结束这些冲突。尽管特朗普企图早日解决这些国际冲突,但在各方没有基本共识的情况下,解决的过程也可能会是非常漫长而艰难的,并且充满着巨大的不确定性。已有冲突还未解决,新的冲突随时可能发生。同时,西方国家中的右翼势力,特别是"美国优先"政策,以及欧洲极右翼崛起,正在推动一种排外的、民粹主义的国际秩序,意图通过经济、政治和军事手段重构全球治理体系;还试图通过推行"虚拟帝国主义",进一步固化全球科技"西方中心化"的格局。

美国的"退群"行为和大幅度减少甚至停止对国际社会的 承诺,对现存国际秩序产生巨大的破坏力量。在特朗普政府威 胁一系列关税战所带来的全球经济不确定性背景下,东亚国家 开始寻求更为稳定和多边的贸易伙伴关系。这一趋势为推进中 日韩等国家之间的自由贸易协定提供了新的动力,将加深经济 一体化程度,共同抵御外部贸易保护主义的冲击。

中美两国之间存在着复杂的结构性利益冲突,包括但不限于贸易不平衡、技术竞争、地缘政治影响力等方面的分歧。然而,如果中美两国能够超越当下分歧,搁置争议,展现出高度的政治智慧与长远眼光,共同致力于通过对话与合作来扩大双方合作的"蛋糕",那么由此产生的互利共赢效益,将远超因冲突和对抗所带来的负面影响。

ZHENG Yongnian, Honorary Dean of the School of International and Public Affairs, Shanghai Jiao Tong University; Dean of the Advanced Institute of Global and Contemporary China Studies of the Chinese University of Hong Kong, Shenzhen: In 2025, the world will face increasing uncertainties, including geopolitical conflicts, trade friction, and issues arising from technological development. The policies that Donald Trump will implement are a major point of concern for the international community. From a geopolitical perspective, the Ukraine crisis continues, and the Israel-Palestine conflict has escalated. All parties in the international community are seeking to end these conflicts. Despite Trump's attempts to resolve these international issues swiftly, the process is likely to be long, difficult, and fraught with significant uncertainties, especially since a basic consensus has yet to be reached among the parties involved. Existing conflicts remain unresolved, and new ones could arise at any moment. At the same time, right-wing forces in Western countries — particularly the "America First" policy — along with the rise of far-right movements in Europe, are pushing for an exclusionary, populist international order. They aim to reconstruct the global governance system using economic, political, and military means, while also promoting "virtual imperialism" to further solidify the Western-centric global technology landscape.

The United States' "withdrawal" and significant reduction or even cessation of commitments to the international community have had a profoundly disruptive impact on the existing international order. In the context of the global economic uncertainty brought about by Trump's tariff threats, East Asian countries are increasingly seeking more stable and multilateral trade partnerships. This trend has provided new momentum for advancing free trade agreements between countries such as China, Japan, and South Korea, which will deepen economic integration and help them jointly resist



the impacts of external trade protectionism.

There exist complex and structural conflicts of interest between China and the United States, including but not limited to trade imbalances, technological competition, and geopolitical influence. However, if China and the U.S. are able to transcend their differences, set aside disputes, and demonstrate political wisdom and long-term vision, focusing on dialogue and expanding cooperation, the beneficial outcomes that could result will far outweigh the negative consequences of confrontation.



李熙燮(中日韩合作秘书处秘书长):

当前世界正经历冷战结束以来前所未有的不确定性与动荡。全球治理的弱化与缺位,导致地缘政治与地缘经济冲突在多条战线上升级,国际秩序日益碎片化且脆弱。特别是今年,随着美国特朗普政

府第二任期的开启,预计全球政治经济的不稳定态势将进一步加剧,不确定性与波动性进一步放大。

地区战争持续、地缘政治风险升级、去全球化与保护主义盛行、气候变化与碳中和压力、供应链碎片化与经济体集团化,以及低生育率与人口老龄化等人口挑战,多重危机的叠加正形成剧烈外部冲击,深刻影响亚洲国家。缓解这些全球危机带来的压力和冲击、克服未来的挑战,离不开国际合作与团结。对长期依赖全球化与自由贸易实现增长的东亚而言,增强供应链韧性已成为当务之急。这需要建立包括快速信息共享机制与预警系统在内的多层次合作框架,以巩固供应链稳定,实现这一点有赖于强有力的区域合作与团结。

自1997年共同克服亚洲金融危机以来,亚洲地区始终将危机与挑战转化为机遇。在东亚,尤其是东盟+3框架下,对合作必要性的共识和强烈的团结精神,是度过历次危机的关键动力。在当前多重危机下,要维持长期增长并持续发挥全球经济引擎作用,东亚必须基于命运共同体意识,强化合作与团结,共克时艰。

东亚通过东盟+3、亚太经合组织(APEC)、中日韩领导人会议等多边框架增进互信合作,同时依托RCEP等经济伙伴关系推动区域贸易与一体化。更重要的是,为确保可持续增长,东亚需在维护基于规则的自由贸易体系上加强合作与团结,因为这一体系正面临日益严峻的威胁。

LEE Hee-sup, Secretary-General of the Trilateral Cooperation Secretariat (TCS): The world is currently experiencing unprecedented uncertainty and volatility since the end of the Cold War. The weakening and absence of global governance have led to increasing geopolitical and geoeconomic conflicts across multiple fronts, causing international order to become more fragmented and unstable. In particular, this year, global political and economic instability is expected to intensify following the inauguration of the second Trump administration in the United States, further amplifying uncertainty and volatility.

Ongoing wars across various regions, escalating geopolitical risks, deglobalization and protectionism, climate change and carbon neutrality efforts, supply chain fragmentation and economic bloc formation, as well as demographic challenges such as low birth rates and aging populations—all these simultaneous polycrises are creating external turbulence that is profoundly affecting Asian nations. Mitigating the pressures and shocks of these global crises and overcoming the challenges ahead is impossible without international cooperation and solidarity. For East Asia, which has long thrived as a growth engine for the region and the world through globalization and free trade, strengthening supply chain resilience has become an urgent priority. This calls for a multi-layered cooperation framework, including rapid informationsharing mechanisms and early warning systems, to bolster supply chain stability. Achieving this will depend on strong regional cooperation and solidarity.

Since overcoming the 1997 Asian Financial Crisis together, the Asian region has continuously turned crises and challenges into opportunities. In East Asia, particularly within the ASEAN+3 framework, a shared recognition of the need for cooperation and a strong spirit of solidarity have been key driving forces in navigating past crises. To overcome the current polycrisis, sustain long-term growth, and continue fulfilling its role as a global economic engine, East Asia must strengthen cooperation and solidarity under the recognition that we are a community of shared destiny.

East Asia has been fostering trust and cooperation through various frameworks such as ASEAN+3, APEC, and the Trilateral Summit while also establishing economic partnerships like RCEP to enhance regional trade and integration. Above all, to ensure sustainable growth, East Asia must strengthen cooperation and unity in safeguarding the rules-based free trade system, which is increasingly under threat.

问:在世界经济低增长和高债务并存的局面下,您认为在新的一年里主要有哪几大变量会影响 经济增长?这些因素在不同国家和地区的表现有何差异?

Q: As the world economy grapples with low growth and high debt levels, what are the major variables that will affect economic growth in the new year? How do they differ across countries and regions?



苏马·查克拉巴蒂(英国海外发展研究院主席、欧洲复兴开发银行前行长):根据预测,2025年全球GDP增长预期为3.3%左右,略高于去年增速但低于过去几十年的平均水平。尽管债务问题及其带来的财政约束确实影响了多国政治

决策,但当前主要下行风险更集中于政治博弈与全球关系。

首要的不确定性来自全球贸易领域,美国新政府的政策声明,以及对多边规则体系更广泛的威胁均加剧了这种不确定性。若爆发类似20世纪30年代规模的贸易战,将对全球经济造成重大冲击。即便仅仅是政策不确定性本身,也足以抑制投资和增长动力。这种不确定性还存在于欧盟的政治与地缘政治领域:安全架构的根本性变革与内部政治极化正加剧经济萎靡与政策僵局。其影响将关乎短期与长期、区域间与区域内的多重不均衡。一个重大担忧是,新保护主义时代可能抬高低收入国家进入市场的壁垒。例如《非洲增长与机遇法案》(AGOA)将于今年到期,对非洲而言,这比国际财政援助削减更具破坏性,因为融入国际市场对结构性变革和增长至关重要。

货币政策当然也可能影响短期预测。如果贸易局势紧张或 美国劳动力短缺导致通胀压力持续超出预期,且美联储推迟降 息周期,经济走势将面临调整。中国经济仍面临挑战,房地产行 业仍未走出谷底,刺激消费增长的机制尚未见效。

展望更长远,一些全球性趋势将以不均衡的方式塑造世界各地的增长前景。人口结构变化是最具影响的趋势之一。在部分主要经济体(如中国、欧洲),人口结构将拖累经济增长。移民政策或可缓解这一挑战,但当前政治风向与之背道而驰。人口因素可能惠及非洲,预计到2040年,全球新增劳动力中40%将来自非洲。但"人口红利"并非必然结果。非洲能否利用其年轻人口优势,取决于教育水平、能提供就业岗位的产业发展等因素。

技术与创新是中期增长的核心驱动力。对高收入国家而言,关键挑战在于将创新转化为生产率提升。股市估值显示某些领域将出现大赢家。但历史上重大技术创新往往需要数十年才能带来广泛增长。尽管热度持续高涨,人工智能的经济潜力仍未得到验证。大量现有技术,如现代能源系统在低收入国家的普及仍然不足,理论上这创造了巨大的增长机遇。

最后需强调的趋势是气候变化。全球行动不力将导致正在发生的气候危机进一步加剧,扩大不平等与脆弱性。另一方面,绿色经济可以给可再生能源丰富,但较贫穷的国家带来机会,全球比较优势与产业格局会发生转移——除非保护主义阻碍这一进程。

Suma CHARKABARTI, Chair of the Board of Trustees, ODI Global; Former President, European Bank for Reconstruction and Development (EBRD): Global GDP growth projections for 2025 are around 3.3% (OECD, IMF), hardly above last year's and below the average of the last few decades. The short–term outlook remains difficult to predict: More than debt, politics and global relations dominate downside risks, though debt and attendant fiscal constraints have also influenced politics.

Above all, there is huge uncertainty around global trade given both the announcements of the new U.S. administration and the broader threat to the system of multilateral rules. A 1930s style trade war would have a big impact on economic activity around the world. Even just the uncertainty itself can dampen investment and growth. That uncertainty extends to politics and geopolitics in the European Union, where fundamental shifts in the security architecture and internal polarization are contributing to economic malaise and paralysis. Impacts will be uneven, both short- and long-term. A big concern is that a new era of protectionism will increase barriers to markets for lower income countries. For example, AGOA expires this year - this is potentially worse news for Africa than cuts in international financial assistance. This is because integration into international markets is essential for structural change and growth.

Monetary policy can of course also intervene in the short-term forecast, if inflationary pressures - perhaps because of trade tensions or labour shortages in the United States - continue to run above expectations and the Fed's easing cycle is delayed. And China's growth is not out of

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the woods, with the real estate crash still lingering and an apparent inability to get consumers to increase spending.

Further ahead, we know there are certain global trends that will play a role in shaping growth prospects around the world - and often in uneven ways.

One of the most powerful among these trends are demographic shifts. In some of the world's largest economies, demography will weigh on growth (China, Europe). Immigration could help to address this challenge but the politics are pointing in the opposite direction. Demography could work in favour of Africa - 40% of global labour market entrants are forecast to be African by 2040. But a 'demographic dividend' is not inevitable. Africa's ability to build on its youth will depend, for instance, on education, having productive industries that can offer jobs etc.

Technology and innovation are further core sources of medium-term growth. For high income countries, the key challenge is to translate innovation into productivity gains. Stock market valuations suggest there will be some big winners. But past fundamental technological innovation has taken many decades to cause broadbased growth. Despite all the hype, the promise of Al remains unproven. In lower income countries, there remain many existing technologies that are not yet adopted - modern energy systems for one. In principle, this creates enormous opportunities for growth.

The final trend that I want to highlight is climate change, which is happening and could get far worse if the world doesn't act together, is likely to exacerbate inequalities and vulnerabilities. On the other hand, the green economy can shift global comparative advantage and industrial landscape towards poorer countries with abundant renewable energy - unless prevented by protectionism.



中尾武彦(亚洲开发银行前行长、日本前财务省副大臣、日本国际经济战略中心理事长):在人类历史中,始终存在着不确定性,包括战争、饥荒和疫情等最严峻的挑战。然而,当前我们面临的许多问题,是国际社会近期始料未及的。

俄乌冲突和中东危机不仅对全球社会构成迫在眉睫的威胁,还对全球供应链、能源和粮食价格产生了严重影响。

各国正担忧特朗普第二任政府可能采取的外交、贸易/关税、财政与货币政策、移民、气候变化、信息技术、信息、金融

和能源监管政策,以及政府治理的基本方针。例如,提高关税,将彻底背离二战后全球增长与国际合作的基础——多边自由贸易体系。此举可能引发美国国内通胀、既有供应链中断、贸易伙伴的报复性措施,最终导致全球贸易与投资的碎片化。

在全球经济领域,许多国家因新冠疫情和全球金融危机后 遗症而大幅扩张的财政与货币政策方向,同样是一个重要议题。 这对汇率和新兴经济体的债务问题具有深远影响。

亚洲也面临诸多挑战。中国房地产泡沫及地方政府、企业和家庭的债务问题,或许需要多年才能化解。但与此同时,中国仍具备创新能力、发展潜力,以及转向以更广泛中产阶级消费为基础的新增长模式的机会。韩国虽凭借持续增长成功跻身高收入国家行列,但近期政局不稳。日本虽显现出摆脱通缩的积极迹象,但日元疲软及财政货币政策的可持续性仍令未来充满不确定性。亚洲其他许多国家(包括印度和东盟成员国)则面临政局动荡、中等收入陷阱和贫困问题。

长期来看,除气候变化外,全球多数国家正首次经历人口持续下降和社会老龄化的结构性挑战。这意味着劳动年龄人口比例持续降低、社会活力衰退、老年护理与医疗成本不断攀升。如何调整政策与社会以适应这一新现实,是一大难题。因为低生育率源于价值观的转变——婚姻与生育已不再被视为社会规范,而是个人选择——这一趋势几乎不可逆转。

其他结构性挑战亦不容忽视,例如: 1) 国家内部因职业、居住地、教育、信仰、技术与全球化产生的分化加剧; 2) 数字经济与人工智能加速发展,需在数据隐私、虚假信息、网络安全、竞争政策和税收领域加强保护; 3) 受社会分裂、社交媒体和身份政治影响的民主制度可持续性。

国际秩序的未来同样不明朗。以美国为首的许多发达经济体是否正因社会分化、就业担忧及移民难民问题转向封闭自守与孤立主义?全球南方国家能扮演何种角色?除了对现有秩序的批评,它们是否对全球治理提出了连贯一致的改进方案?

尽管难以找到明确解决方案,但我们仍可铭记以下基本原则:第一,坚信人类在改善生活、维护和平与自由方面取得的伟大成就;第二,更关注公平,确保社会全体成员共享发展成果;第三,追求可持续政策,不仅针对全球气候、海洋健康和生物多样性,还需严肃维护宏观经济稳定(避免极端政策实验);第四,持续投资于人力资本,推动包括医疗、粮食生产和可再生能源等领域的技术创新,必要时监管新技术;最后,尽最大努力促进国际合作,至少管控负面情绪,从历史中汲取经验,维护和平与繁荣。

NAKAO Takehiko, Former President, Asian Development Bank; Former Vice Minister of Finance, Japan; Chairman, Center for International Economy and Strategy (Tokyo): In the history of humanity, there have been always uncertainties, including most difficult ones such as wars, famine, and

pandemics. But we are now facing many challenges which most of us in the international community have not expected lately.

The war in Ukraine and the crisis in the Middle East are imminent threat to the global community. They also have dire impacts on global supply chains, and energy and food prices.

Countries are worried about what kind of policies will be actually taken by the second Trump Administration in terms of diplomacy, trade/tariff, fiscal and monetary policies, immigration, climate change, regulations regarding IT, information, finance and energy, and the basic question of how the government should be managed. For instance, raising tariffs will be a complete departure from the idea of multilateral liberal trade system which has been a basis of global growth and international cooperation in the post–World War II period. It can invite inflation in the US itself, disruptions of existing supply chains, and possibly retaliations by trading partners, and hence fragmentation of trade and investment.

In the global economic area, directions of fiscal and monetary policies in many countries which were expanded substantially due to the Covid 19, and in the aftermath of the Global Financial Crisis, are also an important issue. It has substantial implications on exchange rates and debt issues of emerging economies.

There are many challenges in Asia. An ongoing possible bust of real estate bubbles and debt issues (local authorities, companies, and households) in China can take many years for remedy. At the same time, China has many strengths such as capacity for innovations, a remaining room for convergence, and a chance to convert to a new growth model based on consumption by a broader base of middle class. Although Korea has successfully achieved high income status thanks to continued dynamic growth, its political situation is instable more recently. In Japan, there are some positives sign of getting out of deflation, but weak yen and sustainability of fiscal and monetary policies pose uncertainty about the future. Some other countries in Asia face political instability, middle income traps, and remaining poverty.

In the longer term, structurally, in addition to climate challenge, most of countries in the world are now experiencing, for the first time in histories, a secular decline of population and aging of the society. This means a consistent lower share of productive age population, decline of social vigor and ever–increasing cost for elderly care and medicine. How we adapt our policies and societies to this new reality is a challenge. For it is very difficult to expect the reversal of this trend because the low fertility is based on the change of values; marriage and childbearing are not any more the norm but a matter of choice for individuals.

There are many other structural issues. To name a few, 1) increasing divide within countries according to jobs, living places, education, belief, technologies and globalization, 2) acceleration of digital economies and AI, and needs for caring protection of data, privacy, disinformation and misinformation, cyber–security, competition policies and taxation, and 3) sustainability of democracy which are affected by social divide, social media, and identity politics.

Future of the international order is also uncertain. Are many advanced economies, most importantly the US, heading toward inward-looking and isolationist policies reflecting their social divide, concerns about employment, and issues of immigrants and refugees? What can be the role of the global south countries? Do they have, beside complaints about the existing order, a coherent and consistent idea about how the world should be managed better?

It is difficult to figure out clear solutions. But we can still try to remember several important bottom lines and apply them to the endeavors of tackling global challenges.

First, we should believe in the great achievement of the humanity in terms of better living, peace and freedom. Second, we should pay more attention to equity so that all people in the society can regard themselves benefitting. Third, we should pursue sustainable policies for the global climate, ocean health and biodiversity, but also more seriously for macroeconomic stability (no extreme experiments). Fourth, we should continue to invest in people and keep innovations in technology (including in medicine, food production, and renewable energies) while regulating new technologies well when necessary. Fifth, we should make utmost efforts to pursue cooperations between countries, at least manage the negative emotion, to maintain peace and prosperity (by learning from the past).

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问:全球多边贸易体系和供应链稳定受到单边关税及产业政策泛安全化冲击,您认为哪些行业或领域受到的影响最为显著?相关国家和国际组织应采取何种措施来缓解这种冲击?

Q: The stability of the global multilateral trade system has been shaken by unilateral tariffs and widespread securitization through industrial policy. Which industries or fields do you think have been most affected? What measures should countries and international organizations take to mitigate the impact of this instability?



李熙燮(中日韩合作秘书处秘书长):

随着第四次工业革命加速,技术、贸易与安全的交织日益紧密。由此引发的各国产业政策转向,助长了保护主义,对全球自由贸易与多边贸易体系构成严峻挑战。

当今全球格局中,经济与安全高度

依存, 政经分离更加困难。这一转变正推动自由贸易时代向产业政策和保护主义主导的时代过渡。其结果是, 过去依托互联供应链形成的互补性产业关系逐渐弱化, 取而代之的是激烈竞争和经济割裂的加剧。

这一快速的范式转变正激化尖端产业竞争,尤其是半导体、人工智能与量子计算——这些领域预计将受到最大冲击。

新冠疫情明确警示我们,无论技术能力多强,没有国家能孤立生存,唯有合作方能实现共存。若各国继续奉行经济民族主义与单边主义,结果将是两败俱伤。基于唯有共存与共荣才可持续的理念,全球社会须重新致力于构建开放、公平、透明、基于规则的自由贸易体系。

尽管高科技产业竞争与保护主义加剧难以避免,但强化区域合作,依托国际组织制定技术监管、数字贸易规范与网络安全的共同标准同样重要。同时,也要加强构建多层次合作平台,以稳定供应链、应对区域经济碎片化与保护主义的冲击。

未来,各国须通过区域合作机制、多边框架与国际组织, 有效管控全球变局带来的风险。关键是在竞争、对抗与合作间 寻求平衡,防止当前局势演变为意外危机。为构建更稳定、可持 续的国际秩序,我们须共同强化冲突预案、危机管理与争端解 决机制,同时拓展共同利益领域,深化全球协作。

LEE Hee-sup, Secretary-General of the Trilateral Cooperation Secretariat (TCS): As the Fourth Industrial Revolution accelerates, the convergence of technology, trade, and security is intensifying. The resulting shift in industrial policies across nations has fueled protectionism, posing a serious challenge to

global free trade and multilateral trade systems.

In today's global landscape, the increasing interdependence of economy and security is making it even more difficult to separate politics from economic affairs. This shift is driving a transition from an era of free trade to one dominated by industrial policy and protectionism. As a result, complementary industrial relationships, once sustained by interconnected supply chains, are weakening, giving way to intense competition and growing economic divisions.

This rapid paradigm shift is driving heightened competition in cutting-edge industries, particularly in semiconductors, AI, and quantum computing—sectors expected to experience the greatest impact.

The COVID-19 pandemic was a stark reminder that no country can survive in isolation, no matter how advanced its technological capabilities. We have witnessed firsthand that only through cooperation can we ensure collective survival. If nations continue down the path of economic nationalism and unilateralism, the result will be mutual loss rather than gain. Recognizing that coexistence and shared prosperity are the only sustainable paths forward, the global community must renew efforts to establish an open, fair, transparent, and rules-based free trade system.

While competition and protectionism in high-tech industries will inevitably intensify, it is equally important to enhance regional cooperation and leverage international organizations to establish common standards for technology regulations, digital trade norms, and cybersecurity. In parallel, efforts must be strengthened to build multi-layered cooperation platforms to stabilize

supply chains and counter the effects of regional economic fragmentation and protectionism.

Moving forward, nations must work through regional cooperation mechanisms, multilateral frameworks, and international organizations to effectively manage the risks of this global transition. It is crucial to strike a balance between competition, rivalry, and cooperation, while also preventing the current situation from escalating into unintended crises. To achieve a more stable and sustainable international order, we must collectively enhance conflict prevention, crisis management, and dispute resolution mechanisms, while expanding areas of common interest and fostering deeper global collaboration.



村成兴(新加坡国立大学李光耀公 共政策学院院长):产业政策对半导体和 电动汽车(EV)的影响最为显著、深远且 持久。这两个行业与人工智能、量子计 算、下一代通信等关键领域共同承载着 未来核心技术。半导体和电动汽车既直

接面向消费者,又深度嵌入国家安全考量。

各国在这些领域的产业政策兼具建设性与破坏性。一方面,半导体作为国际经济体系的基石,是全球产业无缝协作的基础,其功能已接近公共产品属性;电动汽车则通过赋予数十亿普通消费者对能源使用模式的直接控制权,重塑可再生能源与化石能源的边界,在减少温室气体排放方面具备公共产品价值。

因此,半导体与电动汽车已非普通商品。若各国通过补贴本国研发生产并在国际市场展开竞争,此类产业政策可产生正向溢出效应,既有利于本国亦惠及全球经济。

然而另一方面,部分国家以国家安全为名,其半导体和电动汽车的产业政策不仅为提升自身产能,更为有针对性地削弱国际竞争对手。此类政策实为破坏性零和博弈,阻碍全球生产率提升、民生改善与气候危机应对,最终导致负和结果,将是一场彻头彻尾的失败。

各国需要对这类政策会带来的共同危险达成共识,建立信任将比以往任何时候都更加重要。各国需要确立一种规范和共识,以消除零和思维,避免灾难性的失败结果。

Danny QUAH, Dean and Li Ka Shing Professor, Lee Kuan Yew School of Public Policy, National University of Singapore: Industrial policy has had its most visible, most resonant, most durable impact on semiconductors and Electric Vehicles (EVs).

Together with a number of other areas—AI, quantum computing, next generation telecommunications——these two industries involve important technologies of the future. Semiconductors and EVs are also simultaneously consumer—obvious and national—security embedded.

The impact of industrial policy in these, across different nations, has been both constructive and obstructionist. On the one hand, given the criticality of semiconductors in the international economic system, one might argue that their functionality has approached a significance tantamount to that of public goods, in making everything co-work seamlessly. Similarly, EVs puts in the hands of billions of ordinary consumers direct control and impact over patterns of energy usage, significantly so on the boundaries between renewables and hydrocarbons. In its capacity for inadvertent change in global greenhouse gas emissions, EVs are a genuine public good.

Semiconductors and EVs, therefore, are no longer simply ordinary commodities. In this perspective, industrial policy can shed positive spillovers and externalities when different nations subsidise their own nation's research and production, and then compete in international markets. Such industrial policy benefits the nation and inadvertently the entire global economy.

On the other hand, again noting semiconductors' and EVs' criticality but viewed now from a perspective of national security, some nations are using industrial policy, not just to raise their own production, but to reduce, in a targeted way, those of their international competitors. These nations argue that doing this helps keep them safer. This is obstructionist and destructive. Such policy hampers the world's efforts on raising productivity, improving livelihoods, and combating the global climate crisis. Instigators of such policies, in thinking about the challenge as a zero-sum game, have ended up producing a negative-sum outcome. It is an epic fail.

Nations need to come to an agreement that acknowledges mutual dangers and risks (even from one another). Trust building will matter importantly, even more than usual. Nations need to put in place the kind of norms and understanding that will counter zero-sum thinking and evade the epic fail outcome.

问: 您认为在世界变局中坚持经济全球化大方向构建开放型世界经济的主要力量从何而来? 主要可以依靠哪些行之有效的治理平台和协调机制?

Q: Given the general direction of economic globalization, what do you think will be the main force driving the construction of an open world economy? What governance platforms and coordination mechanisms will this process rely on?



郑永年[上海交通大学政治经济研究院名誉院长、香港中文大学(深圳)全球与当代中国高等研究院院长]:资本再全球化是一个重要力量。美国的资本需要平衡国际和国内的需要,欧洲国家以及广大新兴经济体的资本目前也都普遍

支持全球化。

同时,中国的开放政策,尤其是单边开放政策,有重塑世界贸易格局的能力。中国作为世界第二大经济体,自身市场的开放就是一个国际公共产品。历史上,英国和美国的伟大在于它们的单边开放。今天的中国已开始践行单边开放,展现出大国自信。中国已经和29个国家和地区签署了自由贸易协定,并和东盟刚刚结束自由贸易3.0版谈判。而且,中国提出扩大自主开放,有序扩大中国商品市场、服务市场、资本市场、劳务市场等对外开放,扩大对最不发达国家单边开放。中国的单边开放政策正在扩展到越来越多的领域,也已经写入中国共产党二十届三中全会文件,成为国家政策。

一系列单边开放政策已经对很多国家产生积极的效应。中国在2024年的第27次中国一东盟领导人会议上表示,愿探讨面向东盟国家实施单边开放等举措,逐步迈向更高水平的双向开放,助推区域经济一体化发展。中国和东盟如果能够建立共同大市场,对中国、东盟以及全球经济发展都具有重要意义。与此同时,中国通过共建"一带一路",推动共建国家经济发展,也将对重塑世界贸易格局产生积极影响。

ZHENG Yongnian, Honorary Dean of the School of International and Public Affairs, Shanghai Jiao Tong University; Dean of the Advanced Institute of Global and Contemporary China Studies of the Chinese University of Hong Kong, Shenzhen: The re-globalization of capital is a significant force. U.S. capital needs to balance both international and domestic demands, while capitals from European countries and many emerging economies generally support globalization.

At the same time, China's opening-up policies, particularly its unilateral opening-up strategy, have the potential to reshape the global trade landscape. As the world's second-largest economy, China's market openness itself acts as an international public good. Historically, the greatness of the United Kingdom and the United States was rooted in their unilateral openness. Today, China is beginning to practice unilateral opening-up, demonstrating confidence as a major power. China has signed free trade agreements with 29 countries and regions and has just concluded the China-ASEAN Free Trade Agreement 3.0. Furthermore, China has proposed expanding its independent opening with an orderly opening up of its markets for goods, services, capital, and labor, and extending unilateral access to the least developed countries. China's unilateral opening-up policy is expanding into more and more sectors and has been incorporated into the policy framework of the CPC 20th Central Committee's Third Plenary Session, solidifying its place as a national policy.

A series of unilateral opening-up policies have already had a positive impact on many countries in the 27th China-ASEAN Leaders' Meeting, China expressed its willingness to explore implementing unilateral opening-up measures for ASEAN countries, gradually moving towards a higher level of two-way openness to promote regional economic integration. If China and ASEAN can establish a common large market, it will be of significant importance for the economic development of China, ASEAN, and the global economy. Meanwhile, by co-building the Belt and Road Initiative, China is promoting the economic development of participating countries, which will also positively impact the reshaping of the global trade structure.

问:美国新一届政府外交政策的单边主义和保护主义倾向对亚太合作产生了新变量,在RCEP、CPTPP等区域合作机制中,地区国家应如何加强协调合作,以应对主要国家的政策溢出效应?有哪些成功的合作案例可供借鉴?

Q: The new U.S. administration's unilateral and protectionist foreign policy has created new variables for Asia–Pacific cooperation. How can regional countries use mechanisms such as RCEP and CPTPP to cope with the spillover effects of major countries' policies? What are examples of successful cooperation that we can learn from?



阿赫塔尔(博鳌亚洲论坛咨委、联合 国前副秘书长): 特朗普新议程的核心是 重申"美国优先"原则,主张将国家经济 主权置于全球化和多边合作之上。其经济 立场体现了保护主义意识形态,虽受国内 选民支持,却对全球经济产生深远影响。

他承诺将进口关税从普遍提高10%-20%扩展至对中国部分商品征收100%关税,代表着其贸易政策回归"美国利益优先",往往以牺牲国际经济稳定为代价。

全面加征关税仍是重大威胁,尤其是针对中国商品的税收可能引发全球连锁反应。受关税影响的中国出口转向将严重冲击全球经济,波及发达与新兴市场。对特朗普保护主义措施的反制可能触发贸易战。

贸易限制的风险在于可能演化为全球衰退与供应链断裂。 受关税冲击的出口商收缩贸易将导致企业效率下降,进而在其 他市场丧失竞争力。

特朗普意图遏制规避关税的行为,但全球供应链的创新速度常快于政策调整。贸易战对全球经济与贸易体系的最大风险并非出口转移。供应链的灵活性足以应对多方博弈。真正的威胁在于需求端急剧萎缩:例如特朗普通过关税消除美国总体贸易逆差的尝试可能压制消费者支出,或中国出口下滑给其经济增长带来负面影响。贸易紧张局势的极端升级将会触发这些风险。

Shamshad AKHTAR, Member of Council of Advisors, Boao Forum for Asia (BFA); Former Under-Secretary-General, United Nations: Central to Trump's renewed agenda is his commitment to an 'America First' doctrine, which prioritizes national economic sovereignty over globalization and multilateral cooperation. Trump's economic stance reflects a protectionist ideology that, while popular among his domestic base, carries profound implications for the global

econom

His promise to increase tariffs on imports-from an additional 10%–20% on most goods to as much as 100% on certain Chinese products- indicates a return to trade policies that prioritize immediate U.S. benefits, often at the expense of international economic stability.

Broad-based tariffs remain a clear and present danger and taxes on goods – from China in particular – could have serious global knock-on effects. Chinese exports diverted from the US by tariffs will have serious consequences for the global economy including advanced and emerging market economies alike. Reaction to Trump protectionist measures would trigger trade wars.

Real risk of trade restriction could manifest in global recession and dislocation of supply chains. Trade retrenchment by exporters hit by tariffs would make businesses less efficient and hence uncompetitive in other markets.

Trump wants to clamp down on such circumvention, but global supply chains can often innovate faster than policymakers can move. The biggest risk to the global economy and trading system from a trade war isn't export diversion. Supply chains are flexible enough to survive a lot of jockeying for position. It's a sharp weakening in overall demand, perhaps from Trump crushing consumer spending by trying to eliminate the overall US trade deficit with tariffs, or from falling Chinese export sales negatively impacting the country's growth. That would take a truly dramatic escalation in trade tensions to achieve.

BOAD FORUM FOR 博鳌亚洲论坛



柯成兴(新加坡国立大学李光耀公 共政策学院院长): 假设国际贸易中完全 不与美国进行交易(虽不现实但具启示 性),则无论特朗普政府对其他国家征收 多高关税,其影响均为零——零乘以任 何数仍为零。

此例虽极端,但若亚太国家尽可能减少对美贸易依赖,转而与认同互惠原则的伙伴深化合作,构建信任与韧性网络,便能在有限但务实的多边框架内实现经济互利。此类"探路型多边主义"虽不及理想化的普遍多边主义,但在后者不可行时,仍能通过小范围协作达成显著成果。

例如,区域全面经济伙伴关系协定(RCEP)及全面与进步跨太平洋伙伴关系协定(CPTPP)可成为抵御外部冲击的缓冲带。成员国通过降低内部贸易壁垒、协调数字规则、共建绿色供应链,既增强经济互联,又提升抵御新旧风险的能力。

Danny QUAH, Dean and Li Ka Shing Professor, Lee Kuan Yew School of Public Policy, National University of Singapore: One admittedly unrealistic but illustrative instance might be to imagine, for the case of international trade, the extreme situation of no trade at all with the US. Then, by definition, whatever tariffs the Trump administration places on the rest of us

has no effect: x times zero equals zero, no matter how high x is.

This is obviously extreme, but suppose one didn't actually go to no trade at all with the US, but simply reduced our trade with the US as much as possible. We might say that's not possible. I say it depends on how painful and costly the US administration makes it. Make up for that missing exchange by looking to other trading partners who are in agreement with us about the benefits of mutual exchange, and with whom we can build trust, resilience, and networks. This smaller, restricted but still multilateral, grouping can seek to reap as much mutual economic benefits as possible, and continue to grow interconnectedness and understanding. At the same time, such groupings can continue to build resilience from external disruptors, both old and new.

Such "pathfinder multilateral" arrangements might not be as good as full-blown universal multilateralism. But when that last is unavailable, pathfinder multilateralism is pretty good. Nations continuing to be collaborative within these small networks can yet achieve great things together.



第二板块 促进增长

Part II: Promoting Growth



问:近年来在政治语境下"逆全球化"趋势明显,但实际上数据呈现了另一番景象,联合国贸易和发展会议数据显示,2024年全球贸易(货物加服务)占全球GDP比重达到历史新高。如何理解这一趋势的本质?是经济因素、政治因素还是其他因素主导了这一趋势的发展?

Q: While there has been a clear anti–globalization political trend in recent years, the trade data pains a different picture. According to UN data, trade in goods and services accounted for a record high share of global GDP in 2024. How can we understand these trends? What factors are driving their development?



朱民(中国国际经济交流中心资深 专家委员、国际货币基金组织原副总裁、 人民银行原副行长): 首先, 2024年全球 贸易占GDP的比重创了新高, 这是一个 很好的现象, 说明全球化仍在继续发展。 特别是在当前大家担忧反全球化趋势下,

我们仍然看到贸易在发展,说明经济的内在力量、市场的内在力量、全球化的内在力量在继续发挥作用。所以,这是一件很好的事情,我们特别支持贸易继续发展在全球化中的作用。

第二,我们可以看到2024年的全球贸易在结构上发生了很大变化。第一个变化是全球南方贸易发展很快,南方国家之间、发展中国家和发达国家之间的贸易发展是一个主要的方面。特别是在反全球化产业链重置的情况下,新兴经济体和发展中国家都在积极努力地推进贸易,提升贸易便利化水平,用各种措施支持贸易发展。

第二个变化是贸易越来越多地在南方集团和北方集团,即 所谓的两个板块内部进行。新兴经济体国家越来越多地和新兴 经济体国家发展贸易,发达国家的贸易也越来越多地同发达国家进行。全球贸易主要的增长动力在新兴经济体国家、全球南方之间。以中国为例,中国对东盟、拉美和非洲的贸易,特别是对"一带一路"的贸易在2024年均呈现快速发展态势。这表明中国商品的全球竞争力进一步提升,也表明全球南方贸易的潜在发展空间很大。展望未来,发展中国家和新兴经济体国家间的贸易仍有很大发展空间,由此也会产生新的全球产业链重置。

ZHU Min, Senior Advisor of CCIEE; Former Vice President of IMF; Former Deputy Governor of the People's Bank of China: First, the share of global trade in global GDP reached a record high in 2024, which is a very positive phenomenon, indicating that globalization continues to develop. Especially amid current concerns about anti-globalization trends, the continued growth of trade shows that the economy's intrinsic forces, market dynamics, and globalization itself all remain strong. Therefore, this is a very encouraging development, and we fully support

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the role of trade in driving globalization forward.

Second, we observed significant structural changes in global trade in 2024. The first notable shift was the rapid growth of trade within the Global South and between developing and developed nations. Particularly in the context of supply chain restructuring driven by anti–globalization forces, emerging economies and developing countries are making efforts to promote and facilitate trade.

Another structural change was the increasing concentration of trade within two major blocs – the Global South and the Global North. Emerging economies are trading more frequently with other emerging economies, while developed countries are also more trading among themselves. Taking China as an example, the country's trade with ASEAN, Latin America, and Africa—particularly trade related to the Belt and Road Initiative—recorded rapid growth in 2024. This reflects the rising global competitiveness of Chinese products and underscores the substantial potential for trade development among Global South countries. Looking ahead, there remains significant room for growth in trade among developing and emerging economies, which will likely lead to a new wave of global supply chain restructuring.



伊恩·戈尔丁(世界银行前副行长兼 发展政策主管、南非前总统纳尔逊·曼德 拉顾问、南部非洲开发银行前首席执行 官): "全球化已死" 言过其实。全球化并 未消亡,而是在快速转型。三大因素加速 了这一转型: 第一,2020年至2022年的

新冠疫情显著改变了消费、贸易和工作模式;第二,人工智能(AI) 正在重塑生产和服务领域,机器人和自动化逐步取代制造业和 服务业中的重复性工作;第三,2025年特朗普总统征收的有害 关税和加剧地缘政治分裂的政策,进一步推动全球化的转型。

除上述近期冲击因素外,两大长期趋势也驱动着全球化的 演变:其一,亚洲经济增长远超世界其他地区。亚洲已成为全球 经济引擎,增速是其他地区两倍多,几乎是欧洲和北美的三倍。 这意味着全球贸易和投资日益集中于亚洲,全球经济活动的重 心,连同全球化的核心已从大西洋转移至亚洲。近年来,全球贸 易增长几乎完全由亚洲的贸易和生产效率提升所推动。其二, 随着人均收入上升,消费模式发生改变。制造业占 GDP的比重 逐渐下降,服务业占比上升。许多服务(如养老护理、餐饮、按 摩和健身)具有本地化属性,无法远程提供或跨国交易。因此随 着收入增长,实物商品和服务贸易占 GDP的比重预计将下降。 人工智能和技术变革加速了这一趋势, 机器人和自动化可替代原本外包至低收入国家的制造业(如呼叫中心和行政工作)。

Ian GOLDIN, Former Vice President and Head of Policy, World Bank; Advisor to President Nelson Mandela; Former Chief Executive of Development Bank of Southern Africa: Talk of the death of globalization has been exaggerated. Globalization is not dying, but it is transforming rapidly. Three factors have led to an acceleration of this transformation. First, the COVID-19 pandemic in 2020 to 2022 led to a dramatic change in consumption, trade and work. Second, Artificial Intelligence (AI) is leading to a change in production and services, with robotics and automation increasingly replacing repetitive tasks in manufacturing and services. Third, harmful tariffs imposed by President Trump in 2025 and raising geopolitical divisions further accelerating the transformation.

In addition to these three recent disruptive factors, two underlying secular trends account for the transformation of globalization. The first is the strength of Asian economic growth compared to the rest of the world. Asia is the engine of the global economy, growing at well over double the rate of the rest of the world economy and almost three times the rate of Europe and North America. This means that global trade and investment is increasingly concentrated in the Asia region, and the centre of global economic activity, and along with it globalization, has moved from over the Atlantic to over the Asian region, with almost all the growth in trade in recent years driven by Asian trade and productivity growth.

The second secular trend driving the transformation of globalization is that as per capita incomes rise, consumption patterns change. Manufacturing as a share of GDP is declining relative to services. Many of these services, such as care for the elderly and hospitality services (such restaurants, massages and fitness) are consumed locally and cannot be done remotely or traded internationally). This means that as incomes rises we should expect a decline in the trade in physical products and services, as a share of GDP. Al and technological change is accelerating this, as increasingly robotic and automated processes can do manufacturing and services (such as call centres and administration) which previously was outsourced to low–income locations internationally.

问: 地缘政治紧张局势给全球贸易、投资和产业链的分工与合作带来哪些深刻变化,可能 形成哪些中长期制约? 企业应如何应对这种局势带来的不确定性?

Q: What changes have geopolitical tensions brought to the division of labor in global trade, investment and industrial chains, and what medium– and long–term constraints may these changes impose? How should businesses deal with the uncertainty brought about by this situation?



朱民(中国国际经济交流中心资深 专家委员、国际货币基金组织原副总裁、 人民银行原副行长): 地缘政治紧张对贸 易、投资和产业链的影响是很大的,特别 是在特朗普2.0时期。第一,特朗普对全 球各国征收高关税,特别是对等性地征

收高关税政策。但对等的概念是贸易盈余的对等、是双方贸易政策一致性的对等,还是关税的对等,其中有很多内容是不确定的,也使得贸易会有很大的不确定性。第二,地缘政治对投资和资本的流向有很大的制约和影响,尤其需要注意的是各国的产业政策。还在拜登政府时,时任国家安全事务助理沙利文就于2024年明确宣布美国不再执行之前的华盛顿共识,而要通过产业政策来推动美国高科技产业和制造业的回归和发展。自此之后,全世界各国都在推行产业政策,世界现有产业政策高达千项以上。这使得整个世界呈现出碎片化、隔离和分裂,对投资和贸易非常不利。第三,将经贸科技问题泛安全化。泛安全化,即把安全问题普遍化,是地缘政治紧张的新特征。如果将产业问题、数据问题、对外依赖等问题泛安全化,开放、自由贸易的基础将被打乱。特朗普2.0时期刚刚开始,美国政府已经实施了一系列政策,对全球经济、贸易、投资及未来世界经济秩序都将产生较大的冲击和影响。

面对这种情况,企业需要沉着应对。首先,要把自己的事情做好,通过不断科技创新保持核心竞争力。2018年,特朗普1.0时期对中国的关税从3%左右涨至19%,但中国对美国出口并未大幅下降,一直维持在5000亿美元左右,疫情期间甚至出现上升。中国对美国的贸易盈余也维持在3000亿至3500亿美元左右。这体现了中国商品和中国企业的核心竞争力。第二,要密切关注全球政策环境变化。比如,各国的产业政策不断出新,企业一年前制定的出海或投资计划可能不再适应最新情况,企业需要随时、敏捷地关注产业政策的新变化,实时调整自身商业计划,同时做好企业在全球经营的合规性。第三,要沉着冷静。世界经贸制度、市场和环境正在重置,有些才刚刚开始。拜登政府采取的一系列科技、产业和投资政策已经引发地缘政治

和泛安全化对全球经济、金融的影响。特朗普将继承拜登的政策,并进一步采取更激进的政策,现在才刚刚开始。所以,企业保持观察的敏锐度并随时调整自身政策是特别重要的。

ZHU Min, Senior Advisor of CCIEE; Former Vice President of IMF: Former Deputy Governor of the People's Bank of China: Geopolitical tensions are having a significant impact on trade, investment, and supply chains, especially in the "Trump 2.0" era. First, Trump's imposition of high tariffs on countries, particularly under the principle of reciprocity, introduces considerable uncertainty. The concept of reciprocity itself remains ambiguous — whether it refers to trade surplus parity, consistency in bilateral trade policies, or tariff equivalence. This ambiguity fuels significant instability in global trade. Second, geopolitical tensions heavily influence the flow of investment and capital, with national industrial policies playing a particularly critical role. Even during the Biden administration, then-National Security Advisor Jake Sullivan explicitly announced in 2024 that the United States would abandon the Washington Consensus in favor of promoting industrial policy to drive the resurgence and development of America's high-tech industries and manufacturing. Since then, countries worldwide have rolled out more than 1,000 industrial policies, leading to increasing global fragmentation, isolation, and division — developments that severely hinder global investment and trade. Third, the broad securitization of economic, trade, and technological issues has emerged as a new feature of geopolitical tensions. This trend, which involves expanding security concerns into areas like industrial development, data management, and external dependencies, disrupts the foundations of open and free trade. With the onset of the Trump 2.0

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era, the U.S. government has already implemented a series of policies that are set to create profound shocks and lasting impacts on the global economy, trade, investment, and future international economic order.

In response to these challenges, businesses must remain composed and adaptable. First, companies should focus on strengthening their foundations by maintaining core competitiveness through continuous technological innovation. In 2018, during Trump's first term, U.S. tariffs on Chinese goods rose from around 3% to 19%, yet China's exports to the U.S. remained stable at approximately \$500 billion, even increasing during the pandemic. China's trade surplus with the U.S. also stayed within the \$300-350 billion range. This demonstrates the resilience and global competitiveness of Chinese products and businesses.

Second, companies must closely monitor shifts in the global policy environment. With countries frequently introducing new industrial policies, international expansion or investment plans formulated a year ago may no longer align with current conditions. Businesses need to remain agile, adjusting their strategies in real time to stay aligned with evolving industrial policies and ensuring compliance in their global operations. Third, companies must stay calm and vigilant. The restructuring of global economic systems, markets, and environments is still in its early stages. Policies introduced by the Biden administration on technology, industry, and investment have already had geopolitical and securitization-driven impacts on the global economy and finance. The Trump administration is likely to continue and escalate these policies, and we are only at the beginning of this process. Therefore, it is crucial for businesses to maintain sharp situational awareness and adjust their strategies as circumstances evolve.



伊恩·戈尔丁(世界银行前副行长兼 发展政策主管、南非前总统纳尔逊·曼德 拉顾问、南部非洲开发银行前首席执行 官): 地缘政治冲突以及对远距离供应商 依赖的减少,促使各国更加关注"降低供 应链风险",即使这意味着依赖更多供应

商和更复杂的贸易网络。新冠疫情暴露了单一供应链的脆弱性,例如关键物资短缺问题。

俄乌冲突及随后的制裁进一步加剧了地缘政治紧张。这对欧洲企业(尤其是高度依赖俄罗斯天然气的德国化工和制造业)造成严重冲击。能源成本上升加速了德国及其他欧洲国家的经济转型。英国脱欧也产生深远影响,英国超半数贸易曾依赖欧盟,脱欧导致成本大幅增加;失去作为欧盟市场"桥梁"的地位导致投资减少,英国经济增长和贸易随之放缓。

2025年特朗普连任总统带来更大不确定性。美国威胁对包括传统盟友在内的多国加征关税,危及《北美自由贸易协定》《欧美自由贸易协定》及《非洲增长与机会法案》等长期协议。破坏世贸组织规则、将关税作为地缘政治工具的做法可能引发全球贸易战,严重阻碍经济增长和减贫进程,使联合国可持续发展目标(SDGs)难以实现。美国消费者也将承受通胀上升、利率走高、不平等加剧等后果,低收入群体受冲击尤甚。

亚洲从贸易和投资中获益良多。尽管关税升级将冲击全球经济,但亚洲经济体韧性最强,更能抵御冲击。其结果是亚洲区域内投资和贸易进一步增加,而北美和欧洲增长放缓。企业应通过加大对亚洲的投资应对不确定性,因为该地区更具可预测性且回报更高。

Ian GOLDIN, Former Vice President and Head of Policy, World Bank; Advisor to President Nelson Mandela; Former Chief Executive of Development Bank of Southern Africa: Geopolitics and the reduction in dependence on distant suppliers is increasing the focus on de-risking supply chains, even though this can mean a reliance on more suppliers and more trade. The COVID-19 pandemic raised awareness of the risks of dependence on one supplier as vulnerabilities in supply chains at times led to shortages.

Geopolitical tensions were further exacerbated by Russia–Ukraine War and the subsequent sanctions. This had negative consequences on European producers and particularly on German industry, which was highly reliant on Russian gas for its chemical and manufacturing processes. The increased costs of energy have accelerated the transformation of the German and other European economies. In the UK, Brexit has also had a significant impact, as well over half of trade was with the European Union, which is now more costly. The fact that the UK is no longer a bridge to European markets for investors has undermined investment and led to a slowing of UK economic growth and trade.

The re-election of President Trump in 2025 has far-reaching implications, with the threat of tariff being raised against a wide range of countries, including

close allies with which the USA has long-standing free trade agreements. Mexico and Canada, along with the USA, benefited greatly from the 1994 North American Free Trade Agreement and its subsequent evolution in 2019 into the US-Mexico-Canada Trade Agreement. This is now under threat, as is the free trade agreement with the European Union and is the African Growth and Opportunity Act (AGOA) agreement. The undermining of the World Trade Organization and the using of tariffs as an unpredictable tool of geopolitics risks creating a global trade war and severely curtailing global growth and poverty reduction, making it impossible to attain the SDGs. Consumers in the USA will also suffer greatly, as inflation and interest rates rise and inequality widens even more as poor people suffer most from slowing growth and higher prices.

Asia has benefited greatly from trade and investment and although tariff escalation will impact negatively on the entire world economy, the Asian economies are the most robust and able to absorb the shocks. The impact will be to increase investment and trade within the Asian region, and to slow growth in North America and Europe. Business should deal with the uncertainties by increasing investment in Asia, which is more predictable and offers higher returns.



胡柏山(博鳌亚洲论坛机构理事, vivo执行副总裁、首席运营官, vivo中 央研究院院长):不确定的大环境下,市 场确实存在因技术竞争而被强行"撕裂" 的风险,科技产业的研发成本和风险都 会攀升。产业链上下游将从"效率优先"

转向"安全优先"。

作为科技产业的一分子,为应对这一现状,一方面我们应该做好自己,聚焦科技产业的本质——为广大用户创造美好体验,重新评估技术依赖风险,优化供应链布局,分散风险,持续强化自身的核心竞争力;另一方面,我们也坚信对于整个产业链来说,可持续的模式绝不是"断链求生",而应"结链共赢"。与上下游合作伙伴站在一起,共担风险,增进互通互信,共同提升产业链韧性,将会是所有企业的责任。

HU Baishan, Corporate Member of the Boao Forum for Asia; Executive Vice President & COO at vivo, President of vivo Central Research Institute: In an uncertain macro-environment, there is



indeed a risk that markets may be forcibly "torn apart" due to technological competition. For the tech industry, this will lead to increased risks and R&D costs. The focus of the industrial chain, both upstream and downstream, will shift from "efficiency first" to "security first."

To cope with this, tech companies should focus on the heart of our industry — creating a wonderful experience for our extensive user community. Although we need to reassess the risks of technological dependence, optimize our supply chain layout, diversify risks, and continuously strengthen our core competitiveness, we also firmly believe that a sustainable model for the entire industrial chain is not about "breaking the chain to survive" but about "connecting the chain to win together". All enterprises should stand together with upstream and downstream partners, share risks, enhance mutual trust and connectivity, and jointly improve the industrial chain's resilience.

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问:如何进一步释放RCEP的更大潜力?在中国-东盟自贸区3.0版完成实质性谈判, CPTPP考虑进一步推广扩员的背景下,下一步亚太经济体可以在哪些方面进一步加深区域经济 一体化?企业应如何抓住这些合作机遇?

Q: What can be done to further unleash the potential of RCEP? With the conclusion of China–ASEAN Free Trade Area 3.0 upgrade negotiations, and as further expansion of the CPTPP is being deliberated, what are the areas in which Asia–Pacific economies can further deepen their economic integration? How should businesses seize these opportunities?



狄诺(福德士河金属业务首席执行 官): 首先,福德士河坚信自由开放的贸

官): 首先,福德士河坚信自由开放的贸易。自由和开放的贸易能带来繁荣和生活水平的提高,同时还能支持创新和降低商品成本。这是任何深入、可靠的双边关系的基石。

《区域全面经济伙伴关系协定》(RCEP)有望为中澳两国带来重大机遇。该协定可以进一步整合区域市场,降低贸易壁垒,增加本地区的出口机会。它有助于充分释放区域合作与一体化的潜力,从而推动整个亚太地区的可持续经济增长与繁荣。

除降低关税外,RCEP和《全面与进步跨太平洋伙伴关系协定》(CPTPP)还加强了标准和条件的一致性。这有助于福德士河的运营(包括将太阳能基础设施引入皮尔巴拉),以及氨和氢气领域的客户。

作为世界上最大的自由贸易协定,RCEP为加强中澳经贸关系提供了重要机遇。尽管RCEP已经带来了降低关税、简化贸易规则和改善市场准入等益处,但其全部潜力仍未得到充分发挥。中澳两国必须继续探索其潜力,使其更符合双方利益相关者和经济的利益、能够加强地区供应链的联合伙伴关系,并推动清洁能源和基础设施投资。中澳绿色金属供应链的双边支持就是一个很好的例子。我坚信,绿色金属是福德士河、中澳乃至世界的下一个重要篇章。对绿色金属的共同追求将为两国带来巨大的经济利益,福德士河将继续坚定不移地在追求绿色金属的过程中发挥主导作用。

Dino OTRANTO, Chief Executive Officer, Fortescue Metals: As a starting point, Fortescue is a strong believer in free and open trade. It leads to increased prosperity and standards of living while also supporting innovation and lowering costs of goods. It is the cornerstone of any deep and reliable bilateral relationship.

The Regional Comprehensive Economic Partner-

ship (RCEP) has the potential to deliver significant opportunities for China and Australia. It can further integrate regional markets, lower trade barriers and boost export opportunities in our region. It can help unlock the full potential of regional cooperation and integration, which will drive sustainable economic growth and prosperity across the Asia-Pacific region.

In addition to lower tariffs, the RCEP and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) also bring increased alignment on standards and conditions. This assists with both Fortescue's operations - including bringing solar energy infrastructure to the Pilbara - and customers in the ammonia and hydrogen space.

As the world's largest free trade agreement, RCEP offers significant opportunities for enhancing Australia-China business relations. But while it already provides benefits like tariff reductions, streamlined trade rules and improved market access, its full potential remains unfulfilled. China and Australia must continue to explore the potential for joint partnerships that are in the interest of shareholders and both economies and can strengthen regional supply chains and drive clean energy and infrastructure investment. The perfect example of this is the bilateral support that exists for an Australia-China green metal supply chain. I am a very firm believer that green metal is the next big chapter for Fortescue, for Australia and China and for the world. A joint pursuit of green metal presents enormous economic benefits to both countries and Fortescue remains determined to play a leading role in its pursuit.

问:亚洲如何把握好中国高质量共建"一带一路"的务实举措,进一步促进区域互联互通?

Q: How can Asia leverage China's pragmatic measures to jointly implement the Belt and Road Initiative and further promote regional connectivity?



雷纳特·别科图尔沃夫(阿斯塔纳

国际金融中心总裁):中亚地处东亚、欧洲、中东和南亚的十字路口,在"一带一路"倡议中扮演关键角色,目前已有超过400亿美元投资流入该地区,其中大部分流向能源和交通领域。

凭借丰富的自然资源、战略地理位置和投资机遇,中亚经济潜力持续增长。2024年中亚名义GDP达5180亿美元,预计到2029年将突破7000亿美元。尽管2022年中亚国家贸易总额只有近2600亿美元,但其对外伙伴贸易额要高于区域内贸易额,凸显其通过加强区域贸易一体化推动经济增长的巨大潜力。

深化经济互联需要全面的基础设施建设,尤其是交通、数字化和金融系统方面。作为内陆地区,中亚的全球贸易依赖于发达的运输走廊和现代物流网络。交通基础设施的重大投资将显著提升贸易效率和区域经济竞争力。

作为通过里海和南高加索地区连接起中国、中亚和欧洲的重要贸易通道,中亚"中间走廊"对亚欧联通的战略价值日益凸显。哈萨克斯坦已启动多个基础设施项目以增强贸易流动,阿斯塔纳国际金融中心(AIFC)也积极加强中亚与亚洲其他国家的互联互通,确保走廊高效运作。目前已有多个国际合资企业在中心注册,专注于扩大里海船队、完善多式联运系统及深化区域铁路合作。欧洲复兴开发银行(EBRD)预测,如能落实必要投资与监管改革,过境集装箱运量将从2022年的1.8万个标箱增至2040年的86.5万个标箱,增长近48倍。

金融一体化对加强经济合作也至关重要。AIFC为投资、金融交易和资本流动提供规范化平台,确保国际投资者享有安全透明的环境。阿斯塔纳国际交易所(AIX)设立的"一带一路"市场板块为基建项目融资提供支持。

中资企业对通过AIFC开展业务展现出浓厚兴趣。目前已有超过400家中国企业在中心注册。中国国家开发银行、中国

建设银行、中金公司等金融机构也通过AIFC积极运作,助力"一带一路"倡议实施。

可持续金融领域同样进展显著。AIFC绿色金融中心(GFC)在中亚绿色项目支持中发挥引领作用。作为"一带一路"绿色投资原则(GIP)的区域分支,绿色金融中心协助中亚机构实现绿色转型、吸引低成本投资并接入全球资本市场。例如,该中心已帮助区域内4家金融机构获得"一带一路"绿色投资原则(GIP)认证资格,并通过区域合作提供顾问支持,协助发行价值约3.283亿美元的绿色债券。

中亚对"一带一路"的积极参与印证了该倡议的互利共赢。对中国而言,该地区是通往欧洲及其他区域的快速可持续通道;对中亚而言,基建互联项目帮助突破地理限制,联通全球市场并推动经济增长与一体化。

Renat BEKTUROV, Governor, Astana International Financial Centre: Situated at the crossroads of East Asia, Europe, the Middle East, and South Asia, Central Asia plays a crucial role in the Belt and Road Initiative with over \$40 billion invested in the region. The majority of investments has been allocated to the energy and transport sectors.

With abundant natural resources, strategic geography, and investment opportunities, the region's economic potential continues to grow. In 2024, Central Asia's nominal GDP stood at \$518 billion, with projections exceeding \$700 billion by 2029. Despite Central Asian countries' total trade turnover of nearly \$260 billion in 2022, intra-regional trade among its countries remains relatively low compared to trade with external partners. This highlights significant untapped potential for boosting economic growth through stronger regional trade integration.

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Greater economic connectivity requires comprehensive infrastructure development, particularly in transportation, digitalisation, and financial systems. Given its landlocked geography, Central Asia's global trade relies on well-developed transit corridors and modern logistics networks. Significant investment in transportation infrastructure is expected to drive trade efficiency and economic competitiveness.

The Middle Corridor, a vital trade route, has gained strategic significance as it connects China, Central Asia, and Europe via the Caspian Sea and the South Caucasus. Recognising the corridor's strategic importance, Kazakhstan has launched multiple infrastructure projects to enhance trade flows. The AIFC is also actively working to strengthen connectivity between Central Asia and other Asian nations to ensure efficient corridor operations. Several international joint ventures were registered at the AIFC, they focus on expanding the Caspian Sea fleet, improving multimodal transport systems, and strengthening regional railway cooperation. If the necessary investments and regulatory reforms are implemented, the EBRD projects an increase in transit container volume from 18,000 TEUs in 2022 to 865,000 TEUs by 2040 - a nearly 48-fold expansion.

Beyond transport infrastructure, financial integration plays a key role in strengthening economic cooperation. The AIFC provides a well-regulated platform for investment, financial transactions, and capital mobilisation, ensuring a secure and transparent environment for international investors. The Belt and Road Market Segment at Astana International Exchange (AIX) further supports financing for infrastructure projects.

Chinese companies have shown considerable interest in conducting business through the AIFC. Currently, there are over 400 companies from China registered at the AIFC. Major Chinese financial institutions, such as China Development Bank, China Construction Banks, CICC are also actively operating through the AIFC and doing their part in promoting the BRI.

Sustainable financing has also gained momentum, with the AIFC Green Finance Centre (GFC) playing a leading role in supporting green projects across Central Asia. As the regional chapter of the Green Investment Principles (GIP) for BRI, AIFC GFC assists

Central Asian organisations in greening their operations, attracting affordable investments, and facilitating access to global capital markets. For example, AIFC GFC has assisted a number of potential GIP signatories in applying for this status, which resulted in 4 financial institutions from the region being recognised to meet all the requirements. Also, as part of regional cooperation, AIFC GFC has provided advisory support to issue green bonds worth around \$328.3 million in Central Asia.

Central Asia's proactive participation in the BRI exemplifies the mutual benefits of the initiative. For China, the region serves as a fast and sustainable transit route to Europe and beyond. For Central Asia, infrastructure connectivity projects help overcome geographical constraints, linking the region to global markets while fostering economic growth and integration.



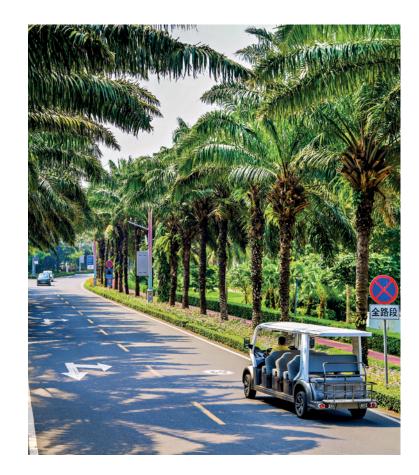
翟京丽(金光纸业副总裁):"一带一路"倡议自提出以来,不仅成为推动亚洲区域互联互通的重要平台,也为行业的国际合作与发展注入了新的活力。金光集团APP作为一家印尼制浆造纸企业,扎根中国、业务遍及全球,始终积极参与

"一带一路"建设,实践中积累了丰富经验。为进一步促进区域互联互通,亚洲各国可以从以下几个方面着手:

硬联通:深化基础设施合作,打造坚实的互联互通基石。亚洲各国在"一带一路"框架下推动的铁路、公路、港口和能源项目,已显著改善了区域内的物流效率和贸易条件,印尼雅万高铁、中巴经济走廊等项目不仅促进了区域交通网络的完善,也为产业的区域互联互通提供了有力保障。亚洲各国应继续深化合作,优先推进跨境基础设施项目,为区域经济一体化奠定坚实基础。

软联通:推动数字与金融建设互联互通,激发区域经济一体化新引擎。数字互联互通作为区域经济一体化的新重点,是区域间实现普惠包容发展的关键路径。亚洲各国应加强在5G、数据中心、光纤网络等领域的合作,推动跨境数据流动规则的协调,促进电子商务和数字贸易的发展。通过数字技术的赋能,能够帮助产业更好地融入全球价值链,提升国际竞争力。

金融贸易合作也是互联互通的血液,多元化的融资机制能够为区域经济一体化提供关键支撑。亚洲各国应进一步深化金融合作,拓宽融资渠道,鼓励私营部门参与"一带一路"项目,通过公私合营(PPP)模式吸引更多社会资本。同时,推动区域内的货币合作和金融监管协调,增强金融体系的稳定性和抗风



险能力, 为产业的区域互联互通提供坚实的金融支撑。

心联通:加强交流平台建设,增强民间互信与区域凝聚力。 亚洲各国应加强人才、学术、教育等领域的交流合作与互联互通,为行业培育优质人才团队奠定基础。各国政府企业之间多 交流、多对话、多学习、多合作,共同应对行业挑战,分享发展 机遇,确保互联互通项目的长期可持续发展。

ZHAI Jingli, Deputy CEO, Sinar Mas Paper Investment Co., Ltd.: Since its inception, the Belt and Road Initiative (BRI) has not only been an important platform for promoting regional connectivity but has also invigorated international cooperation and development. As an Indonesian pulp and paper company that's rooted in China and has global operations, Sinar Mas APP has actively participated in the BRI and gained valuable experience. To further promote regional connectivity, Asian countries can take the following steps:

Hard connectivity. Deepening infrastructure cooperation can build a solid foundation for connectivity. Infrastructure projects under the BRI framework such as railways, roads, ports, and energy facilities have significantly improved trade conditions and the efficiency of regional logistics. Projects like the Jakarta–Bandung high–speed railway and the China–Pakistan Economic Corridor have not only enhanced regional transportation networks but also provided strong support for industrial connectivity. Asian countries should continue to deepen cooperation and prioritize cross–border infrastructure projects to lay a solid foundation for regional economic integration.

Soft connectivity. Promoting digital and financial connectivity can stimulate new engines of regional economic integration. Digital connectivity is a key path for inclusive development across regions. Asian countries should strengthen cooperation in areas like 5G, data centers, and fiber-optic networks, coordinate cross-border data flow regulations, and foster the development of e-commerce and digital trade. Digital technologies can help industries better integrate into the global value chain, enhancing their international competitiveness.

Financial cooperation is also the lifeblood of connectivity. A diversified financing mechanism can provide critical support for regional economic integration. Asian countries should further deepen financial cooperation, expand financing channels, and encourage private sector involvement in BRI projects through public-private partnerships to attract more social capital. They should also promote regional currency cooperation and financial regulatory coordination to enhance the stability and resilience of financial systems and provide solid financial support for industrial connectivity.

People to people connectivity. Strengthening communication can enhance people-to-people trust and regional cohesion. Asian countries should increase exchanges in talent, academia, education, and other fields to cultivate high-quality industrial talent teams. Governments and businesses should communicate more, engage in more dialogue, learn more from each other, and collaborate more to address industry challenges, share development opportunities, and ensure the long-term sustainable development of connectivity projects.

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问:数字贸易日益成为全球贸易的重要组成部分,也在重塑全球贸易的规则体系。目前应通过哪些机制推动对数字贸易规则的协调和制定?如何引导新兴技术和数字经济朝着促进全球化更加普惠包容的方向发展?

Q: Digital trade is increasingly becoming an important part of global trade and reshaping the system's rules. What mechanisms should be used to promote the coordination and formulation of rules for digital trade? How can we ensure emerging technologies and the digital economy promote a more inclusive form of globalization?



邱寒(贝宝高级副总裁兼中国区首席执行官):从全球来看,我们已经进入大规模的数字经济发展阶段。数字化已是一个不可逆的发展趋势,就像人类历史上前几次的技术革新,如蒸汽化、电气化。最终,数字化会更全面、更深入地发

展,推动全球经济的重大变革。随着数字贸易在全球范围的蓬勃发展,数字营商环境、便利化、市场准入、关税、数据流动、知识产权保护、可信赖的互联网环境等方面的议题不可或缺。

数字化在推动普惠金融发展方面发挥着建设性的作用。包括支付在内的数字化解决方案,通过让不同规模的消费者和商户参与并获益于商品和服务的全球流通,创造共同的经济机会。在跨境电商和支付领域,数字化的应用有效简化了贸易流程,显著提升了贸易效率,同时又大幅降低了贸易成本。

数字化支付也增进了全球金融系统的效率,减少人为操作 带来的失误和欺诈行为,并通过打通更多可信赖的供应商渠道 增强了供应链的整体适应性。随着全球数字经济的进一步发展, 金融基础设施的数字化建设将推动一个更加包容和繁荣的世界。

Hannah QIU, Senior Vice President and China CEO, PayPal: At the global level, we have already begun the large-scale development of the digital economy. Digitalization has become an irreversible trend, much like previous technological revolutions such as steam and electrification. Eventually, digitalization will develop more comprehensively and deeply, driving significant changes in the global economy. With the flourishing of the digital trade globally, issues related to the digital business environment, facilitation, market access, tariffs, data flows, intellectual property protection, and the internet environment have become crucial.

Digitalization plays a constructive role in advancing in-

clusive finance. Digital solutions, including payments, create shared economic opportunities by enabling consumers and businesses of all sizes to participate in and benefit from the global flow of goods and services. In the fields of cross-border e-commerce and payments, the application of digitalization has effectively simplified trade processes, significantly improved efficiency, and dramatically reduced costs.

Digital payments have also enhanced the efficiency of the global financial system, reducing fraud and errors caused by manual operations, while strengthening the overall adaptability of supply chains through the integration of more reliable supplier channels. As the global digital economy continues to develop, the construction of digital financial infrastructure will drive a more inclusive and prosperous world.



雷纳特·别科图尔沃夫(阿斯塔纳国际金融中心总裁):数字贸易已成为全球经济的重要支柱。数据显示,2022年数字交付服务占全球服务出口总额的54%,规模达3.82万亿美元。2023年全球零售电商销售额估计达到5.8万亿美

元,2027年或突破8万亿美元,增幅达到39%。

为让数字经济红利普惠各方,需重点解决可及性、公平性和保护性等挑战。发展中国家仍有数百万人缺乏稳定网络连接,限制了其参与数字贸易的能力。扩大宽带覆盖、卫星互联网和移动网络投资,结合数字扫盲计划,可有效弥合数字鸿沟。

中小企业在全球经济中举足轻重,但常面临成本高昂、法规复杂和跨境市场准入困难等障碍。加强数字基建、简化贸易规则、优化跨境支付系统可助其参与全球竞争。强化网络安全措施对保护企业和消费者免受数字威胁同样关键。

金融普惠是促进数字经济公平可及的核心。推广移动银

行、数字钱包和区块链交易可扩大金融服务覆盖面。同时,需对数字货币和金融科技企业实施有效监管,确保安全、防止欺诈并维护金融稳定。

远程办公和零工经济的兴起为全球创造了就业新机遇,然而,自由职业者和零工劳动者普遍缺乏公平薪酬、社会保障和法定权益保障。建立公平劳动标准、税收政策和劳动者保护机制,有助于确保数字劳动力市场的可持续性与包容性。

人工智能等新兴技术的伦理使用是另一关键议题。尽管 AI 与自动化正重塑产业,但其开发需遵循责任原则,防止偏见并确保能公平参与创新。AI赋能医疗、教育、公共服务等领域包容性发展,需要有透明的AI框架和负责任的技术政策作为支撑。

全球合作与公私伙伴关系是构建公平数字经济的基石。在 网络安全标准、数字服务公平征税和国际贸易协定等领域的协 作,将打造平衡的、可持续的数字生态。

阿斯塔纳国际金融中心在塑造哈萨克斯坦数字经济中发挥着重要作用,致力于推动创新驱动的监管改革、加强国际合作。值得一提的是AIFC金融科技实验室,这是一个量身定制的实时环境,企业可以在豁免部分监管要求的条件下提供创新的金融和监管科技服务。

阿斯塔纳国际金融中心还在持续完善其数字资产交易生态系统。通过这些举措,中心正引领数字贸易与金融创新,推动哈萨克斯坦及更广泛的欧亚地区迈向更包容、高效和可持续的数字经济。

Renat BEKTUROV, Governor, Astana International Financial Centre: Digital trade has become a vital part of the global economy, with recent data highlighting its rapid expansion. In 2022, digitally delivered services accounted for 54% of total services exports, reaching approximately \$3.82 trillion. By 2023, global retail e-commerce sales were estimated at \$5.8 trillion, with projections indicating a 39% increase that could push the market beyond \$8 trillion by 2027.

As the digital economy continues to grow, ensuring its benefits are widely shared requires addressing key challenges related to access, fairness, and protection. Millions of people, particularly in developing countries, still lack reliable internet access, limiting their ability to participate in digital trade. Investments in broadband expansion, satellite internet, and mobile networks, combined with digital literacy programmes, can help bridge this gap.

SMEs play a crucial role in the global economy but often face barriers such as high costs, complex regulations, and limited access to international markets. Strengthening digital infrastructure, simplifying trade regulations, and improving cross-border payment sys-

tems can enable SMEs to compete on a global scale. Enhanced cybersecurity measures are also essential to protect businesses and consumers from digital threats.

Financial inclusion remains a key factor in promoting equitable access to the digital economy. Expanding mobile banking, digital wallets, and blockchain-based transactions can provide broader access to financial services. At the same time, effective regulations for digital currencies and fintech companies are necessary to ensure security, prevent fraud, and maintain financial stability.

The rise of remote work and the gig economy has created new job opportunities worldwide. However, many freelancers and gig workers lack essential protections such as fair wages, social security, and legal rights. Establishing fair labour standards, taxation policies, and worker protections can help ensure that digital labour markets remain sustainable and inclusive.

The ethical use of AI and emerging technologies, which are becoming key components of digital trade, is another critical consideration. While AI and automation are transforming industries, they must be developed responsibly to prevent bias and ensure equitable access to innovation. Transparent AI frameworks and responsible technology policies can promote inclusivity in sectors like healthcare, education, and public services.

Global cooperation and public-private partnerships are fundamental to building a more equitable digital economy. Collaboration on cybersecurity standards, fair taxation of digital services, and international trade agreements will help create a balanced and sustainable digital landscape.

The AIFC plays an important role in shaping Kazakhstan's digital economy. The AIFC is committed to fostering innovation—driven regulatory reforms, strengthening international cooperation.

In this context, it is worth mentioning the AIFC FinTech Lab, a tailored live environment, where firms can offer innovative financial and RegTech services without being immediately subject to the full set of regulatory requirements.

The AIFC has also been enhancing its digital assets trading ecosystem. Through these initiatives, the AIFC is positioning itself at the forefront of digital trade and financial innovation, driving Kazakhstan and the broader Eurasian region toward a more inclusive, efficient, and sustainable digital economy.

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翟京丽(金光纸业副总裁): 促使新兴技术和数字经济朝着促进全球化更加普惠包容的方向发展, 龙头企业大有可为。数字经济的核心在于通过数字技术和数据要素推动创新实践, 培育经济活动的新模式。在此过程中, 数字产业化与

产业数字化交织融合,共同构建了以数据为核心生产要素的新经济范式。

产业核心企业需构建整合的产业数字化能力,这一能力包含数字创新战略、数字化技术核心能力,以及面向产业应用场景的数字化动态整合能力等多个维度。产业核心企业更应立足数字经济全球趋势和国家战略,通过自身数字化转型和产业链链长优势,引领带动全产业链数字化转型。具体做法可包括以下几个维度:

聚焦战略引领, 绘制数字化蓝图:制定清晰的数字化战略,明确转型目标和路径。产业核心企业应通过顶层设计、科技支撑打通生产、制造、销售等环节, 拓展全产业链服务。

聚焦技术赋能,挖掘数据资产价值:在制造业数字化转型过程中,如何打破各平台间的"信息孤岛"实现数据共享、资源互通有无,是龙头企业们亟须解决的问题。核心企业应深度融合互联网、大数据、云计算等现代科技,通过数字化手段打破信息孤岛,实现产业链上下游的紧密协同,形成强大的产业合力。

聚焦转型带动,链式思维共创共赢: 龙头企业既是促进数字化转型的标杆,又是推动中小企业转型的重要力量。要把"链式思维"融入产业数字化转型,以"链主"企业为重点,对标国际领先水平,开展贯通产业链的集成应用创新,建设数字协同平台,打造共创共赢的合作生态,提升产业链数字化合力。

聚焦数绿融合,数智赋能可持续发展:依托数字先行能力,全面推广绿色技术,融合业务场景和绿色场景,突破传统产业绿色化发展急需的关键性技术,推动产业在研发、生产、经营等全环节中使用低能耗原料、绿色生产工艺及清洁能源,在"数字技术+绿色技术"融合赋能下,以生产管理全环节的节能、减排、降碳,实现产业绿色发展。

ZHAI Jingli, Deputy CEO, Sinar Mas Paper Investment Co., Ltd.: Leading enterprises have a key role to play in driving emerging technologies and the digital economy towards a more inclusive form of globalization. The core of the digital economy lies in using technologies and data to drive innovative practices and cultivate new business models. In this process, digital industrialization and industrial digitalization intertwine, creating a new economic paradigm with data as the core production factor.

Enterprises need to build integrated digital capa-

bilities. These include digital innovation strategies, core technological capabilities, and dynamic integration capabilities tailored to industrial applications. Enterprises should also leverage global digital economy trends and national strategies, utilizing their digital transformation and industry chain leadership advantages to guide the digitalization process of the entire industrial chain. Specific approaches are as follows:

Focusing on strategic leadership and crafting a digital blueprint. Enterprises should develop clear digitalization strategies that define their transformation goals and paths. Enterprises should implement top-level design and technological support to integrate production, manufacturing, and sales, and expand their services across the entire industrial chain.

Focusing on technological empowerment and unlocking data asset value. In the process of digital transformation in manufacturing, breaking information silos to achieve data sharing and resource connectivity is an urgent challenge for leading enterprises. Enterprises should integrate modern technologies like the internet, big data, and cloud computing, enabling tight collaboration across upstream and downstream industries.

Focusing on "chain of thought" for win-win collaboration. Leading enterprises are both benchmarks for digital transformation and key drivers of SMEs' transformation. "Chain of thought" should be integrated into industrial digitalization, with a focus on the "chain leader" enterprise. By benchmarking international best practices, innovation in integrated applications across the industrial chain can be promoted to build digital collaboration platforms, creating a win-win cooperative ecosystem.

Focusing on green and digital integration and empowering sustainable development. With a foundation in digital capabilities, enterprises should comprehensively promote green technologies, integrating business and green scenarios. They should push for breakthroughs in key technologies essential for green development, aiming to use low-energy raw materials, green production processes, and clean energy in all stages of R&D, production, and operations. The integration of "digital technologies + green technologies" will facilitate energy savings, emission reductions, and carbon reductions, driving industrial green development.

问: 跨境电商作为国际贸易新动能,在全球和亚洲地区呈现出哪些新的发展趋势? 这些趋势对传统贸易模式产生了怎样的冲击和影响?

Q: As cross-border e-commerce is increasingly becoming a major force in international trade, what new development trends are emerging in the sector both globally and in Asia specifically? What impact will these trends have on traditional trade models?



邱寒(贝宝高级副总裁兼中国区首席执行官): 跨境电商在全球范围内发展迅速,消费者的购物习惯也在快速向线上购物转变,为商户的全球化发展提供了传统贸易模式无法企及的巨大机遇。中国的跨境电商活力更是全球领先,

2024年中国跨境电商进出口增长了10.8%,占整个进出口的比重提升到了6%,更多优质产品可以直达海外消费者。

跨境电商的发展带动了商户经营模式的转型升级:从粗放型增长向集约型增长转变,产品和服务越来越高品质、品牌化。商户在维持海外大平台经营的同时,愈发注重通过独立站的途径开展新业务,两条腿走路,多平台经营。商户自身的获客能力、需求洞察能力、品牌打造能力和合规经营能力不断打磨提升。

与此同时,随着全球贸易从传统的实物商品贸易向数字贸易转变,以及消费者消费偏好的变化,商户的销售品类也发生变化。游戏、动漫、文娱等虚拟产品和智能高科技产品成为跨境电商交易新的热门品类。Z世代消费者作为新时代消费的主力军,愈加青睐通过网红"种草"和直播方式来进行线上购物,带动了兴趣电商的突飞猛进。

此外,在跨境电商和支付行业,我们已经看到了人工智能、 大模型在各个场景中的使用,包括选品、图形设计、销售分析、 风控管理等等,极大地提升了运营效率,优化了成本结构,使跨 境商家和消费者双方的交易体验都更加顺畅、便捷、高效、安 全,未来前景广阔。

Hannah QIU, Senior Vice President and China CEO, PayPal: Cross-border e-commerce has developed rapidly worldwide, with consumers' shopping habits quickly shifting too. This has provided huge opportunities for businesses to expand globally, opportunities that traditional trade models could not reach. China's cross-border e-commerce sector is world-leading, with imports and exports in this sector growing

by 10.8% in 2024, and its share of total imports and exports rising to 6%. More high-quality products can now be delivered directly to overseas consumers.

The growth of cross-border e-commerce has driven a transformation in business models from extensive growth to intensive growth, with products and services becoming increasingly higher quality and branded. While maintaining operations on large overseas platforms, merchants are increasingly focusing on starting new businesses through independent websites, utilizing a "multi-platform" approach. Merchants' ability to acquire customers, generate demand insights, build brands and ensure compliance are being continuously refined and improved.

At the same time, as global trade shifts from traditional physical goods to digital products, the categories of goods sold by merchants are also evolving. Virtual products such as games, animation, and entertainment, along with smart high-tech products, have become new popular categories in cross-border e-commerce. The Generation–Z consumer, as the driving force of the new era, increasingly inclined to shop online through influencer recommendations and livestreaming, fueling the rapid growth of interest-based e-commerce.

Moreover, in the cross-border e-commerce and payment sectors, we have already seen the use of Al and large models in various scenarios, including product selection, graphic design, sales analysis, and risk control management. This has greatly improved operational efficiency, optimized cost structures, and made transactions smoother, more convenient, more efficient, and securer for both cross-border merchants and consumers, with promising prospects for the future.



第三板块 塑造未来

Part III: Shaping the Future



问:根据联合国2024年《可持续发展目标报告》,大部分可持续发展目标进展不顺利,您认为主要原因是什么?是资源不足、技术瓶颈还是政策执行不到位等因素导致的?

Q: According to the United Nations 2024 Sustainable Development Goals Report, progress on most of the goals is not on track. What do you think is the main reason? What role do resource allocation, technical bottlenecks, and policy implementation play?



阿卜杜拉哈曼·阿尔-法季[博鳌亚洲论坛理事、沙特基础工业公司(SABIC)首席执行官]: 联合国17个可持续发展目标(SDGs)之间相互关联,每个目标的实现需要协同推进。要有效推动可持续发展进程,必须采取全面综

合的方法, 动员各利益相关方跨多个经济领域开展协作, 同时兼顾考虑资源可用性、技术创新和监管框架等因素。但在应对诸如新技术的成熟度以及融资渠道的可及性等关键挑战时, 尊重各国优先事项的差异和不同行业资源处理能力的差异性亦至关重要。通过开展跨经济领域的国际合作, 我们可以协调不同国家与地区之间的目标, 制定切实可行、富有成效的解决方案,

从而加快可持续发展目标的实现进程。

化工行业因其在产业链中的独特位置,十分适合推动此类协作。化工行业不仅为消费品领域和可替代能源领域提供生产耐用品的原材料和半成品,其也在诸多产品价值链中占据关键枢纽地位,意味着化工行业能够帮助弥合产业链断点,将废弃物转化为新产品原料,从而推动全球经济向"循环经济"转型。循环经济是一种精心设计的经济发展模式,旨在实现经济繁荣的同时避免不可持续的资源消耗、温室气体排放或环境污染。事实上,正如沙特阿拉伯在担任G20轮值主席国期间提出的"循环碳经济"计划所揭示的,可持续发展目标(SDGs)中的目标7(经济适用的清洁能源)、目标13(气候行动)和目标14(水下生物)均可在此框架下实现协同推进。

作为全球化工行业中负责任的领军企业和国际社会的积极参与者,沙特基础工业公司(SABIC)正以开放姿态,携手上下游产业的关键公共部门及企业,共同应对当今时代最紧迫的经济和环境挑战。通过构建多元化的伙伴关系、研发尖端技术、坚定践行碳中和与循环经济承诺,我们正竭尽所能助力2030年可持续发展目标(SDGs)的实现。

Abdulrahman AL-FAGEEH, BFA Board Member & SABIC CEO: The complex interconnections among the 17 SDGs preclude advancing each SDG independently. To effectively drive sustainable development forward, it's essential to adopt a comprehensive, holistic approach that rallies stakeholders to collaborate across multiple economic sectors, taking into account factors like resource availability, technological innovation, and regulatory frameworks. But it's also crucial that we respect differences in national priorities and an industry's resource-processing capacities as we tackle key challenges such as the readiness of new technologies, and the availability of financing options. By engaging in international collaboration across economic sectors, we can align diverse regional and national objectives to create practical, impactful solutions that accelerate progress on the SDGs.

The chemical industry is ideally suited to drive such collaborative efforts. It supplies raw and semi-finished products for durable goods in both the consumer sector and the alternative-energy sector. Its linchpin position in countless product value chains also means that the industry can help to tie the chains' open ends so that waste products can be turned into feedstock for new products, making the global economy "circular". A circular economy is deliberately designed to deliver prosperity without requiring unsustainable levels of resource consumption, greenhouse gas emissions, or environmental pollution. In fact, SDGs 7, 13, and 14 (which respectively have to do with clean energy, climate action, and life below water) can all be simultaneously addressed in the conceptual framework of a circular carbon economy, as proposed by the Kingdom of Saudi Arabia when it held the presidency of the G20.

As a responsible leader in the global chemical industry and active member of the international community, SABIC is working with key public—and private—sector players in upstream and downstream industries

to address, in an open-minded way, some of the most pressing economic and environmental challenges of our time. Through multiple partnerships, cutting-edge technologies, and bold commitments to carbon neutrality and circularity, it is doing what it can to bring the SDGs back on track to reach their 2030 targets.



海伦娜·麦克劳德(全球绿色增长研究所副总干事): 最不发达国家、中等收入国家和新兴市场在人力、技术及财政能力方面的不足,是可持续发展目标偏离轨道的主要原因,还有一个常被忽视的因素值得注意,即政府项目管理能力

的薄弱,其时效性和效率都与承诺提出时相差甚远。在一些国家,资金短缺(包括公共与私营部门投资)对目标的实现构成重大障碍,私营投资还受制于繁文缛节和恶劣的商业环境。政治意愿的缺失与政府频繁更迭导致的政策反复,也是关键问题。

在清洁能源转型、循环经济、水与粮食等目标领域,项目发起和筹备阶段缺乏资金是一大障碍。当项目具备可融资性后,资金供应会很充足,但要使项目达到可融资的程度,就需要有早期的风险资本或赠款资金支持。此外,急需技术转移以提升生产率和效率。在此背景下,绿色债券和主题债券等创新融资工具可发挥重要作用。全球绿色增长研究所(GGGI)为绿色债券发行提供市场首例支持,涵盖雨林保护(如亚马逊债券)、清洁能源和能效、电动交通和气候智能化农业。GGGI还设计了创新融资机制,引导私营资金投向国家自主贡献(NDC)实施,此外该机制还重点关注扩大应对措施规模以及为实现可持续发展目标(SDGs)筹集资金。

Helena McLeod, Deputy Director General, Global Green Growth Institute (GGGI): Lack of capacity of least developed, middle income and emerging markets in terms of human and technical capacity alongside financial capacity are the main reasons for the SDG goals being off-track. This includes weak project management capacity often overlooked in terms of the ability and dexterity of governments to deliver upon commitments in a timely and efficient manner. Lack of funding, both public and private is a major impediment in some markets with private sector investment also being impeded by onerous bureaucracy and poor business environments. Lack of political will and frequent changes of government creating erratic leadership and discontinuation of priorities, can also be an issue.

In terms of goals related to clean energy transition,

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circular economy, water and food, lack of funding for origination and project preparation are a major impediment. When projects are bankable there is a strong supply of finance but early stage risk capital or grant funding is required to get them to bankability. There is also a need to transfer technology especially where there can be large jumps in productivity and efficiency. In these cases innovative funding instruments such as green and thematic bonds can be a major benefit to countries. GGGI provides first in market support to green bond issuances including for protection of conversation areas and forests (Amazon bond), for clean energy and energy efficiency, for e-mobility and climate smart agriculture. GGGI has also developed an innovative financing mechanism to drive private sector funding towards implementation of the NDCs, amongst other focus on scaled responses and finance mobilization to the SDGs.



曾从钦[博鳌亚洲论坛机构理事、五粮液集团(股份)公司董事长]: 尽管全球在追求可持续发展目标上展现出共识与努力,但仍面临多重复杂挑战,制约了一些目标的高效实现。

一是政策落实不到位, 各国出台的

一系列政策措施存在执行力度、监管机制及政策协同性方面不足,限制了政策效果的充分发挥。二是资源分配不均,特别是在基础设施投资、清洁能源技术普及、教育医疗资源等方面,发展中国家与发达国家之间存在显著差距。三是技术创新在全球范围内的传播与应用滞后,部分国家和地区因缺乏资金、技术与人才支持,难以充分享受技术创新快速推进带来的红利。四是社会基础薄弱,可持续发展目标尚未触及更广泛的受众,公众认知有限,参与度不足。

为推动可持续发展目标的实现,中国提出了全球发展倡议,强调国家间的协同合作与共同发展,通过倡导创新、协调、绿色、开放、共享的新发展理念,为破解全球发展难题提供全新的视角和路径。

作为中国白酒龙头,五粮液坚持走"生态优先、绿色发展" 道路,持续加大生态环保投入,将绿色理念贯穿于生产经营全 过程;同时,五粮液积极履行社会责任,通过参与公益事业、支 持贫困地区发展等方式,为可持续发展贡献和美力量。

ZENG Congqin, Corporate Member of the Boao Forum for Asia; Chairman, Wuliangye Group Co., Ltd. & Wuliangye Yibin Co., Ltd.: Despite global consensus and efforts toward sustainable development goals, multiple complex challenges still hinder their effective implementation.

The first issue is weak policy enforcement. The various policy measures introduced by different countries suffer from weaknesses in enforcement, regulatory mechanisms, and policy coordination, which limit the full effectiveness of these policies.

Second, resource distribution is uneven, especially in areas like infrastructure investment, clean energy adoption, and access to education and healthcare. There remains a significant gap between developing and developed countries.

Third, the benefits of technological innovation have not been fully shared. While technological advancements are accelerating, there is a delay in their global diffusion and application. Some countries and regions struggle to fully capitalize on the benefits of innovation due to a lack of financial resources, technology, and talent.

Lastly, the weak social foundation also poses a challenge, as sustainable development goals have not yet reached a broader audience. Public awareness is limited, and participation is insufficient.

To promote the achievement of sustainable development goals, China has proposed the Global Development Initiative, emphasizing international collaboration and common development. By advocating for innovation, coordination, green, open, and shared development, China provides new perspectives and pathways to address global development challenges.

As a leading Chinese baijiu company, Wuliangye adheres to the path of "ecology first, green development," continuously increasing investment in environmental protection, integrating green concepts into all aspects of production and operation. Additionally, Wuliangye actively fulfills its social responsibility by participating in public welfare and supporting development in impoverished areas, contributing to social harmony and sustainable development.



高纪凡(天合光能股份有限公司董事长): 第一,经济是基础,尤其是发展中国家面临巨大的资金缺口。长期以来,能源安全、经济与可持续性被认为是不可解决的"能源三难"问题,太阳能技术的快速发展让这一难题有望得到解决,

太阳能的发电成本已经从每千瓦时30美分下降到每千瓦时1美分。

天合光能全球化布局已久,引进来自70多个国家的国际 化高层次管理和研发人才,业务覆盖全球180多个国家,拥有 完善的海外渠道和生产制造基地,以快速响应全球客户需求,构建研发、产能、服务、经营管理、风险管控的全球化3.0时代。截至2024年6月,天合光能组件全球累计出货量已超过 225GW,相当于10个三峡水电站的装机量,约等于在全球种植165亿棵树的减碳量。

第二,基础设施是关键,对推广更多可再生能源至关重要。中国具备高效的基础设施建设能力,拥有众多保障完备的工业园区,让企业可以在短时间内建成具有世界级水准的工厂并真正专注于技术创新。正是这样的能力,推动太阳能组件在过去十年内成本降低了95%。

第三,技术瓶颈是重要因素,绿色革命与人工智能革命正在同时发生。实现能源转型,电网必须智能化和去中心化,储能技术是确保可再生能源稳定的基础,人工智能则为实时优化供需赋能。到2030年,AI和数据中心预计将消耗全球近20%的电力,然而,没有清洁能源的支撑,数字未来不可持续。

第四,政策执行不到位,全球合作不足,公众参与度低。当前国际形势日趋复杂,影响了全球合作的氛围和进程,各国在应对全球性挑战时难以形成合力。同时,作为可持续发展目标的受益者和参与者,公众的参与度不足也将影响目标的推进。清洁能源的推广让公众切实感受到收益。在中国,1000万农村家庭每年从太阳能中赚取300美元-500美元,将阳光转化为收入;在欧洲,面对能源危机,清洁能源帮助人们温暖过冬,保障企业稳定运营;在战区,当电网故障时,太阳能为医院和难民营提供了基础电力;在全球偏远贫困地区,太阳能和储能首次为人们带来了电力。可以说,清洁能源不仅仅是能源,更关乎尊严、安全和机会。

GAO Jifan, Chairman, Trina Solar Co., Ltd.: First, the economy is fundamental, especially for developing countries facing huge funding gaps. For a long time, energy security, economics, and sustainability were regarded as the "energy trilemma" that couldn't be resolved. The rapid development of solar technology offers a solution to this challenge, as the cost of solar power generation has decreased from 30 cents per kilowatt–hour to 1 cent per kilowatt–hour.

Trina Solar has long been globalizing its operations, introducing international high-level management and R&D talent from over 70 countries. Our business spans over 180 countries and we have established comprehensive overseas channels and manufacturing bases to

respond quickly to global customer needs. We are constructing a Global 3.0 era with a focus on R&D, production capacity, services, operational management, and risk control. As of June 2024, Trina Solar's cumulative global shipments of modules have exceeded 225GW, equivalent to the installed capacity of 10 Three Gorges Hydroelectric Power Stations, or a carbon reduction equivalent to planting 16.5 billion trees worldwide.

Second, infrastructure is key to promoting renewable energy. China has highly efficient infrastructure construction capabilities and numerous industrial parks with complete support systems, allowing companies to build world-class factories in a short time and truly focus on technological innovation. It is this capability that has driven the 95% cost reduction in solar modules over the past decade.

Third, technological bottlenecks are an important factor. The green revolution and the AI revolution are happening simultaneously. To achieve the energy transition, the grid must be smart and decentralized, and energy storage technology is the foundation for ensuring the stability of renewable energy. AI will empower real-time supply and demand optimization. By 2030, AI and data centers are expected to consume nearly 20% of global electricity. However, without clean energy support, a digital future will not be sustainable.

Fourth, inadequate policy execution, insufficient global cooperation, and low public engagement are also critical factors. The current international situation is increasingly complex, affecting global cooperation and progress. Countries are struggling to form synergies when addressing global challenges. Additionally, the lack of participation of the public, as both beneficiaries and participants in the sustainable development goals, will influence the progress of these goals. The promotion of clean energy allows the public to directly experience benefits. In China, 10 million rural households earn \$300-500 annually from solar energy, converting sunlight into income. In Europe, clean energy helps people stay warm during the winter and ensures the stable operation of businesses during the energy crisis. In conflict zones, solar energy provides power to hospitals and refugee camps when the grid fails. In remote and impoverished areas, solar and energy storage technol-

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ogies are bringing electricity to people for the first time. It can be said that clean energy is not just energy; it is about dignity, safety, and opportunity.



郑秉文(中国社会科学院世界社保研究中心主任,中国社会科学院大学政府管理学院教授、博士生导师): 在过去十年里,大部分可持续发展目标进展不顺利的原因是多重的。

第一,可利用资源不足。发达国家虽然承诺提供资金援助,但实际到位的资金不足,或者分配不均。发展中国家每年需5万亿-7万亿美元实现可持续发展目标,但实际投入不足一半。例如,非洲国家清洁饮水和卫生设施(目标6)的资金缺口达每年500亿美元。

第二,技术瓶颈十分明显。应对气候变化需要先进的可再生能源技术,但一些国家可能缺乏技术转移或研发能力。数字鸿沟也可能阻碍教育(目标4)和产业创新(目标9)的进展。全球仍有27亿人未接入互联网,数字鸿沟阻碍目标4(教育)和目标8(经济机会)的普惠性。

第三,国际合作与协调不顺畅。全球公共产品供给不足,新冠大流行暴露了国际协调机制的短板,直接冲击目标3(健康与福祉)和目标10(减少不平等),地缘政治紧张削弱了多边合作机制的有效性,导致气候融资、技术转移等关键议题难以达成共识。

最后是政策执行不到位。许多国家将可持续发展目标视为长期愿景,短期利益和长期目标的关系没有处理好,缺乏中期可操作的行动计划,ESG投资回报周期长,私营部门信心和参与度不足。所以,全球仅12%的企业将可持续发展目标纳入核心战略,仅有35%的国家将气候目标纳入财政预算。

到2030年还有五年,要消除现有全球治理体系难以调和 国家利益与人类共同利益的矛盾,需建立全球技术转让基金, 推广数字公共基础设施,降低技术普及门槛,将可持续发展指 标纳入国家预算绩效考核,建立跨国司法协作机制,利用社交 媒体构建全球监督网络,曝光企业"漂绿"行为和政府不作为。

ZHENG Bingwen, Director, World Social Security Research Center, Chinese Academy of Social Sciences; Professor, School of Government, University of Chinese Academy of Social Sciences: In the past decade, the slow progress made on reaching most Sustainable Development Goals (SDGs) can be attributed to multiple factors.

Insufficient resources: While developed countries have pledged financial aid, the actual funds dispersed have been inadequate or unevenly allocated. Devel-

oping countries need \$5–7 trillion annually to achieve the SDGs, but actual investment is less than half that amount. For example, African nations face a funding gap of \$50 billion annually for clean water and sanitation alone (Goal 6).

Technological bottlenecks. Addressing climate change requires advanced renewable energy technologies, but many countries may lack the capacity for technology transfers or research and development. The digital divide also hampers progress in education (Goal 4) and industrial innovation (Goal 9). Globally, 2.7 billion people remain unconnected to the internet, limiting the inclusivity of Goals 4 (Education) and 8 (Economic Opportunities).

Ineffective international cooperation: The provision of global public goods has been insufficient. For instance, the COVID-19 pandemic exposed short-comings in international coordination mechanisms, directly impacting Goal 3 (health and well-being) and Goal 10 (reduced inequalities). Geopolitical tensions have weakened multilateral cooperation mechanisms, making it difficult to reach consensus on critical issues like climate finance and technology transfers.

Ineffective policy implementation: Many countries view the SDGs as long-term goals and therefore fail to manage the relationship between short-term interests and long-term objectives. There is a lack of actionable mid-term plans. Moreover, with ESG investments offering a long return cycle, private-sector confidence and involvement remain low. As a result, only 12% of businesses globally integrate the SDGs into their core strategies, and only 35% of countries incorporate climate goals into their fiscal budgets.

To accelerate progress by 2030, the global governance system must reconcile national interests with shared human interests. Proposed solutions include establishing a global technology transfer fund, expanding digital public infrastructure, lowering barriers to the adoption of technology, incorporating SDG metrics into national budget evaluations, establishing transnational judicial collaboration, and leveraging social media to create a global monitoring network to expose corporate greenwashing and government inaction.

问:面对日益严峻的气候危机,缩小气候融资缺口是发展中国家面临的巨大挑战。在落实 COP29设立的新集体资金量化目标和完善气候融资体系方面,国际社会面临哪些挑战?亚洲国 家如何积极应对?

Q: In the face of the climate crisis, closing the climate finance gap is a huge challenge facing developing countries. What challenges does the international community face in implementing the new collective finance goals set at COP29 and improving the climate finance system? How should Asian countries respond to these challenges?



海伦娜·麦克劳德(全球绿色增长研究所副总干事): COP29设定的集体融资目标包括:到2035年将发展中国家气候融资规模从原定的每年1000亿美元提升至每年3000亿美元;以及动员公共与私营部门共同行动,到2035年实现每年

1.3万亿美元气候融资。

2022年,全球气候融资规模达到惊人的1.26万亿美元,较前一年近乎翻倍。然而,科学证据表明,要实现1.5摄氏度温控目标,每年需动员8.1万亿-9万亿美元资金,到2031年-2050年间这一需求将增至每年超10万亿美元。首要挑战在于,现有承诺金额远未达需求。

更严峻的是,气候融资流向了对其需求最小的地区:根据气候政策倡议组织2023年的数据,84%的气候资金流向西欧、北美和东亚,仅16%惠及其余地区,最不发达国家仅获3%。更糟糕的是,在1.26万亿美元中,仅有5%、620亿美元用于脆弱社区适应能力与关键基础设施韧性建设。

近年来,新冠疫情、乌克兰和巴勒斯坦等地的冲突、极端天气事件等加剧了经济挑战。GGGI重点关注两大气候融资领域:一是可持续融资,动员绿色与主题债券支持能源转型、雨林保护等气候目标。二是发起并将项目发展到具备可融资水平,涵盖能源、循环经济以及气候智能型农业领域。另一大优先领域是碳金融,各国可通过出售超出国家自主贡献(NDC)承诺的碳信用获取资金。亚洲可借此实现清洁能源投资与就业创造、能源安全及气候韧性的共赢。

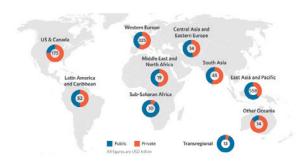
Helena McLeod, Deputy Director General, Global Green Growth Institute (GGGI): At COP29 the collective finance goals committed to are: Raise climate financing for developing countries threefold, from the previous goal of USD 100 billion annually, to USD 300 billion annually by 2035; and secure efforts of all

actors to work together to scale up finance to developing countries, from public and private sources, to the amount of USD 1.3 trillion per year by 2035.

In 2022, the world mobilized an impressive USD 1.26 trillion for climate finance, nearly doubling the amount from the previous year. However, while this may seem like a cause for celebration, scientific evidence tells us we need to be mobilizing between USD 8.1 and 9 trillion annually to stay on track for a 1.5-degree scenario. This requirement will rise even further, reaching over USD 10 trillion per year between 2031 and 2050. So the first challenge is that even the quantum of money committed to is not enough to meet the need.

If that reality check wasn't sobering enough, there's another critical issue: we're directing climate finance to the regions that need it the least. A staggering 84% of climate finance is funneled into Western Europe, North America, and East Asia, leaving only 16% for the rest of the world. Even more concerning is that a mere 3%

Figure: Flow of financing — geographical distribution



Note: Based on CPI, Global Landscape of Climate Finance, 2023.



reaches the Least Developed Countries (CPI, 2023). To make matters worse, of the USD 1.26 trillion mobilized, only USD 62 billion—just 5%—was invested in building the adaptation and resilience of vulnerable communities and essential infrastructure.

The world has faced a number of economic challenges in recent years including covid and the following heavy debt burdens, wars in the Ukraine and Palestine and the domestic impacts and costs of extreme weather events. There are two particularly important areas of mobilizing climate finance, both areas that GGGI excels in.

i)Sustainable finance in particular mobilizing green and thematic bonds for climate objectives such as energy transition and rainforest protection.

ii)Originating and developing projects to bankability including in the energy, circular economy and climate smart agriculture spaces.

Another area of priority is carbon finance, this is where countries can sell carbon additional to their NDC commitments and receive money. Asia has an opportunity for a win-win investments in clean energy for job creation, energy security, and climate resilience.



狄诺(福德士河金属业务首席执行

官): 国际社会切实遏制全球变暖的目标必须通过逐步淘汰化石燃料来完成,唯一途径就是推动绿色技术和燃料的普及。福德士河在这方面处于领先地位,到2030年,我们将在运营中淘汰化石燃

料。我们还将以盈利的方式实现这一目标。我们在脱碳方面的投资达62亿美元,投资回收期为8年,每年可为我们节省超过5亿美元的燃料成本。世界需要停止将气候危机视为一种成本。这是一个巨大的经济机遇,对绿色燃料和绿色技术的投资将很快得到回报。到2035年,每年3000亿美元的新集体量化目标(NCQG)无疑无法满足减缓全球变暖的需要,也显然与等待着我们的经济机遇的规模不相匹配。《联合国气候变化框架公约》第二十九次缔约方大会要求采取果断行动,并制定一个反映我们共同面临的灾难性气候环境的时间表。仅就这些措施而言,它未能做到。

许多亚洲国家都将在后化石燃料经济时代获益,因为它们可以利用本国的绿色能源造就出新的绿色产品和产业,这也是更大规模的全球绿色贸易的一部分——它们的发展速度已经远远超过了其他一些国家。共同利益是巨大的,包括更蓝的天空、

更绿的景观以及生物多样性、自然和我们生活水平的反弹。

对于气候融资的改革需要把重点放在使发展中世界的项目成为可能。这意味着要切实努力降低这些项目的风险,并大力支持区域承购。改革的关键必须是将减排作为多边机构的一个目标。目前,这些机构在贷款时没有义务考虑气候方面的积极成果。这种情况必须改变,以推动更多的资金流动。

Dino OTRANTO, Chief Executive Officer, Fortescue Metals: The international community must massively arrest global warming by phasing out fossil fuels - and the only way to phase out fossil fuels is to drive the uptake of green technologies and fuels. Fortescue is leading the charge on this - and we will eliminate fossil fuels from our operations by 2030. We will also do this profitably. Our US\$6.2 billion investment to decarbonise our operations comes with an eightyear payback period and saves us over US\$500 million annually in fuel costs. The world needs to stop looking at the climate crisis as a cost. It is a huge economic opportunity and investments in green fuels and green technologies will quickly pay off. The new collective quantified goal (NCQG) of \$300 billion a year by 2035 undoubtedly falls short of being able to drive what is required to slow global warming and is also clearly not matched to the size of the economic opportunity that awaits. COP29 demanded decisive action and with a timeline that reflected the catastrophic climate circumstances we all face. On these measures alone, it failed to deliver.

Many Asian countries stand to gain in the post fossil fuel economy as they generate new green products and industries from their own domestic green energy as part of a larger, global green trade - and they are already moving much faster than some other countries elsewhere. The co-benefits are huge and include bluer skies, greener landscapes and a bounce back in biodiversity, nature and our standard of living.

Climate finance reforms need to focus on making projects possible in the developing world. That means real efforts at derisking those projects and strong backing for regional offtake. Key to these reforms must be inserting emissions reduction as an objective of multilateral institutions. Right now, they are not obliged to consider climate positive outcomes in their lending. This must change to drive greater finance flows.

问: 零排放和低排放技术(包括可再生能源、核能、碳捕获及利用和储存等技术)的快速成熟和 推广已经成为全球应对气候变化的重要工具,应设计怎样的激励机制促进这些技术的创新与应用?

Q: The rapid maturation and promotion of zero-emission and low-emission technologies (including renewable energy, nuclear energy, and carbon capture, utilization, and storage) has become an important element of the global response to climate change. What kind of incentive mechanisms could further promote innovation in these technologies and their application?



高纪凡(天合光能股份有限公司董

事长): 首先是财税优惠政策,包括建立 激励与处罚并重的财税政策体系,加大 对节能减排企业的税收优惠力度;对采 用零排放和低排放技术的企业,实施税 收减免、财政补贴和贴息政策;探讨对可

再生能源项目、碳捕获与储存(CCUS)项目的税收减免措施; 为企业研发提供直接补贴或税收减免,降低成本;最后是完善 碳定价机制,通过碳税或碳交易体系,增加高碳排放技术的成 本,推动低碳技术的市场竞争力,为可再生能源提供额外收益 空间,有效激励企业投资光伏等清洁能源项目。

第二,研发资金支持方面,建议政府与企业共同出资设立研发基金,支持零排放和低排放技术的研发;推动绿色债券、碳中和基金等金融产品定向支持,培育耐心资本。

第三,在市场准入与政策支持方面,建议政府通过立法和 监管手段,为采用清洁能源技术的企业提供市场准入便利;提 级绿色电力证书制度、可再生能源配额制等市场机制,推动清 洁能源的普及与应用。

第四,技术创新与成果转化方面,进一步加强产学研合作,推动技术创新与成果转化;建立开放数据平台,促进技术信息和数据的共享。同时应探讨加强国际间在零排放和低排放技术方面的合作与交流。

最后可持续低碳发展需要全民的参与意识,应通过教育和宣传提高公众对气候变化的认识,推动绿色消费;打造公众项目,支持社区层面的低碳项目,如分布式能源和节能改造,增强公众参与感。

GAO Jifan, Chairman, Trina Solar Co., Ltd.: First, fiscal and tax incentives should be introduced, including establishing a policy framework that balances incentives and penalties. The government should increase tax breaks for energy–saving and emission–

reducing enterprises, and offer tax exemptions, financial subsidies, and interest rate subsidies to companies adopting zero-emission and low-emission technologies. Measures such as tax reductions for renewable energy projects and carbon capture, utilization, and storage (CCUS) projects should be explored. Additionally. direct subsidies or tax reductions should be provided for corporate research and development (R&D) to reduce costs. Finally, the carbon pricing mechanism should be improved. Through carbon taxes or carbon trading systems, the cost of high-carbon emission technologies should be increased to enhance the market competitiveness of low-carbon technologies, providing the renewable energy industry with additional revenue and effectively incentivizing investment in clean energy projects such as photovoltaics.

Second, in terms of funding for R&D, it is recommended that governments and businesses jointly create R&D funds to support the development of zero-emission and low-emission technologies. Moreover, targeted financial products such as green bonds and carbon-neutral funds should be promoted to cultivate patient capital.

Third, regarding market access and policy support, it is suggested that the government facilitate market access for companies adopting clean energy technologies through legislation and regulatory measures. The green power certificate system and renewable energy quota systems, alongside other market mechanisms, should be elevated to promote the widespread adoption and application of clean energy.

BOAO FORUM FOR 博鳌亚洲论坛

Fourth, in terms of technological innovation and the conversion of results, efforts should be made to strengthen collaboration between industry, academia, and research, promoting technological innovation and the commercialization of results. Open data platforms should be established to facilitate the sharing of technical information and data. Furthermore, strengthening international cooperation and exchange in zero-emission and low-emission technologies should also be explored.

Finally, sustainable low-carbon development requires the participation of the entire population. Public awareness of climate change should be raised through education and advocacy, and green consumption should be promoted. Public projects should be developed to support community-level low-carbon projects, such as distributed energy and energy-saving retrofits, which can enhance public engagement.



问:在亚洲能源转型过程中,东亚和西亚国家在能源资源、技术、资金等方面具有哪些互补性优势?如何更好地利用这些优势促进能源转型合作?

Q: Amid Asia's energy transition, what complementary advantages do East Asian and West Asian countries have in terms of energy resources, technology, and capital? How can they better leverage these advantages to promote cooperation in the energy transition?



阿卜杜拉哈曼·阿尔-法季[博鳌亚洲论坛理事、沙特基础工业公司(SABIC)首席执行官]: 东亚与西亚基于能源转型展现出的互补优势,能为经济增长创造出难得的战略机遇,并且这一机遇将延伸至更为广泛的产业转型维度。

以沙特阿拉伯为代表的西亚,作为全球能源供应中枢,在支持亚洲能源转型方面具备独特的战略优势。作为可靠的能源供应方,沙特正通过"绿色沙特倡议"和"循环碳经济计划"加速推进低碳解决方案的发展。依托沙特公共投资基金(PIF)的资本运作,沙特还持续推动了覆盖亚洲的清洁能源基础设施的投资布局。

中、日、韩等国家为代表的东亚则在技术研发、制造体系创新及可再生能源发电与应用领域取得不俗的成绩。值得关注的是,中国的"一带一路"倡议持续强化贸易基础设施建设,覆盖公路、铁路、海港等关键领域。通过将西亚的能源资源和原材

料优势与东亚的技术专长与基建能力有效对接,各方将能共同打造清洁能源解决方案与可持续材料的协同价值链。

要充分释放这些潜在的协同效应,建立跨经济领域、多层次的协作体系至关重要。亚洲各国与各产业间深厚的互信基础与广泛联结,正是有效推动此类可持续发展的核心动能。

以沙特基础工业公司(SABIC)在中国的发展为例。中国是SABIC最重要的战略市场之一,自20世纪80年代进入中国以来,SABIC已构建涵盖生产基地、营销网络、供应链体系及世界级研发中心的完整布局。2024年,SABIC与福建省能源石化集团共同投资的一座世界级石化综合体全面动工,该项目总投资额高达约448亿元人民币,堪称跨区域互利共赢的典范工程。

我相信,SABIC的成功实践为亚洲其他企业的跨区域发展提供了可借鉴的发展范本。若能突破制度边界、构建如SABIC一般的可持续协同机制,企业就能以建设性方式突破共同挑战,一同推动经济增长。

Abdulrahman AL-FAGEEH BFA Board Member & SABIC CEO: East and West Asia bring complementary strengths to the energy transition, presenting a once-in-a-generation opportunity for economic growth that extends beyond the energy transition into broader industrial transformation.

West Asia, led by Saudi Arabia, is a global hub for energy supply, offering strategic advantages to support Asia's energy transition. As a reliable energy supplier, Saudi Arabia is advancing low-carbon solutions through the Saudi Green Initiative and Circular Carbon Economy framework. With capital deployment through the Public Investment Fund (PIF), Saudi Arabia also drives investments in clean energy infrastructure across Asia.

East Asia, with China, Japan, and South Korea at the forefront, excels in technology development, manufacturing innovation, and renewable-electricity generation and use. In addition, China's Belt and Road Initiative supports the development of infrastructure for trade, including roads, railroads, seaports, and the like. By combining West Asia's great potentials, including energy resources and raw materials, with East Asia's technological and infrastructure expertise, synergistic

value chains can be forged for clean energy solutions and sustainable materials.

To fully leverage these potential synergies, however, collaboration at multiple levels and across a range of economic sectors is crucial. Deep understanding and broad relations among countries and industries in Asia are what drives this kind of sustainable development effectively.

As an example, take SABIC's growth in China, one of its most important markets. Since entering China in the 1980s, SABIC has established manufacturing plants, sales and marketing offices, supply chain networks, and a world-class technology center there. The latest addition to this collection of assets will be a world-scale petrochemical complex that SABIC began constructing last year with the Fujian Energy and Petrochemical Group. With an estimated total investment of RMB 44.8 billion, this project is a shining example of cross-regional win-win cooperation.

I believe that SABIC provides a good model for other Asian companies to follow. If they cut across institutional boundaries to establish sustainable synergies like SABIC has, then they can constructively overcome common challenges while driving economic growth.

60 \div 博鳌亚洲论坛2025年年会会刊 \div

问: 到2050年,全球65岁或以上的人口预计将翻一番,人口老龄化已经是全球趋势,对养老金和社会保障制度提出了严峻挑战,在调整养老金供给结构、提高资金运营效率和推进社会保障制度改革方面,各国应采取哪些具体措施?其中蕴含了哪些产业机会?

Q: The global population of people aged 65 or over is expected to double by 2050. Aging is already a global trend, posing severe challenges to social security systems. What specific measures should countries take to adjust their pension supply structure, improve funds' operational efficiency, and promote social security reform? What industrial opportunities can be sought at the same time?



莫妮卡·奎赛尔[经济合作与发展组织(OECD)就业、劳动和社会事务局高级顾问、社会政策部主任]:人口老龄化是社会保障体系面临的主要挑战。随着老年人口增加,养老金和长期护理服务支出上升,而劳动年龄人口减少导致

社保缴费和税收收入下降。2024年,OECD国家的平均老年 抚养比(65岁及以上人口与20岁-64岁劳动年龄人口之比)为 33:100。预计到2064年,这一比例将几乎翻倍至59:100。

OECD国家的总和生育率(TFR)从1960年的平均每名女性生育3.3个孩子降至2022年的1.5个,远低于维持人口稳定更替水平2.1个(不考虑移民因素)。如今父母生育的孩子更少,且无子女现象愈发普遍。与此同时,女性初次生育的平均年龄从2000年的26.5岁上升至2022年的29.5岁。相比之下,人均预期寿命显著增长。2022年,OECD国家65岁男性的平均预期寿命为83岁,女性为86岁。预计到2065年,65岁人口的预期寿命将进一步延长——女性增加4.4岁,男性增加4.9岁。

在三分之二的OECD国家中,老年人比其他年龄群体面临更高的贫困风险。2014年至2020年间,OECD国家65岁以上人口的"贫困风险率"从12.5%升至14.2%,老年女性贫困率(17%)高于男性(11%)。女性因自身养老金收入较低,且寿命更长、更可能丧偶独居,往往只能依赖遗属养老金生活。

随着人口老龄化,护理需求也在增加。OECD估算显示,未来十年内,长期护理行业就业人数占总就业的比例需增长32%才能满足需求。若不对正规长期护理进行大规模投资,护理负担将主要由家庭成员、朋友和邻居来承担,重担尤其可能落在女性肩上,进而影响其参与劳动力市场。家庭规模缩小和人口流动性增强,意味着可提供护理的人员会进一步减少。

兼顾工作与家庭生活历来有助于改善经济成果并提高生育率。但即使在丹麦、挪威、匈牙利和瑞典等为父母提供全方位

支持的国家,总和生育率也仅维持在1.5左右。这表明其他因素也在产生影响。住房成本和私立教育费用日益成为生育的障碍。此外,近年频发的全球危机加剧了不确定性和劳动力市场波动,这些都可能让人们对生育望而却步。

为缓解老龄化对养老金预算的压力,各国主要采取提高法定退休年龄的措施。根据当前政策,OECD国家内已进入劳动力市场、预计2060年代退休的人,其法定退休年龄将平均升至66岁,如今退休者的平均退休年龄约为64岁。

促进老年人就业至关重要,因为许多OECD国家已面临多行业劳动力短缺。这一领域进展显著:2023年中,OECD国家55岁-64岁人口的就业率达到创纪录的64%,较十年前提高近8个百分点。

然而,许多高龄劳动者仍面临技能更新困难、因健康问题 离职、优质工作机会有限,以及因职业生涯短暂或不稳定导致 养老金不足等问题。高龄劳动者参与正式或非正式培训的比例 平均不足壮年劳动者的一半。尽管所有OECD国家的法律都明 文禁止年龄歧视,但在实际招聘中仍普遍存在。

加强疾病预防、改善工作条件、提供再培训与技能提升,将延长健康寿命并帮助高龄劳动者稳固就业。但需注意的是,不同劳动者群体和国家之间的退休年限(尤其是健康状态下的年限)存在显著差异。政策制定者还需解决长期存在的社会经济不平等问题,因为这可能加剧对养老金改革的抵制。

Monika QUEISSER, Senior Counsellor to the Director of the OECD's Employment, Labour and Social Affairs Directorate and Head of Social Policy Division: Population ageing is a major challenge for social protection systems. It raises expenditures on pension benefits and long-term care services while reducing revenues, as there are fewer people of working age making social contributions and

paying taxes. The average OECD old-age to working-age ratio stood at 33 people aged 65 and over per 100 people of working age (20 to 64 years old) in 2024. It is projected to almost double to 59 by 2064.

The average total fertility rate (TFR), across the OECD, dropped from 3.3 children per woman in 1960 to 1.5 in 2022, far below the replacement level of 2.1 needed to keep population levels stable (abstracting from migration). Parents are having fewer children today, and childlessness is becoming more common. In parallel, the age at which mothers have their first child increased from 26.5 years in 2000, on average across the OECD, to 29.5 in 2022. Life expectancy, by contrast, has increased substantially. In 2022, men aged 65 could, on average across the OECD, expect to live until age 83, and women to 86. By 2065, life expectancy at age 65 is projected to increase further by 4.4 years for women and 4.9 years for men.

Older people are at higher risk of poverty than other age groups in two thirds of OECD countries, although poverty risks for younger people are higher than for older people in some countries. In the OECD between 2014 and 2020, the "at-risk-of-poverty rate" for people aged over 65 increased from 12.5% to 14.2%. Older women are more likely to be poor (17%) than men (11%). Women have lower earnings-related pension income of their own, and because they live longer, are more likely to be widowed and live alone, possibly reliant solely on a survivor pension.

Care needs are also increasing as the population ages. OECD estimates suggest that employment in long-term care (as a percentage of total employment) would need to rise by 32% over the next ten years to meet the expected increase in demand for caregiving. Without large investments in formal long-term care, unpaid care will be provided by family, friends and neighbours, and predominantly by women, with negative impacts on their ability to participate in the labour market. Declining family sizes and increasing geographical mobility mean that there will likely be fewer people to provide this care.

Being able to combine work and family life has historically led to better economic outcomes and higher fertility rates. But even in countries like Denmark, Norway, Hungary and Sweden - which offer a continuum of support to parents - the TFR rests around 1.5 children per woman. This suggests that other factors are also at play. Increasingly, the costs of housing and private education are barriers to having (more) children. Other factors might be the effects of the recent rapid succession of global crises, resulting in feelings of uncertainty and unpredictability, as well as increased volatility in labour markets, all of which may dissuade people from becoming parents.

The main tool countries have used to address the pressure population ageing puts on pension budgets is increasing statutory retirement ages. People entering the labour market today, who expect to retire in the 2060s, will face a statutory retirement age of 66 across the OECD, on average, if current legislation is implemented, compared to around 64 for those retiring today.

Promoting the employment of older workers is key, as most OECD countries are already facing labour shortages across many sectors and occupations. Progress in this area has been impressive. The employment rate of 55 to 64 year olds in the OECD reached a record 64% in mid 2023, almost 8 percentage points higher than a decade ago.

Yet many older workers still struggle to keep their skills up to date, report leaving work due to ill health, have limited access to good-quality jobs, and risk having an inadequate pension in old age because of short and unstable working careers. Participation in formal and informal training among older workers is less than half of that of prime aged workers, on average. Perceptions of age discrimination in hiring also remain common despite the fact that it is legally banned in virtually all OECD countries.

Better preventative health, improved working conditions, and retraining and reskilling will increase healthy years in life further and help older workers strengthen their labour market attachment. But it must be acknowledged that there are large differences between groups of workers and across countries in the expected number of years in retirement, especially in good health. Policy makers must also address such persistent socio economic inequalities, which may fuel resistance against pension reforms.

问: 人人享有健康是实现可持续发展的重要内容。国际和国家以及各地方层面在应对公共卫生危机上还有哪些重要工作要做?对发展中亚洲而言,公共卫生体系最需要强化的环节是什么?

Q: Broadening access to healthcare is an important part of achieving sustainable development. What remains to be done at the international, national, and local levels to respond to public health crises? What parts of developing Asian countries' public health systems need to be strengthened most?



曾从钦[博鳌亚洲论坛机构理事、五粮液集团(股份)公司董事长]:面对公共卫生危机,应当科学把握国情社情和防控客观规律,秉持团结合作、科学防控的原则,持续提升全球重大疫情防控治理能力和治理水平,为此建议构建"协同治

理+科技赋能"双轮驱动模式。一方面继续搭建起更为高效、系统、科学的全球公共卫生治理体系和应急机制,加强卫生基础设施建设,推进国际协同合作,推动疫苗和药物等医疗资源公平分配,提升基本公共卫生服务的均等化水平;另一方面,加强科技创新,利用新技术推动医疗保健和药品研发的革命性变化,同时运用大数据、人工智能等技术提高对突发公共卫生事件的预警能力,提升医疗诊断与决策的效率和精确度。

公共卫生体系是保障全民健康的关键基石。当前,亚洲各国经济发展不平衡,公共卫生资源分布不均、基础设施薄弱等问题突出。构建公共卫生体系必须兼顾普惠性和针对性——普惠性意味着要公平公正,将健康福祉惠及全民;针对性则要因地制宜,制定符合国情的公共卫生体系。公共卫生体系最需要强化的是确保基础设施与应急资源覆盖城乡,同时建立实时监测网络,提升突发事件响应能力,增强体系韧性。

五粮液作为多元化特大型企业集团,始终勇担社会责任,积极参与公共卫生体系建设,布局设立五粮液健康产业公司,依托大健康产业弘扬健康理念、贡献健康福祉。

ZENG Congqin, Corporate Member of the Boao Forum for Asia; Chairman, Wuliangye Group Co., Ltd. & Wuliangye Yibin Co., Ltd.: In tackling public health crises, it is essential to understand national and social conditions, follow scientific prevention principles, and uphold unity and cooperation. It is crucial

to continuously improve the global governance capacity and level of response to major public health crises.

We recommend constructing a "co-governance and technological empowerment" dual-engine model. On one hand, it is important to establish a more efficient, systematic, and scientific global public health governance system and emergency response mechanisms, strengthening healthcare infrastructure, advancing international cooperation, promoting equitable distribution of medical resources like vaccines and medicines, and improving the equalization of basic public health services.

On the other hand, there should be an emphasis on technological innovation, using new technologies to drive revolutionary changes in healthcare and pharmaceutical R&D. Additionally, technologies like big data and AI can enhance the early warning capabilities for sudden public health events, and improve the efficiency and accuracy of medical diagnosis and decision—making.

A strong public health system is the foundation of universal health protection. In Asia, economic disparities, uneven distribution of healthcare resources, and weak infrastructure remain major challenges. Building an effective public health system requires both inclusivity and adaptability. Inclusivity ensures fair and equal access to healthcare for all, while adaptability means designing systems tailored to each country's specific needs. The most critical areas for improvement are infrastructure and emergency resources—ensuring

medical facilities and supplies reach both urban and rural areas. Additionally, establishing real-time monitoring networks can enhance rapid response to crises, strengthening the resilience of public health systems.

As a diversified large-scale enterprise group, Wuliangye takes on social responsibility by actively contributing to public health initiatives. It has established Wuliangye Health Industry Company, promoting the health concept and contributing to well-being through the health industry.



郑秉文(中国社会科学院世界社保研究中心主任,中国社会科学院大学政府管理学院教授、博士生导师): 联合国 2030可持续发展目标包括良好健康与福祉,这是确保人人享有健康的有力保证,其中必然包括应对公共卫生危机。2015

至今已过去了十年,中国在这方面取得令世人瞩目的成就:

一是政策框架更加完善,包括2015年发布的《"健康中国2030"规划纲要》建立了覆盖全生命周期的健康服务体系,2023年国务院办公厅通过《关于推动疾病预防控制事业高质量发展的指导意见》,系统重塑疾控体系,2024年11月新修订的《突发事件应对法》予以实施,2024年9月《突发公共卫生事件应对法(草案)》向社会公开征求意见,等等。二是硬件设施明显改善,卫生机构的床位数量、卫生技术人员的数量和财政投入等都明显提高。三是传染病和慢病管理在2015年-2022年取得成就,过早死亡率从18.5%降至15.2%。四是妇幼保健水平和指标提前实现,孕产妇死亡率、婴儿死亡率都提前达标,等等。

但是也存在一些问题,比如,城乡间、区域间的卫生资源分配不均、非传染性疾病负担加重、公共卫生体系韧性不足、疾控体系存在碎片化现象、突发疫情中信息共享和资源调配的时效性还需提高、看病难和看病贵的问题尚未完全解决、城乡居民基本医疗参保人数近年来明显下滑、医保支付方式改革和药品药械集采制度需要完善,等等。

距离2030年还有五年,在面对老龄化、慢性病和资源不均等挑战时,仍需以"健康中国"战略为核心,强化体系韧性、促进公平可及、深化国际合作,为2030年可持续发展目标的全面实现贡献中国智慧。

ZHENG Bingwen, Director, World Social Security Research Center, Chinese Academy of Social Sciences; Professor, School of Government, University of Chinese Academy of Social Sciences: The United Nations' 2030 SDGs include

good health and well-being. This is a strong guarantee for universal health coverage, which inevitably includes how we respond to public health crises. In the past decade, China has made remarkable achievements in this area:

Improved policy frameworks. The Healthy China 2030 Plan established a life-cycle health service system in 2015. Subsequent reforms, such as the 2023 Guidelines for High-Quality Disease Prevention and Control, systematically reshaped the disease control system. The 2024 revisions to the Emergency Response Law have been implemented, and public feedback is being sought on draft changes to the Public Health Emergency Response Law.

Significant improvement in infrastructure. Significant increases in the number of health care institution beds and health care professionals, as well as expanded fiscal investments.

Achievements in infectious and chronic disease management. From 2015–2022, premature death rates decreased from 18.5% to 15.2%.

Maternal and child health. Maternal and infant mortality target rates have been met ahead of schedule.

However, challenges remain, including the unequal distribution of health resources – both between urban and rural areas, and between regions – as well as the increasing burden brought by non–communicable diseases, the public health system's insufficient resilience, the fragmentation of disease control efforts, the slow pace of information sharing and resource allocation during emergencies, and unresolved long–standing issues such as high medical costs and limited insurance coverage. Additionally, the number of basic medical insurance participants in urban and rural areas is declining, and reforms to payment methods for medical insurance and to centralized procurement for drugs and medical devices need further improvement.

In the next five years, despite challenges like an aging population, chronic diseases, and resource imbalances, China must continue focusing on its Healthy China strategy, strengthen the resilience of its system, promote equity and accessibility, and deepen international cooperation, to thereby contribute the country's wisdom to the 2030 SDGs.

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第四板块 发掘动力

Part IV: Identifying New Drivers



问: 人工智能技术正在飞速演进, 迸发出巨大潜力。如何将其真正转化为对生产效率的提升? 人工智能应如何与产业界进行真正的结合?

Q: Artificial intelligence (AI) technology is evolving rapidly and has great potential. How can we leverage this to improve production efficiency? How should AI be integrated with industry?



李自学(中兴通讯股份有限公司董

事长): 当前人工智能技术快速迭代、通用型应用加速普及,但在深入行业领域方面,还存在不好用、不易用、不会用等问题。

针对"不好用",要加强AI从"通用向专用"演化。在通用基础大模型上,结合不同行业应用场景需求,加强专属领域定制与深度训练,让大模型成为懂行业的"能工巧匠"。如中兴通讯基于星云通用大模型打造水利和城市生命线等行业大模型,监测预警准确率提升了35%、场景识别精度达到90%+。

针对"不易用",重点要实现大模型的低成本、高效安全部

署。需要提供开放智算平台以兼容多厂家GPU及大模型适配,还要软硬件深度集成以发挥算力效能,以及支持本地化部署以确保数据安全。中兴通讯AiCube训推一体机具备软硬件一体化的高性能架构,已全面适配DeepSeek等领先大模型,工厂预集成方案让设备开箱即用,大幅降低企业使用门槛。

针对"不会用",企业可从点切入,以点带线、由线至面,持续深化AI应用。初期聚焦某类特定场景切入,熟悉AI、培养人才和优化流程,再扩展到生产、研发等全场景。中兴通讯从智能制造场景切入,后来逐渐扩展到运营、研发和营销等领域,实现整体运营提效15%、研发提效10%以上,并沉淀积累了110余种示范应用和多个行业大模型。通过以上途径,促进人工智能与产业真正结合,加速智能化升级。



LI Zixue, Chairman, ZTE Corporation: At

present, AI technology is rapidly iterating, and its general-purpose applications are spreading. However, challenges remain in deeper, industrial integration, including issues like poor usability, complexity, and a lack of proper training.

For the issue of poor usability, AI should evolve from general–purpose to specialized applications. On top of general models, industry–specific needs should drive bespoke customization and deep training, turn–ing large models into "skilled artisans" that understand the specificities of each industry. For instance, ZTE has specialized models tailored to water conservancy and city infrastructure scenarios that are based on its Nebula general–purpose model. The models' monitor–ing and early warning accuracy have improved by 35% and their scene recognition precision has reached over 90%.

To address complexity, the focus should be on enabling low-cost, efficient, and secure deployment of large models. This requires providing open platforms compatible with GPUs from various manufac-

turers, deeply integrating hardware and software to maximize computing power, and supporting localized deployments to ensure data security. ZTE's AiCube integrated machine features a high-performance architecture and is fully compatible with leading models like DeepSeek, with factory-integrated solutions that allow devices to be used straight out of the box, greatly lowering enterprises' Al adoption threshold.

To address a lack of proper training, companies should start small, expand gradually, and then scale across their entire operations. Initially, firms should focus on specific scenarios, familiarize their staff with AI, cultivate talents, optimize processes, then gradually extend AI to production, R&D, and other areas. ZTE began with smart manufacturing and later expanded into operations, R&D, and marketing, improving overall operational efficiency by 15% and R&D efficiency by over 10%, while accumulating more than 110 demonstration applications and multiple industry–specific large models. Through these methods, AI can truly be integrated into firms and accelerate intelligent upgrades.

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问: 企业在人工智能应用中塑造核心竞争力是当前的关键任务, 您认为人工智能将如何具体颠覆当前商业模式并创造新机会? 企业应如何提前布局和应对?

Q: Building core competitiveness in AI application is a key task for companies. How do you think AI will disrupt current business models and create new opportunities? How should companies plan and respond to this?



胡柏山(博鳌亚洲论坛机构理事, vivo执行副总裁、首席运营官, vivo中 央研究院院长): 我们认为人工智能正在 带来新的增长机会。

国内的人工智能开发者正致力于开源及降低技术应用普及的门槛,这意味

着各行各业越来越多的企业将会有机会接入人工智能,而在行业相互的交融中,创新的发起点将会大幅增加,人工智能将会孕育出更多"新的可能性"。当然,这还需要时间。

对于科技企业而言,人工智能技术除了在一些方面能够提升效率之外,更多的是能带来产品体验的提升。但与此同时,"游戏规则"也将在一定程度上发生改变。我们认为人工智能技术正在催生差异化的个人服务,人工智能将推动商业模式由"争夺用户注意力"转向"精准洞察用户交互背后真实意图并主动提供个性化智能服务"。只有懂得用户、抓住用户需求,才能在这场进化中握紧核心竞争力。

为此, vivo已部署万卡算力集群、千人规模人工智能研发团队,在行业率先发布自研AI蓝心大模型矩阵并积极融合了DeepSeek-R1等前沿技术。同时,基于对行业以及用户痛点的洞察, vivo正在大力发展端侧化人工智能技术,我们认为这将是未来手机上一项重要的技术突破点,也是vivo基于端云双擎驱动的蓝心"个人化智能"技术底座。

HU Baishan, Corporate Member of the Boao Forum for Asia; Executive Vice President & COO at vivo, President of vivo Central Research Institute: We believe that artificial intelligence is bringing new growth opportunities.

Domestic artificial intelligence developers are working on open source and lowering the barriers to popularizing technology applications, which means that more and more enterprises across diverse industries will have the opportunity to access artificial intelligence. In the mutual integration of the industry,

the launch point of innovation will increase significantly, and artificial intelligence will give birth to more "new possibilities". Of course, this will take time.

For tech companies, AI technology brings about upgrades in product experience in addition to improving efficiency in some aspects. Meanwhile, however, the "rules of the game" will also change to a certain extent. We believe that AI technology is spawning differentiated personal services, and shifting the business model from "vying for users' attention" to "proactively providing personalized intelligent services through accurately insight into the real intention behind user interaction". Only by deeply understanding users and seizing their needs can enterprises firmly grasp their core competitiveness during this evolution.

vivo has deployed a 10,000-accelerator card computing power cluster and an artificial intelligence R&D team of more than 1,000 people. It is also the first in the industry to release its self-developed large language model BlueLM and actively integrate cutting-edge technologies such as DeepSeek-R1. Moreover, drawing on profound insights into the industry and users' pain points, vivo is vigorously advancing edge Al technology, which we believe will be a crucial technological breakthrough for mobile phones in the future, and further serves as the technical foundation for vivo's BlueLM "personalized intelligence" driven by both device and cloud engines.



李自学(中兴通讯股份有限公司董事长):企业运用人工智能塑造核心竞争力,要着重围绕利用AI技术实现企业降本增效,并持续创造价值,从而构建起长期稳健的竞争优势。

目前,人工智能大模型技术正在逐步颠覆传统商业模式,具体表现在:一、产品服务化,如传统软件正转变为基于订阅的AI服务;二、产品智能化,在传统产品上叠加AI能力,实现更智能、更具个性的产品,如智能眼镜、自动驾驶汽车等;三、运营智能化,企业通过AI技术提升运营效率,由人工操作向智能化转型,如中兴通讯通过工业大模型实现工艺文件生成提速10倍、质检人力成本降低70%;四、人力替代化,未来人形机器人与AI技术结合,将重塑家庭、办公、服务等多元化场景,打造全新的商业模式,开辟广阔的市场空间。

人工智能行业已成为"百年未有之大变局"下的重要一环,作为新质生产力的典型代表,正以雷霆万钧之势重塑商业版图。企业首先应结合自身特点,制定清晰的AI发展战略;其次,通过引入AI技术,实现企业内部流程优化和工作效率的提升,助力企业实现数字化转型和提升竞争力,比如在中兴通讯内部,通过大模型已实现编码效率提升30%;再者,积极与外部AI解决方案供应商合作,实现技术、数据和场景的融合,加速产业创新,寻找新的增长点和竞争优势。

LI Zixue, Chairman, ZTE Corporationn: The key tasks for enterprises aiming to use artificial intelligence (AI) to boost their competitiveness are cutting costs, improving efficiency, and continuously creating value, thereby building a long-term and robust competitive advantage.

Currently, Al large language models are gradually disrupting traditional business models in the following ways:

Product servitization: Traditional software is transitioning toward subscription-based Al services.

Product intelligence: Al capabilities are being integrated into traditional products to create more personalized products, such as smart glasses and autonomous vehicles.

Operational intelligence: Enterprises are enhancing their operational efficiency through AI, shifting from manual operations to intelligent automation. For example, ZTE has accelerated its technical documentation generation by 10 times and reduced quality control costs by 70%.

Human replacement: In the future, humanoid robots combined with AI technology will reshape homes, offices, and service scenarios, creating entirely new business models and opening vast market opportunities.

The AI industry is a critical element of the

"unprecedented changes in a century." As a representative of "new productive forces," it is reshaping the business landscape at an extraordinary pace.

When adopting AI, enterprises should first define a clear development strategy tailored to their specific characteristics. Then, by introducing AI technology, companies can optimize their internal processes and boost their work efficiency, helping them to achieve their digital transformation and increase their competitiveness. For example, at ZTE, large model research and development has already driven a 30% improvement in coding efficiency. Furthermore, enterprises should actively collaborate with external AI solution providers to integrate the technology with their data, and their own unique scenarios. In this manner, they can accelerate industrial innovation and discover new sources of growth and new competitive advantages.



董俊峰(中国银联股份有限公司董

事长): 当前人工智能正以颠覆性力量带来技术变革并重塑商业模式, 作为金融科技领域的实践者, 我想从银联的探索出发, 分享关于人工智能赋能产业变革的思考。

第一,认知上要"快速拥抱"。当前,以大语言模型为代表的人工智能技术正突破工具属性,展现出类似人类的推理与创造能力,拥有了实质性的产业变革力量。基于这种现实,企业必须认清形势,以积极的态度和切实的行动主动拥抱人工智能,这是人工智能时代的必然要求。

第二,模式上要"集成并进"。人工智能的应用需要技术与业务的深度融合,银联在实践中探索"业技融合"的工作模式,通过技术团队与业务团队"双向奔赴",共同深入业务场景挖掘高价值的智能应用需求,用AI思维推进流程重塑与模式创新,更好发挥人工智能的乘数效应。

第三,资源上要"汇聚协同"。算力、语料、模型是人工智能发展的三大核心要素,银联正聚焦实际发展需要,以集约化策略构建算力资源池,协同支付行业打造高质量语料库,并按照"通用底座+垂域应用"的策略建设模型能力。

第四, 氛围上要"掀起热潮"。企业内部要激发员工对人工智能的热情, 一方面加强学习, 积极借鉴业界优秀企业的先进经验, 避免"闭门造车"; 另一方面鼓励创新, 驱动每位员工争做人工智能应用的旗手, 自下而上形成"AI+"的创新文化。





DONG Junfeng, Chairman, China UnionPay

Co., **Ltd.**: Al is driving technological changes and reshaping business models with disruptive force. As a practitioner in fintech, I would like to share some thoughts based on UnionPay's explorations.

First, it is necessary to embrace AI in our mindset. AI technologies represented by large language models are no longer just tools; they are beginning to demonstrate human-like reasoning and creative capabilities, which means they are equipped with substantive power to drive industry changes. In light of this reality, businesses must acknowledge and understand the situation and embrace AI with a positive attitude and concrete actions—this is an essential precondition for thriving in the era of AI.

Second, "integration" should be the approach. The application of AI requires deep integration of the technology and real-life business. UnionPay has been exploring such an integration-focused strategy in its operations, where technical and business teams jointly deep dive into business cases, identify high-value

demand for intelligent applications, and reimagine processes and business methods through Al-focused thinking, thereby better leveraging the multiplier effect of the technology.

Third, resources need to be aggregated and synergized. Computing power, data, and models are the three core elements for Al development. With a focus on practical needs, UnionPay is concentrating resources for a computing power pool, collaborating with industry partners to develop high–quality datasets, and building capabilities with a foundational platform and tailored applications for various verticals.

Fourth, enthusiasm for AI needs to be ignited. It is necessary to stimulate employees' passion for AI. They should be motivated to keep learning and adopt best practices from leading companies to avoid working in isolation; meanwhile, innovation should be encouraged, empowering every employee to be a proactive trailblazer for AI applications, which helps to foster a bottom—up culture of innovation centered around "AI and beyond".

问:在平衡推进人工智能的应用与治理方面,国际社会应如何建立安全、可靠和值得信赖的人工智能系统?如何让所有国家特别是发展中国家充分参与到人工智能治理进程中来,实现科技正义?

Q: In terms of balancing AI application and governance, how should the international community build safe, reliable, and trustworthy AI systems? How can we enable all countries, especially developing ones, to fully participate in AI governance and achieve technological justice?



基里尔·巴巴耶夫(俄罗斯科学院中 国与现代亚洲研究所所长): 近年来,人 工智能监管已成为全球议程的重要议题。 人工智能的发展边界仍是一个尚未得到 充分研究的领域。各国在将人工智能技术应用于各领域时,需首先权衡所有潜

在风险。人工智能的恶意使用可能对国家和全球安全构成全面威胁。

目前,全球正努力创建有效的人工智能发展控制机制,具体举措包括:

建立公平的人工智能管理机制。首先,国际社会应防止任何单一力量主导人工智能系统的发展。美国试图阻碍中国的"深度求索"(DeepSeek),这种使用一切手段维持一国霸权的意图,不符合其他国家的利益。负责任的人工智能治理应由全球治理的所有参与者平等分担。

统一并推广人工智能领域的伦理准则。开发者必须充分意识到要对人工智能发展的后果负起责任。必须考虑到人工智能系统日益增强的自主性,以及制定标准化机制的必要性,以防止因系统行为不当而产生不可预见的后果。例如,中断或立即关闭人工智能系统,此类关闭算法仅在人类生命或健康面临实际威胁时才予启动。

扩大《全球数字契约》的签署范围。控制体系标准化的努力有必要进一步加强。增加《全球数字契约》的参与方将强化对人工智能的监管,并有助于降低人工智能带来的潜在跨境威胁。 人工智能的主要开发国和使用国都应加入该契约,因为风险可能来自于双方。

控制人工智能系统信息空间。各国需审慎设计机制,以保证本国信息领域免受人工智能系统的负面影响。人工智能的发展可能助长"混合"威胁的蔓延,防范"信息战"的工作也应包

括对人工智能系统的管控。

推动立法适应人工智能应用。各国立法体系需考虑制定与隐私和数据保护、知识产权以及人工智能行为责任相关的法律。需调整本国立法以应对可能因恶意使用人工智能而引发的犯罪。

保障平等获取人工智能的机会。一个公平的人工智能体系 应让全球所有国家可以平等获取人工智能技术。任何由开发国 施加的使用限制均不可接受。

我们生活在一个充满无限可能的人工智能时代,但其力量与潜在风险要求必须在全球层面建立透明的监管体系。各国应避免"划线分界",共同行动。平等获取、安全保障以及对人工智能不可预测后果的防范,必须成为全球人工智能发展的基本原则。

Kirill BABAEV, Director of the Institute of China and Contemporary Asia of the Russian Academy of Sciences: In recent years, AI regulation issues have been on the agenda. Artificial intelligence and the limits of its development are still an underresearched area. When implementing AI technologies in various processes, countries around the world need to first weigh all potential risks. Malicious use of AI can create a full-fledged threat to both national and global security.

Currently, the largest actors in global politics are working hard to create effective mechanisms for controlling the development of artificial intelligence. Such efforts include:

Developing a fair mechanism for managing Al systems. First of all, the world community should not

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allow any one power to dominate the development of AI systems. The US attempts to hinder the ambitious Chinese platform DeepSeek demonstrated the intentions of one country to maintain hegemony by any means, but this is not in the interests of other states. Responsible AI governance should be equally distributed among all participants in global governance.

Unification and dissemination of the Code of Ethics in the field of Al. Developers must be fully aware of the responsibility for the consequences of Al development. It is necessary to take into account the ever–increasing autonomy of artificial intelligence systems, as well as the need to develop standardized mechanisms to prevent unforeseen consequences from ill–considered system actions. Such mechanisms may include, for example, interrupting or instantly shutting down Al systems. Shutdown algorithms should only be launched in the event of real threats to human life and health.

Increasing the number of signatories to the Global Digital Compact. It is necessary to intensify efforts to standardize control systems. Increasing the number of participants in the Global Digital Compact will lead to greater control over the AI system and will allow for the coordination of potential cross-border threats arising from the use of AI. Both states that are the main developers of AI and countries that use these systems should participate in the Global Digital Compact, since risks may arise from both parties.

Finding ways to control the information space when using Al systems. Countries around the world need to carefully consider mechanisms to limit their country's information field from negative information impact through Al systems. The development of artificial intelligence can contribute to the growth of "hybrid" threats. Work to prevent "information wars" should also include control over artificial intelligence systems.

The need to adapt legislation to the use of Al. The legislative systems of countries around the world must take into account the need to adopt laws related to privacy and data protection, intellectual property, as well as liability for the actions of Al. It is necessary to adapt local legislation to the possible emergence of

crimes arising from the malicious use of Al.

Work to provide equal access to Al systems. A fair system for the use of Al should provide all countries of the world with equal access to artificial intelligence technologies. Any restrictions on its use by developer countries are unacceptable.

We live in a world of the future, in which artificial intelligence systems provide truly limitless possibilities. However, their power and hidden potential lead to the need to form a transparent regulatory system at the global level. The world's states must avoid "dividing lines" and act together. Equal access, security, and concern for preventing unpredictable consequences of Al use must become the basic principles of further development of artificial intelligence on a global scale.



王辉耀[全球化智库(CCG)创始 人兼理事长、国务院原参事]:建立安全、 可靠和值得信赖的人工智能系统首先需 要国际社会的高度重视。联合国大会于 2024年3月通过了首个关于人工智能的 全球决议,强调了开发安全、可靠和值得

信赖的人工智能系统的必要性。欧洲议会也在当年3月通过了《人工智能法案》;随后美国和英国签署人工智能协议备忘录,宣布达成"人工智能安全科学合作伙伴关系"。2023年10月18日,中国政府发布《全球人工智能治理倡议》,围绕人工智能发展、安全、治理三方面系统阐述了人工智能治理中国方案。

其次,人工智能系统必须在设计和使用过程中能够确保安全性、可靠性和可解释性。这类系统不仅需要符合道德和法律标准,还需要在全生命周期内(包括设计、开发、测试、部署、使用、销售、采购、运行和淘汰等阶段)尊重和保护人权,并确保隐私保护。

第三,人工智能系统必须完善法律法规和伦理准则,建立 风险等级测试评估体系,加强数据安全和隐私保护,提升技术 安全性和可靠性,促进多主体参与和合作。

从现实来看,发展中国家在人工智能的全球治理和国际规则制定上存在参与程度不深入、参与范围较狭隘的问题。这一方面与广大发展中国家的人工智能发展还处于落后阶段、参与国际规则的动力和意识不强有关,另一方面,发达国家对治理机制和国际规则的垄断则进一步强化了这一困境。让所有国家特别是发展中国家充分参与到人工智能治理进程中来,需要增强发展中国家的代表性和发言权,应坚持"权利平等""机会平等""规则平等"的原则,并开展面向发展中国家的国际合作与援助,不断弥合智能鸿沟和治理能力差距。



WANG Huiyao, President of Center for China and Globalization (CCG): Building safe, reliable, and trustworthy artificial intelligence systems first requires the high attention of the international community. In March 2024, the United Nations General Assembly passed its first global resolution on artificial intelligence, emphasizing the need to develop safe, reliable, and trustworthy Al systems. The European Parliament also passed the Artificial Intelligence Act in March. In April, the United States and the United Kingdom signed a memorandum of understanding on artificial intelligence, announcing the establishment of a "Partnership for Al Safety and Scientific Cooperation". Earlier, on October 18, 2023, the Chinese government released the "Global Artificial Intelligence Governance Initiative" which systematically outlined China's approach to Al governance, focusing on development, security, and governance.

Second, safe, reliable, and trustworthy AI systems must ensure security, reliability, and explainability throughout their design and use. These systems must not only meet ethical and legal standards but also respect and protect human rights, and ensure privacy protection throughout their entire lifecycle, including design, development, testing, deployment, use, sale,

procurement, operation, and decommissioning.

Third, it is essential to improve laws, regulations, and ethical guidelines, establish risk-level testing and evaluation systems, strengthen data security and privacy protection, enhance technical safety and reliability, and promote multi-stakeholder participation and cooperation.

In practice, developing countries face challenges in fully participating in global AI governance and international rule-making. This is partly due to the fact that many developing countries are still in the early stages of Al development, with limited awareness and motivation to engage in international rule-setting. Additionally, the dominance of developed countries in governance mechanisms and international rules further exacerbates the challenges. To ensure that all countries, especially developing ones, are fully involved in the Al governance process, it is crucial to enhance the representation and voice of developing countries in global Al governance. The principles of "equal rights", "equal opportunities", and "equal rules" should be upheld, along with international cooperation and assistance targeted at developing countries, to bridge the digital divide and governance capacity gap.

问:金融如何更好地服务科技创新?亚洲国家有哪些创新融资机制?

Q: How can finance better serve technological innovation? What innovative financing mechanisms do Asian countries possess?



陈翊庭(香港交易所集团行政总裁): 在年轻的科技人才众多、政府的大力支 持和蓬勃的初创企业文化等因素推动下,

時和遙朝的初创企业文化等因素推动下, 亚洲正逐渐发展成全球科技创新的中心。 在中国这个火车头的带动下,亚洲在金 融科技、可再生能源、人工智能和生物技

术等新兴领域实现了突破性发展。例如,DeepSeek(深度求素)最近的技术突破激起新一轮科技创新浪潮,也显示了民营初创企业在驱动创新转型中的关键作用。在这个背景下,资本市场在支持新兴企业融资需求和快速发展方面将发挥重要作用。

作为国际金融枢纽,香港拥有成熟稳健的金融基础设施、活跃的资本市场、多元化的投资者结构和充裕的市场流动性,是中国公司和国际公司全球扩张的首选集资地。香港交易所通过持续优化上市制度配合创新产业发展,支持创新公司的融资需求。例如,香港交易所自2018年开始上市改革,在其《上市规则》中先后增设第十八A章(生物科技公司)、第十八B章(特殊目的收购公司)及第十八C章(特专科技公司),为一系列新兴行业的公司提供了专属的上市渠道。自上市改革以来,已经有超过330家新经济公司成功登陆港股市场,累计融资额达到1万亿港元,让香港成为了全球新经济公司汇聚地。

此外,香港与内地资本市场开创性的互联互通机制为中国和国际投资者提供了独一无二的投资渠道,促进了中国与国际市场之间的资本双向流动。2023年沪深港通下的港股通首次将合资格的外国公司纳入投资范围,为全球科技创新企业打开了共享中国资金池的新渠道。

在国际化战略布局方面,香港交易所持续深化与各地区交易所之间的合作。我们与不同地区交易所签署了合作备忘录,又将印尼证券交易所、沙特交易所、阿布扎比证券交易所和迪拜金融市场纳入认可证券交易所名单,便利这些地区的发行人通过在香港进行第二上市获得全球资本。

香港交易所不仅是融资平台,更是连接资本与机遇的桥梁。面对亚洲科技创新浪潮带来的历史性机遇,我们将继续锐意改革,不断深化与监管机构和市场参与者的合作,助力亚洲

地区在科技发展的不断突破。

Bonnie Y CHAN, Chief Executive Officer, Hong Kong Exchanges and Clearing Limited (HKEX): Asia is becoming a hub for global technological innovation, driven by a younger techsavvy demographic, strong government support and a robust start—up culture. The region, with China as a key locomotive, has made rapid advancements in some of the fastest—growing sectors, including FinTech, renewable energy, artificial intelligence (AI) and Biotech. The breakthrough of DeepSeek recently is a prime example of private sector—led transformation and is likely to spark a new wave of tech innovation across the region. As such, capital markets have a role to play in supporting emerging enterprises' capital needs to unlock their growth ambitions.

Underpinned by robust infrastructure, vibrant markets, diverse investor mix and depth of liquidity, Hong Kong is one of the most popular fundraising venues of choice for Chinese and international companies looking to expand globally. At HKEX, we have ensured that our listing regime would address the developments in innovation, supporting the fundraising needs of innovative companies. For instance, the introduction of Chapter 18A (Biotech companies), Chapter 18B (SPACs) and Chapter 18C (specialist technology companies) in recent years provided new listing pathways to companies from a range of emerging industries. Since the 2018 reforms, more than 330 new economy companies listed in Hong Kong, with a total of HK\$1 trillion funds raised, establishing the city as a global new economy marketplace.

In addition, HKEX's Connect Programme, our



pioneering mutual market access programme, offers unique and unrivalled two-way capital access between China and the world that no other markets can offer. The inclusion of international companies that are primary listed in Hong Kong in Southbound trading in 2023 has enabled tech entrepreneurs and innovators from around the world to tap into China's growing onshore capital pool.

We have also continued to deepen relationships with regional exchanges through the signing of memorandum of understanding (MoU) and by adding the Indonesia Stock Exchange, Saudi Exchange, Abu

Dhabi Securities Exchange and Dubai Financial Market as Recognised Stock Exchange, offering seamless channels for regional issuers to access global capital through Hong Kong.

At HKEX, we see our markets not just as capital raising platforms, but as hubs that connect capital with ideas, innovation and opportunity. The positive momentum of technological innovation in Asia offers exciting prospects for us. We will continue to work closely with regulators, market participants and stakeholders to support the region's technological leap.

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问:数字化转型和AI技术快速发展的情况下,如何缩小不同国家和群体之间的数字鸿沟?如何应对AI快速应用在一段时间内带来大规模失业的风险?如何培养数字人才和技能?

Q: With the rapid development of the digital transformation and AI, how can we narrow the digital divide between countries and groups? What can be done to address the risk of large-scale unemployment caused by the rapid application of AI? How should digital talents and skills be cultivated?



基里尔·巴巴耶夫(俄罗斯科学院中 国与现代亚洲研究所所长): 人工智能的 发展正在塑造一种新的技术与经济现实, 其深远影响尚未完全显现。未来历史学 家或许会说AI是形成新社会秩序的影响

因子, 当然我们也可能高估其对历史进程的影响。

尽管如此,我们已可明确看到各国对人工智能技术的获取并不平等。AI在生产、政府和公共活动中的实施速度与效率,取决于一国的科技经济基础、人工智能发展政策的针对性,以及是否有足够资源保证政策的实施。

以下通过两种极端且假设性的未来场景回答此问题:

第一种场景: AI的成果无法在国家与群体间公平分配。在 国家内部,最富裕的群体、统治阶层与其他人群的差距愈发显 著。仅有少数人可享受先进医疗、新型诊疗技术,而多数人仍挤 在拥挤的病房中等待疲惫的医生来诊治。少数人可通过"智能 家居"解放时间用于创作与娱乐,而多数人仍需承担繁重家务。 全球层面,新阵营将形成,发达国家向其他国家强推自身技术 方案与标准,欠发达国家将丧失科技军事主权,生活水平进一 步下降。

另一个更积极的场景是,AI技术的成果将在国内外公平分配。社会各阶层在医疗、教育、服务、物流、农业及政务服务等领域平等享有AI创造的机遇。例如,非洲农民可通过AI提供的在线培训学习专业技能,东南亚工厂工人可借助AI快速完成X光诊断。AI将人类从重复性劳动中解放,释放社会能量以投入创造性项目。国际层面,各国将交换先进技术成果及实施经验。

要实现这一积极场景,必须保持国家间的互信和分享技术成果的意愿。但这在新一轮军备竞赛、贸易战和地区冲突背景下极其困难,几乎是不可能的。

但在国家内部,可以通过公共管理与公共服务领域的推广

让AI成果得到更公平分配。例如,将互联网覆盖农村与欠发达地区、普及数字技术使用知识、在中小学与大学开设编程与机器学习课程。AI在公共领域的广泛应用将维持公众兴趣,扩大技术普及面。

关于AI可能导致大规模失业的风险似乎有些夸大。目前AI 仅能替代高度重复性工作(如数据录入、客服、电子组装)。在医疗、金融、教育、制造、公共管理等领域,人工智能仍将作为辅助工具,承担枯燥任务,使员工专注于解决复杂问题。

Kirill BABAEV, Director of the Institute of China and Contemporary Asia of the Russian Academy of Sciences: Development of artificial intelligence (AI) technologies is creating a new technological and economic reality. Its parameters are not fully known to us. Perhaps, future historians will say that AI has become a factor in the formation of a new social order. However, it is also possible that we exaggerate the influence of AI on the course of history.

Nevertheless, we can already identify the problem of unequal access of countries to emerging Al technologies. The speed and efficiency of their implementation in production, government and public activities depends on the initial scientific, technical and economic base of the state, the presence of a targeted policy for the development of Al and sufficient resources to implement such a policy.

Let me answer your question by describing two polar and, I should emphasize, purely speculative scenarios of our future.

The first scenario is that countries and groups will

not be able to evenly distribute the fruits that Al will bring to humanity. As a result, the gap between the richest group of the population, the ruling "class" and everyone else will become even more pronounced within countries. Only a small percentage of people will have access to advanced medicine, new diagnostic and surgical methods, while the majority of the population will lie in crowded wards, waiting to be examined by a tired doctor. Only a small percentage will be able to organize cleaning and cooking in their "smart homes", freeing up time for creativity and leisure activities, while the majority of the population will still be burdened with household chores. At the global level, we will witness the formation of new blocs. More developed powers will impose their own technological solutions and standards on other countries. For less developed countries, this will mean a loss of sovereignty in the scientific, technical and military spheres and a lower standard of

Another, more positive scenario is that the fruits of AI technologies will be distributed equally within and between countries. Different layers of society will have equal access to the opportunities created by Al in the fields of health care, education, services, logistics. agriculture, and government services. Figuratively speaking, an African farmer will be able to obtain a specialty through online training according to a program offered by AI, and a worker at a factory in Southeast Asia will be able to go to a city hospital for a quick diagnosis using an X-ray. Al will free the population from routine tasks, many diseases and will release social energy that can be directed to creative projects and complex tasks that require human participation. At the interstate level, countries will exchange advanced technological achievements and experience in implementing them in various areas of social activity.

To implement a positive scenario, it will be necessary to maintain mutual trust between countries and a willingness to share their own achievements in the technological sphere, which is extremely difficult and virtually impossible in the context of a new round of

arms race, trade wars and hot wars.

A more equitable distribution of the fruits of Al development within countries will be mainly determined by state policy on the implementation of advanced achievements in the sphere of public administration and public services. We can start by bringing the Internet to rural and underdeveloped regions of countries, teaching the population how to use digital technologies, and developing a general understanding of what artificial intelligence is. It is advisable to ensure that schoolchildren and students study the basics of programming and machine learning. Expanded use of AI in various public spheres and institutions will ensure that widespread interest in these technologies is maintained and, as a result, the number of people who are familiar with them in one way or another will increase.

The risk of large-scale unemployment due to the introduction of AI technologies seems exaggerated. At least at the current state of development, complete replacement of humans with AI is possible only in areas with absolutely repetitive tasks. This is, for example, data entry, answering calls in call centers, or assembling electronics. However, in most areas of human activity, be it medicine, finance, education, manufacturing, public administration, artificial intelligence will remain an auxiliary tool that will take on the most boring work and free up employees' time to solve more complex problems.



王辉耀[全球化智库(CCG)创始人 兼理事长、国务院原参事]: 日益扩大的 "数字鸿沟"是人工智能等新兴技术高速 发展与既有治理体系核心特征相互影响 的结果,在现有条件下无法自然弥合。如

果不加以干涉,数字时代的不平等状态只会愈演愈烈。

要缩小不同国家和群体之间的数字鸿沟,需多管齐下。国家层面,大力加强数字基础设施建设,提升网络覆盖并降低使用成本,同时完善政策法规环境,制定包容性政策并加强知识产权保护,还要推动数字技能教育普及,将其纳入教育体系并开展职业培训。国际合作层面,强化国际组织的作用,协调各方资源并



制定国际标准和准则,同时促进技术和资源共享,开展南南合作与南北合作,并建立数字技术共享平台。企业和社会层面,鼓励企业履行社会责任,如进行产品和服务的适老化、无障碍化改造,向弱势群体提供优惠或免费服务等,还要培育数字友好的社会氛围,开展宣传和培训活动,并建立数字互助机制。

AI技术的快速发展确实对一些行业产生了深远的影响,尤其是那些依赖重复性劳动和低技能工作的行业。但同时也为就业市场带来了新的机遇,推动了传统行业的转型升级,催生了新的商业模式和就业机会。当然,我们也不能忽视AI发展带来的就业极化现象。高技能人才在AI驱动的行业中往往能够获得更高的收入和更好的职业发展机会,而低技能劳动力则可能面临更大的就业压力和收入下降的风险。因此,政府和社会各界需要采取有效措施来应对这一问题。例如,加强职业教育和技能培训,提高劳动者的技能水平和就业竞争力;完善社会保障体系,为失业人员提供基本的生活保障和再就业支持;推动产业升级和转型,创造更多的高质量就业岗位等。

WANG Huiyao, President of Center for China and Globalization (CCG): The widening "digital divide" is the result of the rapid development of emerging technologies like artificial intelligence (AI) and their interaction with existing governance systems. Under current conditions, this divide cannot be naturally bridged. Without intervention, the inequalities of the digital age will only intensify.

To narrow the digital divide between countries and groups, a multi-faceted approach is required. At the national level, efforts should focus on strengthening digital infrastructure, enhancing network coverage, and reducing usage costs. Simultaneously, improving

the policy and regulatory environment is crucial by formulating inclusive policies and reinforcing intellectual property protection. It is also essential to promote digital skills education, integrating it into the education system and offering vocational training.

At the international level, the role of international organizations should be reinforced, coordinating resources and establishing international standards and guidelines. Sharing of technologies and resources should be encouraged through South-South and North-South cooperation, and the creation of digital technology-sharing platforms should be supported.

At the enterprise and societal level, businesses should be encouraged to fulfill their social responsibilities, such as adapting products and services to be more age-friendly or accessible, and offering discounts or free services to vulnerable groups. Additionally, fostering a digital-friendly social atmosphere through publicity, training activities, and establishing digital mutual assistance mechanisms is essential.

The rapid development of AI technology has indeed had a profound impact on certain industries, especially those that rely on repetitive tasks and low-skilled labor. However, it has also brought new opportunities to the job market, driving the transformation and upgrading of traditional industries, and giving rise to new business models and employment opportunities. Of course, we cannot ignore the employment polarization caused by Al development. High-skilled workers in Al-driven industries tend to earn higher incomes and enjoy better career prospects, while low-skilled workers may face greater job pressure and the risk of declining wages. Therefore, governments and all sectors of society need to take effective measures to address this issue. For example, strengthening vocational education and skills training to improve workers' skill levels and employability; improving the social security system to provide basic livelihood support and reemployment assistance for the unemployed; and promoting industrial upgrading and transformation to create more high-quality jobs.

问:全球局势瞬息万变,亚洲企业可以在哪些领域加快技术创新合作步伐,携手实现共同发展?

Q: Under the great changes in the world, in which fields can Asian corporates accelerate technological innovation cooperation to achieve common development?



陈翊庭(香港交易所集团行政总裁):

亚洲的碳排放量在全球占比超过50%,加速推进亚洲的能源转型对应对气候危机及推进全球净零排放议程至关重要。实际上,这一转型已经开始,自2004年以来,亚洲可再生能源投资以每年34%

的速度增长。成功的绿色转型必须具备三个要素——政策支持、 技术创新和资本赋能,中国作为世界上最大的碳排放国和绿色 技术领先者,完全具备这三大要素。

中国已成为全球清洁能源生产大国,在太阳能电池、电动汽车及锂电池行业占据全球主导地位。在中国坚定履行"双碳"承诺的大背景下,政策激励驱动新一代企业大力投资研发、利用丰富的人才资源开发低碳解决方案,令中国绿色产业迅速崛起。

亚洲在过去十年能够迅速崛起成为全球创新领域的领导者,另一层动力在于民营企业主导的区域内合作。以某中国领先电动车制造商与马来西亚产业集团的合作为例,中国企业在马来西亚建立汽车中心,进行整车及汽车零件的研发、生产和测试。这种合作模式成功实现了知识共享,并激发创新,加速推动区域内产业升级。

作为国际金融中心,香港正积极把握区内绿色转型趋势,连接亚洲/中国与世界的资本和气候机遇。香港交易所欢迎可持续发展企业来港上市,也致力打造可持续金融产品生态圈,包括: ESG ETF、绿色、社会和可持续发展债券,以及碳信用产品等。香港交易所致力于为企业实现绿色转型提供合适的产品、渠道和平台,并促进资本流向绿色转型项目。

Bonnie Y CHAN, Chief Executive Officer, Hong Kong Exchanges and Clearing Limited (HKEX): With Asia accounting for more than 50% of the world's carbon emissions, accelerating energy transition in the region is crucial to address the climate crisis and drive the global net-zero agenda. In fact, it is already underway, with renewable energy investment growing at an annual pace of 34% since 2004. A successful green transition requires three elements—

policy support, innovation and capital—all of which China, the world's largest emitter and leading green technology provider, has in abundance.

Today, China is a global powerhouse in clean energy production, dominating the "new three industries"—solar cells, electric vehicles (EVs) and lithium batteries. The country's green ascendancy can be attributed to its unwavering "Dual Carbon" commitment, which has provided incentives for a new generation of enterprises to invest heavily in research and development (R&D) while leveraging its deep pool of talent to develop low—carbon solutions.

Asia's rapid emergence as a global innovation leader over the last decade is testament to the power of intra-regional collaboration, led by the private sector. One example is the partnership between a leading Chinese EV manufacturer with a Malaysian conglomerate to build an automotive hub in Malaysia that will include R&D, production and testing of both completed vehicles and auto parts. Such collaboration not only enables knowledge sharing, but also stimulates innovation and accelerates industrial upgrades.

As an international financial centre, Hong Kong is well-positioned to connect capital and climate opportunities between Asia/China and the world, and the opportunities in the regional green transition are vast. Besides welcoming sustainability-forward companies to list on our market, HKEX has also been building a vibrant sustainable finance product ecosystem, including ESG exchange-traded funds, green, social and sustainability bonds and carbon credits. These initiatives ensure companies have the right products, channels and platforms to facilitate the flow of capital towards sustainable projects, thereby creating favourable conditions to achieve green transition collectively in the region.

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全球及亚洲经济信心调查

Global and Asian Economic Confidence Surveys

全球及亚洲经济信心调查1

2024年,全球经济缓慢复苏,通胀正在逐步回落至 央行目标水平,科技创新推动相关产业及全球经济取得 革命性进步,与此同时地缘冲突不断、政治动荡加剧,贸 易保护主义抬头。2025年,世界经济增长预计保持中低 速增长、全球通胀可能进一步回落,但美国新一届政府 的对外政策或将给全球经济复苏和各领域国际合作带 来极大的不确定性。在此背景下,亚洲企业家们对于全 球和亚洲经济的增长前景信心如何?重点关注全球经 济中哪些重大不确定因素?主要有哪些因素可能影响企 业的经营和发展?亚洲哪些地区、哪些产业最受企业家 青睐?2025年中国经济增长前景如何,哪些产业可能成 为新引擎?博鳌亚洲论坛研究院于2025年1月对论坛会 员和合作伙伴近百家企业进行了信心问卷调查。感谢会 员和合作伙伴的鼎力支持与帮助。

从问卷结果来看,对于全球经济前景,受地缘政治 冲突、贸易保护主义趋势及美国新一届政府政策不确定 性的影响, 受访者预期较为谨慎, 缺乏明确的方向感。三 分之一左右的受访者认为全球经济增长将小幅加快,相 同比例的受访者预期小幅放缓,另有约30%左右的受访 者认为将持平;约三分之二的受访者认为全球贸易和跨 境外商直接投资将小幅增长或持平。受访者们最为担心 的风险是全球贸易摩擦加剧和地缘政治冲突, 认为这可 能形成对全球经济的进一步冲击。关于亚洲经济前景, 约六成受访者对2025年亚洲经济增长持乐观或相对乐 观的态度。受访者倾向于投资人工智能、大数据与物联 网、绿色能源与可持续发展、半导体与高科技制造、电 动汽车与智能交通、生物技术与健康科技、跨境电商等 行业。多数受访者对2025年中国经济增长前景持乐观 和相对乐观态度,认为新能源、可循环新材料等绿色低 碳制造业、高端制造业与智能制造、人工智能与机器人 产业、半导体等高新技术产业、新型零售包括跨境电商 等将成为促进2025年中国经济增长的主要产业动力。

1.根据博鳌亚洲论坛研究院2025年1月初对论坛合作伙伴、会员单位做的问卷调查和1月中旬与《财经智库》合作面向亚洲企业家广泛开展线上信心调查的结果编写。

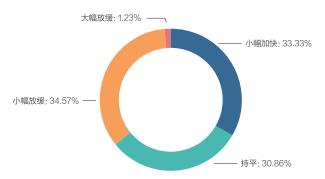


一、贸易摩擦加剧和地缘政治挑战为2025年全球 经济前景带来了不确定性

三分之一左右的受访者认为全球经济增长将小幅加快,相同比例的受访者预期小幅放缓,另有约30%左右的受访者认为将持平;约三分之二的受访者认为全球贸易和跨境外商直接投资会小幅增长或持平。

全球经济在2024年稳定增长,展现出巨大韧性。 OECD、世界银行、IMF近期分别预测2025年全球经济增长3.3%²、2.7%³、3.3%⁴,与2024年大体持平。 从受访者预期看,33.33%的受访者认为全球经济增长将小幅加快(比2024年调查结果高2.72个百分点),

图1: 受访者对2025年全球经济增长的预期



30.86%认为持平, 34.57%认为将小幅放缓(比去年低8.29个百分点), 1.23%认为会大幅放缓(如图1)。

关于全球贸易,联合国贸发会议测算2024年全球 贸易额超过2022年水平达到近33万亿美元,比2023 年增长3.3%。但是,贸易紧张局势加剧和持续的地缘 政治挑战为2025年全球贸易前景带来了不确定性5。在 此次调查中, 39.51%认为全球贸易将小幅加快(比去 年低8.41个百分点), 32.1%认为会与2024年增速持 平(比去年高7.1个百分点), 24.69%认为会小幅放缓, 另有2.47%的受访者认为会大幅加快, 1.23%认为会 大幅放缓(如图2)。对于全球跨境外商直接投资,联合 国贸发会议数据显示2024年全球外国直接投资增长 11%, 达到1.4万亿美元。预计2025年全球外国直接投 资将温和增长, 主要受融资条件改善和并购活动增加 的推动, 但风险和投资者的不确定性仍然很高6。受访 者的预期与此非常接近。41.98%的受访者认为2025 年全球跨境投资增长将小幅加快(比去年高4.48个百分 点), 24.69%认为会与2024年持平, 28.4%认为将小 幅放缓, 2.47%认为将大幅加快, 2.47%认为会大幅放 缓(如图3)。

图2: 受访者对2025年全球贸易增长趋势预测

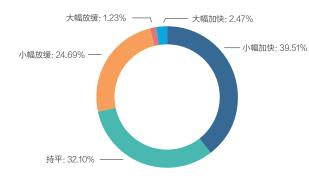
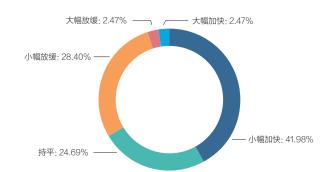


图3: 受访者对2025年全球跨境投资增长趋势预测



2. https://www.oecd.org/en/publications/oecd-economic-outlook-volume-2024-issue-2_d8814e8b-en/full-report.html

全球贸易摩擦加剧、地缘政治风险以及全球通胀压 力和融资利率居高不下是2025年全球经济三大风险源。

美国新一届政府执政后,全球贸易摩擦加剧和地缘政治风险分别被80.25%和79.01%的受访者认为是2025年全球经济面临的头号风险,远高于对其他风险的担忧。开年伊始,美国新一届政府抛出的一系列关税举措,引发贸易伙伴的强烈反应。三分之一左右的受访者担心全球通胀压力和融资利率居高不下,27.16%的受访者担心全球供应链脆弱。随着通用人工智能技术的迅速发展,16.05%的受访者担心其会对劳动力市场带来巨大冲击。这体现出人工智能技术对传统制造业、服务行业、基础写作和翻译等重复性高、技术含量较低的行业已经带来显著影响。金融市场不稳定也为14.81%的受访者重点关注。而气候变化与自然灾害问题优先级排序较为靠后(如图4)。

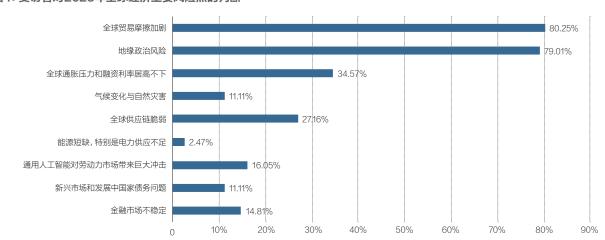
二、亚洲经贸合作、数字转型和绿色低碳发展,为世界经济复苏注入稳定力量

多数受访者对亚洲经济增长持乐观或相对乐观态 度, 但比重有所下降。 超过六成的受访者对2025年亚洲经济增长持乐观或相对乐观态度,持相对悲观态度的占17.28%,相较上年问卷结果增长了11.65个百分点,这与IMF的预测相吻合,体现出全球增长环境变化带给亚洲增长的不确定性。但没有受访者对于亚洲经济增长持绝对悲观态度。

IMF预测,2025年亚太经济增速将从2024年的4.6%略降为4.4%⁷,其中新兴市场和发展中经济体的经济增速从2024年的5.2%降到5.1%⁸。中国、印度、印尼、阿联酋、孟加拉国、越南、马来西亚、哈萨克斯坦等国家的增速可能高于或者接近亚洲平均增速(亚洲前20大经济体的2025年主要宏观经济指标预测如图5)。

2024年,亚洲制造业PMI均值为50.9%,较2023年小幅上涨0.2个百分点,其中12月PMI为51.1%,连续3个月稳定在51%及以上的水平。全球范围内,亚洲的制造业恢复力度最强,成为全球经济稳定复苏的重要力量⁹。亚洲国家中,中国制造业PMI连续3个月稳定在扩张区间,印度则保持在56%以上。东盟国家中,印尼、泰国、新加坡、菲律宾制造业运行在年末均为51%以上。2025年,各国财政、货币政策保持相对宽松,全球

图4: 受访者对2025年全球经济主要风险点的判断



 $^{7. \} https://www.imf.org/en/Publications/REO/APAC/Issues/2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024/10/31/regional-economi$

^{3.} https://openknowledge.worldbank.org/server/api/core/bitstreams/e463cf9f-a07e-4848-bf7b-316515429b5d/content

^{4.} https://www.imf.org/en/Publications/WEO/lssues/2025/01/17/world-economic-outlook-update-january-2025?cid=ca-com-compd-pubs_belt

^{5.} https://unctad.org/system/files/official-document/ditcinf2024d3.pdf

^{6.} https://unctad.org/system/files/official-document/diaeiainf2025d1_en.pdf

^{8.} https://www.imf.org/zh/Publications/WEO/Issues/2025/01/17/world-economic-outlook-update-january-2025

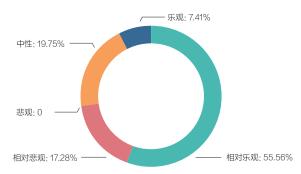
^{9.} http://www.chinawuliu.com.cn/xsyj/202501/06/643395.shtml

图5:亚洲前20大经济体2025年宏观经济预测数据一览表

国家		2025年G	DP增长率	2025年	2025年失业率		
	IMF (2025年1月更新)	WB (2025年1月更新)	ADB (2024年9月更新)	OECD (2024年12月更新)	IMF (2024年10月更新)	ADB (2024年9月更新)	IMF (2024年10月更新)
中国	4.6%	4.5%	4.5%	4.7%	1.7%	1.2%	5.1%
日本	1.1%	1.2%	-	1.5%	2.0%	-	2.5%
印度	6.5%	6.7%	7.2%	6.9%	4.1%	4.5%	_
韩国	2.0%	-	2.3%	2.1%	2.0%	2.0%	3.0%
印度尼西亚	5.1%	5.1%	5.0%	5.2%	2.5%	2.8%	5.1%
土耳其	2.6%	2.6%	-	2.6%	33%	-	9.9%
沙特阿拉伯	3.3%	3.4%	-	-	1.9%	-	_
泰国	2.9%	2.9%	2.7%	3.1%	1.2%	1.3%	1.0%
阿联酋	5.1%*	4.0%	-	-	2.1%	-	_
以色列	2.7%*	-	-	-	1.8%	-	3.4%
新加坡	2.5%*	-	2.6%	-	2.2%	2.2%	1.9%
孟加拉国	4.5%*	-	5.1%	-	10.7%	10.1%	-
菲律宾	6.1%	6.1%	6.2%	-	3.0%	3.2%	5.2%
越南	6.1%*	6.6%	6.2%	6.5%	3.5%	4.0%	2.0%
伊朗	3.1%	3.0%	-	-	29.5%	_	8.4%
马来西亚	4.7%	4.5%	4.6%	5.1%	2.5%	2.7%	3.5%
巴基斯坦	3.2%*	2.8%	2.8%	-	9.5%	15.0%	7.5%
哈萨克斯坦	4.6%*	4.7%	5.1%	-	7.2%	3.5%	4.8%
伊拉克	4.1%*	3.5%	-	-	3.5%	-	_
卡塔尔	1.9%*	2.7%	_	-	1.4%	_	_

注: *为2024年10月数据

图6: 受访者对2025年亚洲整体增长前景的看法



通胀压力放缓,有助于经济复苏和发展。《区域全面经济伙伴关系协定》将推动区域合作持续深化,各方预测2025年亚洲经济增速高于全球平均水平。

东盟是受访者认为2025年最具成长性的地区,人 工智能和新能源等领域最受投资者青睐。

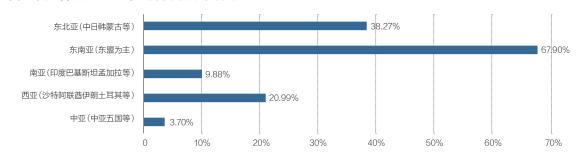
对于2025年亚洲最具成长性地区, 67.9%的受访

者认为是东南亚(东盟为主),38.27%的受访者认为是东北亚(中日韩蒙古),20.99%的受访者认为是西亚(沙特阿联酋伊朗土耳其等)。另有9.88%和3.7%的受访者认为2025年亚洲最具成长性的区域是南亚(印度巴基斯坦孟加拉等)和中亚(中亚五国等)。

人工智能、大数据与物联网、新能源与可持续发展、半导体与高科技制造是最受投资者欢迎的三大行业。超过85%的受访者选择人工智能、大数据与物联网行业,接近40%的受访者看好新能源与可持续发展、半导体与高科技制造业。相较于去年新能源最受欢迎的问卷结果,今年人工智能领域占据压倒性优势。

在人工智能领域,大模型驱动人工智能产业发展 提速。亚洲人工智能企业约占全球的四分之一。截至 2024年二季度,全球人工智能企业中,中国占15%。全 球234家人工智能独角兽企业中,中国71家,其余国家 为个位数。全球AI独角兽广泛赋能多个领域,以商业智

图7: 受访者认为2025年亚洲最具成长性的地区



能、大模型、医疗领域为主。2025年初,中国人工智能公司深度求索(DeepSeek)以开源、低算力成本和高算法效率带来了AI革命,为行业和世界各国带来了全新的商业可行性。

新能源领域,亚洲地区迎来快速发展。2024年, COP29在阿塞拜疆召开,为全球气候治理特别是气候 融资提供新动力,亚洲多国将新能源发展及能源替代写 入国家战略规划。预计到2030年,亚洲风电、太阳能发 电装机规模达到26亿千瓦,到2060年将达到110亿千瓦。对于电动车产业,市场预计未来五年内全球电动车销量将达到1.17亿辆,而亚洲将占据60%以上的份额。除中国外,印度、印尼、泰国等市场已呈现出快速增长的势头。

半导体与高端制造领域,世界集成电路协会发布的《2024年全球半导体企业综合竞争力百强报告》显示,亚太地区百强企业数量最多、达到53家,其中中国大陆



图8: 受访者认为的2025年亚洲最受投资者关注的行业

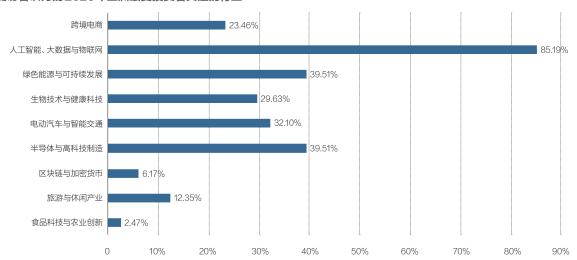
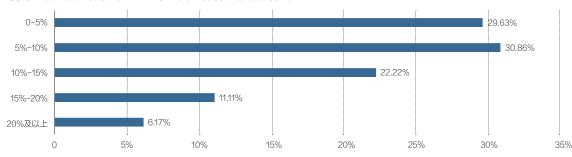


图 9: 受访者对亚洲经济一体化对 2025年亚洲经济增长影响的看法



23家、日本16家、中国台湾13家、韩国3家。2024年,中国芯片出口突破万亿元大关,成为全球芯片出口第一大国。日、韩均推出芯片行业支持计划。越南、新加坡、马来西亚等国家也陆续发布了半导体产业发展战略。随着生成式人工智能的快速发展,大模型对运算资源的需求不断加强,特别是高效能半导体产品。预计2025年,亚太地区对半导体行业的投资和市场将进一步扩大。

生物技术与健康科技、跨境电商也被近三分之一和四分之一的受访者视为重要商机。2024年基因编辑、合成生物学等技术在亚洲多国取得突破,推动个性化医疗和精准医疗的发展。亚太地区已成为全球生物技术市场增长最快的市场。亚洲跨境电商行业也在2024年呈现出快速发展的态势。根据相关海关数据,2024年中国跨境电商进出口规模达到2.63万亿元人民币,同比增长

10.8%; 东南亚电商商品交易总额达到1590亿美元, 同比增长15%。

RCEP持续为区域经济注入活力,拉动区域内各国间贸易。

《区域全面经济伙伴关系协定》(RCEP)自2022 年1月1日正式生效以来持续提升区域内合作便利性,尤 其是在近年来全球化遭遇逆流的背景下,成为区域间持 续加强、加深合作的稳定器。

各有约30%的受访者认为亚洲地区经济一体化(如RCEP)对亚洲2025年经济增长有0-5%和5%-10%的促进作用,22.22%的受访者认为其促进作用在10%-15%,11.11%的受访者认为促进作用在15%-20%,另有6.17%的受访者认为促进作用在20%及以上。

从现实情况看,根据中国(海南)改革发展研究院

图10: 受访者对2025年中国经济增长的预期

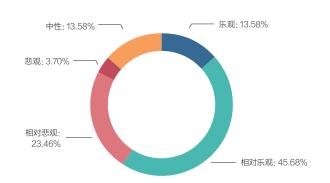
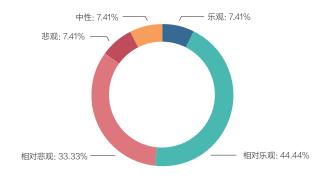


图11: 受访者对2025年中国居民消费增长的看法



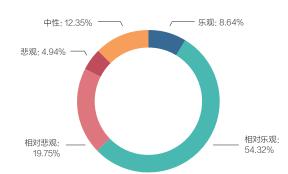
相关报告,2024年RCEP区域内贸易实现反弹。中国、韩国和东盟在区域内贸易均实现增长,印度尼西亚、新加坡、泰国增速较快,2024年区域内贸易规模较协定生效前的2021年分别增长19.2%、9.7%和5.8%。根据亚洲开发银行研究,预计到2030年,RCEP将为区域内国家带来2450亿美元收入,为地区创造280万个就业岗位,持续为区域经济注入活力。

三、中国经济运行总体平稳,但内外部风险挑战并存,亟需新质生产力释放发展新动能

多数受访者对2025年中国经济增长前景持总体乐观态度,但与往年相比对内外部风险挑战的担忧增多。

2024年末的中国中央经济工作会议指出,中国经济运行总体平稳、稳中有进,高质量发展扎实推进、新

图12: 受访者对2025年中国国内投资增长的看法



质生产力稳步发展,但同时外部环境变化带来的不利影响加深,中国经济运行仍面临不少困难和挑战。在此次调查中,60%的受访者对2025年中国经济增长持乐观和相对乐观态度,13.58%的受访者持中性态度(如图10)。这一数字体现出,面对2025年中国经济增长面临的重大外部挑战和内部结构调整的艰巨任务,受访者仍对中国经济增长前景持乐观和相对乐观态度。

2024年,中国全年最终消费支出拉动经济增长2.2个百分点。在此次调查中,受访者对2025年居民消费增长的看法总体较为积极,51.85%的受访者对2025年消费增长感到"乐观"或"相对乐观",持中性态度的占7.41%(如图11)。2025年,中国消费开局良好,大力提振消费被列为2025年政府工作的首要工作任务。

根据中国人民银行发布的《2024年社会融资规模增量统计数据报告》和中国国家统计局最新数据,投资方面,2024年全年社会融资规模增量累计为32.26万亿元人民币、比上年少3.32万亿元,全国固定资产投资(不含农户)514374亿元人民币、比上年增长3.2%。近63%的受访者对2025年中国国内投资增长持乐观或相对乐观态度(比去年增加18.27个百分点),12.35%的受访者持中性态度(比去年减少20.98个百分点)(如图12)。从2025年政府工作报告看,"两重"建设、服务业投资力度将进一步加大,政府将支持和鼓励民间投资发展。

中国持续扩大高水平双向开放的务实举措使中国



图13: 受访者对2025年中国出口增长的看法

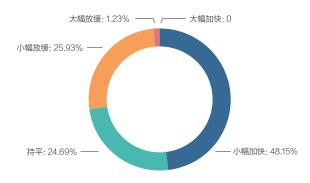
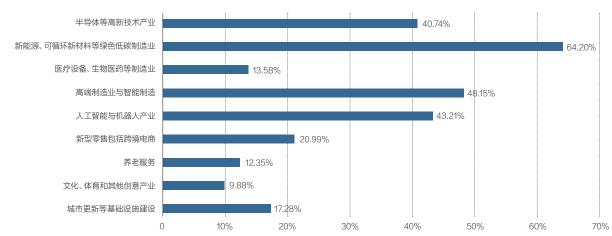


图14: 受访者对2025年中国对外投资增长的看法



图15: 受访者认为的2025年中国经济增长产业动力



对外部门展现出较强的韧性和活力。2024年,中国对外出口总额达到25.45万亿元人民币、同比增长7.1%;进口18.39万亿元人民币、同比增长2.3%;中国全行业对外直接投资11592.7亿元人民币、同比增长11.3%。中国对共建"一带一路"国家进出口增长6.4%,占中国进出口比重首次超过50%。此外,包括东盟、金砖成员国和伙伴国、拉美、非洲、中亚五国、中东欧在内的新兴市场对中国外贸增长的贡献率近六成,是推动中国外贸增长的重要力量,也是中国对外投资重点地区。此次调查受访者看好2025年中国出口和出海投资前景。对于2025年中国出口增速,48.15%的受访者认为将小幅加快(比去年减少9.3个百分点),24.69%的受访者认为会持平(如图13)。13.58%的受访者认为2025年中国对外投资

增长将大幅加快,48.15%认为会小幅加快,32.1%的受访者认为将与2024年持平(如图14)。2025年,预计中国将继续稳步推进制度型开放、自主开放和单边开放。

绿色低碳制造和高端与智能制造产业成为促进 2025年中国经济增长的主要产业动力。

此次调查中,64.2%的受访者认为绿色低碳制造业是2025年中国制造业的最大机遇,延续了去年信心调查的结果。高端制造与智能制造、人工智能与机器人产业、半导体等高新技术产业是受访者普遍看好的产业,体现了科技创新对经济高质量发展的支撑和强大赋能。另外,城市更新等基础设施建设、医疗设备、生物医药等制造业和养老服务产业也被认为是促进中国经济增长的新动力。

Global and Asia-Pacific Economic Confidence Surveys¹

In 2024, the global economy experienced a slow recovery, with inflation gradually returning to central banks' target levels. Technological innovation drove revolutionary progress in the global economy. However, geopolitical conflicts persisted, political turmoil intensified, and trade protectionism continued to rise. In 2025, the global economy is expected to maintain low-to-moderate growth, with global inflation possibly continuing to decline. However, the new U.S. administration's foreign policy may introduce significant uncertainty to the global recovery and to international cooperation. In this context, how do Asian entrepreneurs view the growth prospects of the global and Asian economies? What major uncertainties are they focused on? What factors are most likely to influence their businesses' operations and development? Which regions and industries in Asia do they favor most? What are the growth prospects for China's economy in 2025, and which industries are expected to become new growth engines? To answer these questions, in January 2025, the Boao Forum for Asia Academy surveyed nearly 100 of the forum's member and partner enterprises. We express our sincere gratitude for their support and assistance.

According to the survey results, respondents remain cautious about the global economic outlook due to the impact of geopolitical conflicts, trade protectionism, and the uncertainty surrounding the new U.S. administration's policies. About one-third of respondents expect global economic growth to accelerate slightly, a similar proportion expects a slight slowdown, and approximately 30% expect it to remain stable. Around two-thirds of respondents believe global trade and cross-border FDI will either grow slightly or remain stable. Respondents' greatest concerns were the potential escalation of global trade tensions and geopolitical conflicts, which they believe could further impact the global economy.

Regarding Asia's economic outlook, approximately 60% of respondents hold an optimistic or relatively optimistic view for the year ahead. Respondents tend to favor investing in industries such as AI, big data and the Internet of Things, green energy and sustainable development, semiconductors and high-tech manufacturing, electric vehicles and smart transportation, biotechnology and healthtech, as well as cross-border e-commerce. The majority of respondents hold an optimistic or relatively optimistic outlook toward China's economic growth in 2025. They believe that industries such as renewable energy, recyclable new materials in green low-carbon manufacturing, high-end manufacturing and smart manufacturing, AI and robotics, semiconductors, and new retail (including cross-border e-commerce) will be the main drivers of China's economic growth in 2025.

^{1.} The report is based on the results of the questionnaire survey conducted by the Boao Forum for Asia Academy in early January 2025 among the forum's partners and member organizations. It also includes the results of an online confidence survey targeting Asian entrepreneurs conducted in mid-January in collaboration with the CAIJING Think Tank.



I.Escalating Trade Frictions and Geopolitical Challenges Bring Uncertainty

Approximately one-third of respondents expect global economic growth to accelerate slightly, an equal proportion anticipates a slight slowdown, and about 30% foresee growth remaining steady. Around two-thirds of respondents believe global trade and cross-border FDI will either experience slight growth or remain unchanged.

In 2024, the global economy showed steady growth, demonstrating remarkable resilience. The OECD, World Bank, and IMF predict that global economic growth in 2025 will be $3.3\%^2$, $2.7\%^3$, and $3.3\%^4$, respectively, similar to what was recorded in 2024. According to the survey results, 33.33% of respondents expect global economic growth to slightly accelerate (a 2.72 percentage points increase from the 2024 survey), 30.86% expect it to remain unchanged, and 34.57% foresee a slight slowdown (an 8.29 percentage points decrease from the previous year). Only 1.23% anticipate a sharp slowdown (see Figure 1).

Regarding global trade, the UNCTAD estimates that global trade volume in 2024 surpassed 2022 levels and reached nearly \$33 trillion, marking a 3.3% increase from 2023. However, rising trade tensions and persistent geopolitical challenges have introduced significant uncertainty to global trade prospects for 2025.5 In the survey, 39.51% of respondents said global trade will slightly accelerate (a decrease of 8.41 percentage points from last year), 32.1% expect the pace of growth to remain the same as in 2024 (an increase of 7.1 percentage points from last year), and 24.69% foresee a slight slowdown. Additionally, 2.47% predict a significant acceleration, while 1.23% expect a substantial slowdown (see Figure 2). Regarding FDI, UNCTAD data shows that global foreign direct investment is estimated to have grown by 11% in 2024, reaching \$1.4 trillion. Investment is projected to see moderate growth in 2025, mainly driven by improved financing conditions and increased mergers and acquisitions. However, risks and investor uncertainty

Figure 1: Respondents' expectations for global economic growth in 2025

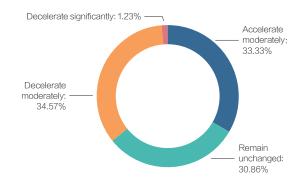


Figure 2: Respondents' predictions for global trade in 2025

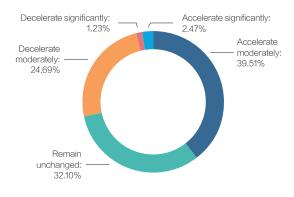
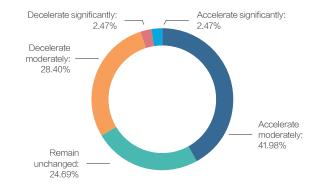


Figure 3: Respondents' predictions for global cross-border investment in 2025



 $^{2.\} https://www.oecd.org/en/publications/oecd-economic-outlook-volume-2024-issue-2_d8814e8b-en/full-report.html. A substitution of the control of the cont$

remain high.⁶ The survey responses align closely with these expectations: 41.98% of respondents believe cross-border investment will see a slight acceleration (an increase of 4.48 percentage points from last year), 24.69% expect growth to remain unchanged, and 28.4% anticipate a slight slowdown. Only 2.47% expect a major acceleration, and 2.47% foresee a significant slowdown (see Figure 3).

Major risks to the global economy in 2025 include trade frictions, geopolitical tensions, inflationary pressure and high financing costs.

Following the inauguration of the new U.S. administration, global trade frictions and geopolitical risks were identified by 80.25% and 79.01% of respondents, respectively, as the top risks facing the global economy, far outpacing other concerns. At the beginning of the year, a series of tariffs introduced by Washington triggered strong reactions from the country's trading partners. About one-third of respondents said they are worried about persistent global inflationary pressure and high financing costs, while 27.16% are concerned about the fragility of global supply chains. With AI's rapid development, 16.05% of respondents are concerned about its impact on the labor market. This reflects the notable influence that AI technology has already had on industries with high

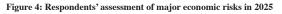
repetitiveness and lower technical requirements, such as traditional manufacturing, service industries, basic writing, and translation. Financial market instability is also a primary concern for 14.81% of respondents. In contrast, issues related to climate change and natural disasters were seen as less of a priority (see Figure 4).

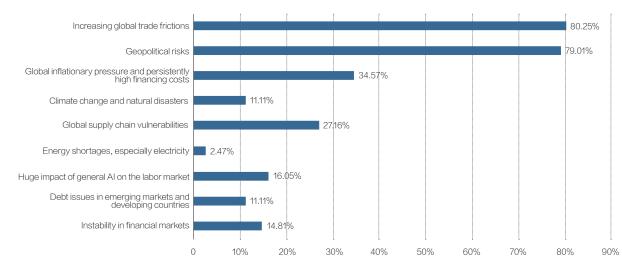
II.Asia's Economic Cooperation, Digital Transformation, and Green Development Bring Stability

The majority of respondents hold an optimistic or relatively optimistic view of Asia's economic prospects, though this proportion has declined compared to previous years.

Over 60% of respondents said they are optimistic or relatively optimistic about Asia's economic growth. However, 17.28% expressed a relatively pessimistic outlook — an increase of 11.65 percentage compared to last year's survey. This aligns with the IMF's forecast, reflecting the uncertainty surrounding Asia's growth due to changes in the global environment. Notably, no respondents expressed an entirely pessimistic view of Asia's economic growth.

The IMF predicts that the pace of the Asia-Pacific's economic growth will decline slightly from 4.6% in 2024 to 4.4% in 2025⁷, with emerging markets and developing





^{3.} https://openknowledge.worldbank.org/server/api/core/bitstreams/e463cf9f-a07e-4848-bf7b-316515429b5d/content

 $^{4. \} https://www.imf.org/en/Publications/WEO/lssues/2025/01/17/world-economic-outlook-update-january-2025?cid=ca-com-compd-pubs_belt and the composition of the com$

^{5.} https://unctad.org/system/files/official-document/ditcinf2024d3.pdf

 $^{6.\} https://unctad.org/system/files/official-document/diaeiainf2025d1_en.pdf$

^{7.} https://www.imf.org/en/Publications/REO/APAC/Issues/2024/10/31/regional-economic-outlook-for-asia-and-pacific-october-2024

Figure 5: Macroeconomic forecasts for Asia's top 20 economies in 2025

	2025 GDP Growth Rate				2025 Inflation Rate		2025 Unemployment Rate	
Country	IMF (Jan. 2025 update)	WB (Jan. 2025 update)	ADB (Sep. 2024 update)	OECD (Dec. 2024 update)	IMF (Oct. 2024 update)	ADB (Dec. 2024 update)	IMF (Oct. 2024 update)	
China	4.6%	4.5%	4.5%	4.7%	1.7%	1.2%	5.1%	
Japan	1.1%	1.2%	-	1.5%	2.0%	-	2.5%	
India	6.5%	6.7%	7.2%	6.9%	4.1%	4.5%	-	
Republic of Korea	2.0%	_	2.3%	2.1%	2.0%	2.0%	3.0%	
Indonesia	5.1%	5.1%	5.0%	5.2%	2.5%	2.8%	5.1%	
Türkiye	2.6%	2.6%	-	2.6%	33%	-	9.9%	
Saudi Arabia	3.3%	3.4%	_	_	1.9%	_	-	
Thailand	2.9%	2.9%	2.7%	3.1%	1.2%	1.3%	1.0%	
UAE	5.1%*	4.0%	_	_	2.1%	_	-	
Israel	2.7%*	_	-	_	1.8%	-	3.4%	
Singapore	2.5%*	_	2.6%	_	2.2%	2.2%	1.9%	
Bangladesh	4.5%*	_	5.1%	_	10.7%	10.1%	_	
Philippines	6.1%	6.1%	6.2%	_	3.0%	3.2%	5.2%	
Vietnam	6.1%*	6.6%	6.2%	6.5%	3.5%	4.0%	2.0%	
Iran	3.1%	3.0%	_	_	29.5%	_	8.4%	
Malaysia	4.7%	4.5%	4.6%	5.1%	2.5%	2.7%	3.5%	
Pakistan	3.2%*	2.8%	2.8%	_	9.5%	15.0%	7.5%	
Kazakhstan	4.6%*	4.7%	5.1%	-	7.2%	3.5%	4.8%	
Iraq	4.1%*	3.5%	_	-	3.5%	-	-	
Qatar	1.9%*	2.7%	-	-	1.4%	-	-	

Note: *indicates data as of October 2023

economies experiencing a marginal slowdown from 5.2% to 5.1%. China, India, Indonesia, the UAE, Bangladesh, Vietnam, Malaysia, and Kazakhstan are expected to have growth rates at or above the regional average (see Figure 5).

In 2024, the average manufacturing purchasing managers' index (PMI) in Asia was 50.9, a slight increase of 0.2 points from 2023, with December's PMI at 51.1. This marked the third consecutive month with a stable PMI above 51. Asia's manufacturing recovery is the strongest globally, playing a crucial role in the worldwide economic recovery. As of December, China's PMI had remained in expansionary territory for three consecutive months, while India's PMI remained above 56. Among ASEAN countries, Indonesia, Thailand, Singapore, and the Philippines saw their

Figure 6: Respondents' view on Asia's overall growth outlook for 2025

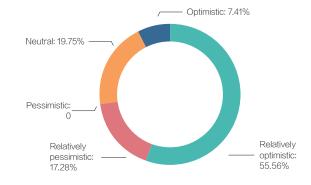
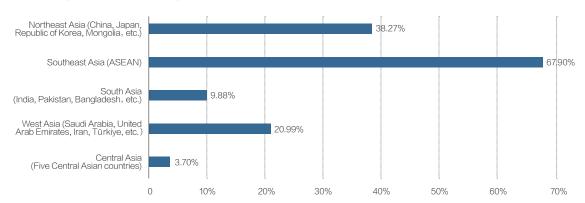


Figure 7: Respondents' view on the most promising Asian regions in 2025



manufacturing PMI exceed 51 at year-end. With relatively loose fiscal and monetary policies and a slowdown in global inflationary pressure, the year ahead is likely to see economic recovery and growth continue. The Regional Comprehensive Economic Partnership (RCEP) will deepen regional cooperation, and forecasts suggest that Asia's economic growth in 2025 will outpace the global average.

ASEAN is considered the most promising region for growth in 2025, with AI and renewble energy being most favored by investors.

Regarding the most promising regions for growth in Asia in 2025, 67.9% of respondents believe Southeast Asia (primarily ASEAN) will lead, followed by 38.27% who favor Northeast Asia (China, Japan, Republic of Korea, Mongolia), and 20.99% who point to Western Asia (Saudi Arabia, the UAE, Iran, Türkiye, etc.). Additionally, 9.88% and 3.7% of respondents view South Asia (India, Pakistan, Bangladesh, etc.) and Central Asia (the five Central Asian countries) as the most promising regions for 2025, respectively.

Artificial intelligence, big data and IoT, renewable energy and sustainable development, and semiconductors and high-tech manufacturing are the top three sectors favored by investors. Over 85% of respondents favor AI, big data, and IoT, with nearly 40% showing interest in renewable energy, sustainable development, semiconductors, and high-tech manufacturing. Compared to last year's survey, the AI sector has emerged as the dominant focus, surpassing renewable energy.

In the AI sector, large models are driving rapid

development. Asian AI companies account for about a quarter of the global total. As of the second quarter of 2024, China accounts for 15% of global AI enterprises. Among the 234 AI unicorns globally, 71 are based in China, while no other Asian country has a double-digit number. AI unicorns are empowering multiple sectors, with a focus on business intelligence, large models, and healthcare. In early 2025, DeepSeek made waves by leveraging its open-source, low-cost, and high-efficiency approach, thereby lowering the barrier for AI adoption worldwide.

In the renewable energy sector, Asia is experiencing rapid development. COP29 in Azerbaijan, introduced new momentum for global climate governance and climate financing. Many Asian countries have incorporated renewable energy development and energy substitution into national strategic plans. By 2030, Asia's wind and solar power installed capacity is expected to reach 2.6 billion kilowatts, with projections of 11 billion kilowatts by 2060. In the electric vehicle (EV) industry, 117 million EVs are expected to be sold globally in the next five years, with Asia accounting for over 60% of sales. Besides China, markets like India, Indonesia, and Thailand are showing rapid growth.

In the semiconductor and advanced manufacturing sector, the World Semiconductor Trade Statistics report reveals that the Asia-Pacific houses the largest number of top 100 semiconductor firms, with 53 major firms — 23 based on the Chinese mainland, 16 in Japan, 13 in China's Taiwan region, and three in Republic of Korea. In 2024, China surpassed 1 trillion yuan in chip exports, becoming the world's largest

^{8.} https://www.imf.org/zh/Publications/WEO/Issues/2025/01/17/world-economic-outlook-update-january-2025 9. http://www.chinawuliu.com.cn/xsyj/202501/06/643395.shtml



Figure 8: Industries in Asia that will be most favored by investors in 2025

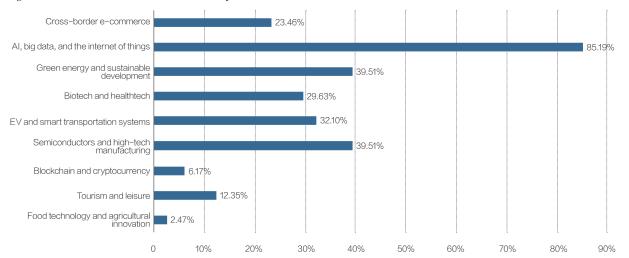
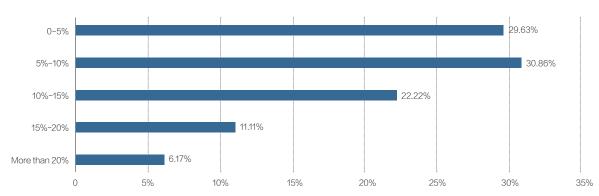


Figure 9: Respondents' view on the impact of economic integration in Asia in 2025



exporter of semiconductors. Japan and Republic of Korea have also introduced support programs for the semiconductor industry, with countries like Vietnam, Singapore, and Malaysia unveiling semiconductor development strategies. With the rapid advancement of generative AI, demand for computing resources is increasing, particularly demand for high-performance semiconductors. In 2025, the scale of investments and demand for semiconductors in the Asia-Pacific are both expected to expand.

Biotechnology and healthtech, along with crossborder e-commerce, are also seen as important business opportunities by nearly one-third and one-quarter of respondents, respectively. In 2024, breakthroughs in gene editing, synthetic biology, and other technologies across Asia have driven the development of personalized and precision medicine. The Asia-Pacific region has become the fastest-growing biotechnology market globally. In cross-border e-commerce, Asia also saw rapid growth in 2024. For instance, China's cross-border e-commerce imports and exports reached 2.63 trillion yuan in 2024, a year-on-year increase of 10.8%, while Southeast Asia's e-commerce trade total reached \$159 billion, a 15% increase year-on-year.

RCEP continues to invigorate the regional economy, boosting trade among member countries.

RCEP, which officially took effect on Jan. 1, 2022, has consistently enhanced regional cooperation, particularly in the context of the pushback against globalization.

Approximately 30% of respondents believe that Asia's economic integration will contribute a 0-5% or 5-10% boost to Asia's economic growth in 2025, with 22.22% of respondents expecting a 10-15% impact, 11.11% foreseeing a 15-20% boost, and 6.17% anticipating a 20% or more impact.

According to the China Institute for Reform and Development (Hainan), intra-regional trade within the RCEP rebounded in 2024, with China, Republic of Korea, and ASEAN all experiencing growth in regional trade. Indonesia, Singapore, and Thailand saw relatively fast growth, with their intra-regional trade volumes in 2024 increasing by 19.2%, 9.7%, and 5.8%, respectively, compared to 2021 before the agreement came into effect. The Asian Development Bank estimates that by 2030, RCEP will generate \$245 billion in income for member countries and create 2.8 million jobs.

III.China's Economy Remains Stable, but Faces Both Internal and External Challenges, Requiring New Productive Forces

Most respondents are optimistic about China's economic growth prospects in 2025, but concerns about internal and external risks and challenges have increased compared to previous years.

At the end of 2024, The Central Economic Work Conference of China pointed out that the country's economy is stable and progressing steadily, with high-quality development and new productive forces being promoted. However, the adverse impact of the changes in the external environment have deepened. Therefore, China's economy still faces significant difficulties. In this survey, 60% of respondents expressed optimism or relative optimism about China's economic growth for 2025, while 13.58% held a neutral stance (see Figure 10). This figure reflects that, despite the major external challenges and the difficult internal

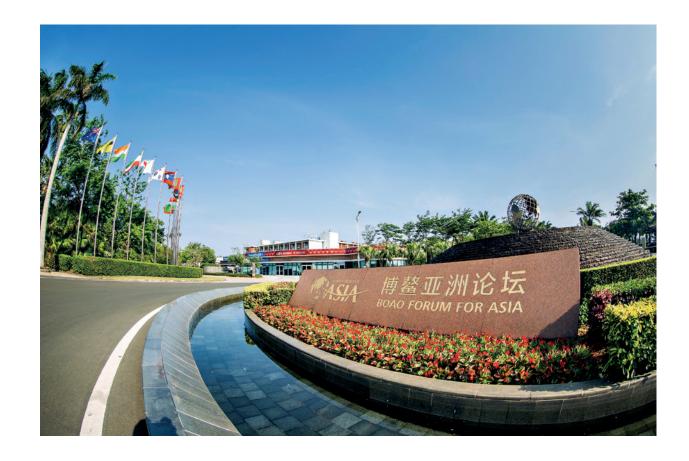




Figure 10: Respondents' expectations for China's economic growth in 2025

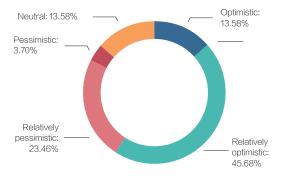


Figure 13: Respondents' views on China's export growth in 2025

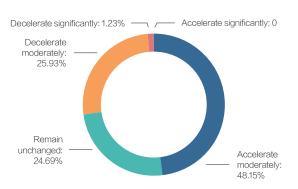


Figure 11: Respondents' views on China's resident consumption growth in 2025

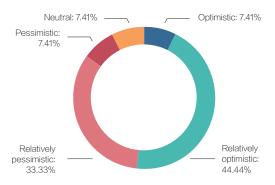


Figure 14: Respondents' views on China's overseas investment growth in 2025

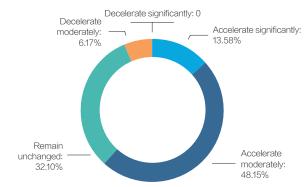
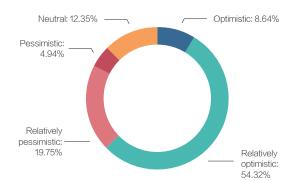


Figure 12: Respondents' views on China's domestic investment growth

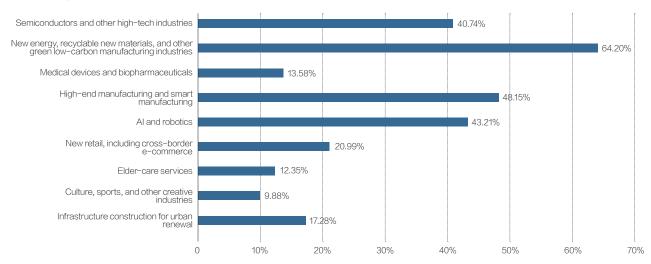


structural adjustments faced by China's economy in 2025, respondents remain optimistic about the country's prospects.

In 2024, final consumption expenditure contributed 2.2 percentage points to economic growth. In this survey, respondents were generally positive about consumer growth in 2025, with 51.85% expressing optimism or relative optimism, and 7.41% holding a neutral view (see Figure 11). In 2025, China's consumer market had a strong start, with vigorously boosting domestic consumption being designated as the top priority of the government's work agenda.

In terms of investment, the total increment of social financing in 2024 reached 32.26 trillion yuan, 3.32 trillion yuan less than the previous year. National fixed asset investment (excluding rural households) amounted to

Figure 15: Respondents' views on the industrial drivers for China's growth in 2025



51437.4 billion yuan, an increase of 3.2% over the previous year. Nearly 63% of respondents were optimistic or relatively optimistic about China's domestic investment growth in 2025 (an increase of 18.27 percentage points compared to last year), while 12.35% were neutral (a decrease of 20.98 percentage points compared to last year) (see Figure 12). According to the 2025 China's Government Work Report, investment in major national projects and programs, security capacity building in key areas, and the service sector will be further intensified, with the government committing to support and encourage the development of private investment.

China's continued expansion of high-level two-way opening-up has shown strong resilience and vitality. In 2024, China's total exports amounted to 25.45 trillion yuan, a year-on-year increase of 7.1%; imports totaled 18.39 trillion yuan, up 2.3% year-on-year; and China's total outward FDI was 1.159 trillion yuan, an increase of 11.3% year-on-year. Trade volume with Belt and Road Initiative participant countries increased by 6.4%, and for the first time, accounted for more than 50% of China's total imports and exports. Moreover, emerging markets, including ASEAN, BRICS countries and partners, Latin America, Africa, Central Asia, and Central and Eastern Europe, contributed nearly 60% to China's foreign trade growth. These markets are also key regions for China's outward investment. Respondents were optimistic

about China's export and outbound investment prospects in 2025. For export growth, 48.15% of respondents believed it would slightly accelerate (a decrease of 9.3 percentage points compared to last year), while 24.69% believed it would remain the same (see Figure 13). 13.58% of respondents believed that China's overseas investment growth in 2025 would significantly accelerate, 48.15% thought it would slightly accelerate, and 32.1% believed it would remain the same as 2024 (see Figure 14). In 2025, China is expected to continue steadily advancing institutional, autonomous, and unilateral opening up.

Green and low-carbon manufacturing, as well as high-end and intelligent manufacturing, are becoming key drivers of China's economic growth.

In this survey, 64.2% of respondents considered green and low-carbon manufacturing to be the greatest opportunity for China's manufacturing industry in 2025, continuing the positive trend from last year's survey. High-tech industries such as high-end manufacturing and intelligent manufacturing, AI and robotics, and semiconductors were also widely regarded as key sectors, highlighting the support technological innovation provides for high-quality development. Additionally, industries such as urban renewal and infrastructure construction, medical equipment, biopharmaceuticals, and elder-care services were seen as new driving forces.

96 \div 博鳌亚洲论坛2025年年会会刊 \div

数字看年会 Numbers about BFA AC2025

代表 Participants

Ministerial-Level Officials

约2000

参会代表

Delegates

28 理事咨委

Board of Directors & Council of Advisors

80+ 会员企业 Members 40+

国家领导人和 国际组织负责人

Heads of States and International Organizations

国家和地区

60+

States and Territories

17+

驻华使节和 驻华国际组织代表

Diplomatic Envoys and Representatives of International Organizations in China

1100+

记者

Journalists

13 合作伙伴企业 Partners 130+ 媒体机构

Media

22 媒体支持机构

Supporting Media

开幕大会 Opening Plenary

03

06

04

论坛理事会

Meeting of BFA Board of Directors

论坛咨委会

Meeting of BFA Council of Advisors

会员大会

General Meeting of Members

2

旗舰报告

BFA Flagship Reports

n 专访

Exclusive Interviews

2+ 新闻发布会

Press Conferences

活动 Events

40+

分会

Sessions

午餐会

Luncheon Meetings

双边会晤

Bilateral Meetings

截至2025年3月12日数据统计, 最终信息请以现场为准。



博鳌亚洲论坛2025年年会议题说明

Session Briefings for BFA AC2025



高端对话: 在世界大变局中重建信任

当今世界正经历深刻变革与复杂调整,国际秩序进入转型重塑期。大国间对立加剧,多边合作的基础受到削弱,地区冲突持续升温,安全形势更加严峻,国际形势中的不确定性上升。同时,经济全球化遭遇阻力,气候变化、贫富差距等全球性问题凸显。国际社会在应对共同挑战时难以形成有效合力。

在这一背景下,信任赤字成为全球治理的突出挑战。重建信任是应对全球性问题、促进和平与发展的关键,也是推动国际合作首先要解决的问题。

本场高端对话将邀请国际知名专家和前领导人围绕如何重建信任进行讨论,启发思考,提出建议。

高端对话: 联合国未来峰会之后的全球治理

2024年9月,联合国未来峰会在纽约成功召开,通过《未来契约》及其附件《全球数字契约》和《子孙后代宣言》,峰会提出了五大类56项具体行动计划,旨在促进可持续发展、加强国际和平与安全、加强科技创新与数字合作、促进青年发展、改革全球治理等。当前,单边主义、保护主义进一步抬头,给全球治理和国际合作带来了挑战。各国应坚持多边主义大方向,维护以联合国为核心的国际体系,加强和完善全球治理,加快落实可持续发展目标,确保世界走在正确轨道上。如何制定涵盖全球、地区、国家及企业层面的切实可行的行动计划,充分发挥国际组织、各国政府及民间力量的作用,以确保2030年可持续发展目标如期实现?

·如何落实好未来峰会成果,加强国际协调与合作,确保如期实现联合国2030年可持续发展目标?

·在日益分裂的世界中,如何加强国际社会的团结合作,重振多边体系,强化联合国的作用,更好地应对全球性挑战?

·如何确保按照各方商定的时间表和路线图,推进 国际金融架构改革,以增强发展中国家的发言权和代 表性,并更好地满足发展中国家的融资需求?

高端对话: 多边主义的未来

今年是联合国成立80周年。以联合国为核心的国际体系及其所代表的多边主义,长期以来在维护全球和

The Bigger Picture: Building Trust and Promoting Cooperation in a Fast-Changing World

High-Level Dialogue: Building Trust in the Shifting Global Landscape

The world today is undergoing profound changes and complex adjustments, with the international order entering a period of transformation and restructuring. Tensions between major powers are escalating, the foundation for multilateral cooperation is being weakened, regional conflicts continue to intensify, and security concerns have grown more pressing. Meanwhile, uncertainty in the international landscape is rising. Economic globalization is facing resistance, and global challenges such as climate change and income inequality are becoming more prominent. The international community has struggled to form an effective collective response to these shared challenges.

In this context, the trust deficit has emerged as a critical challenge for global governance. Rebuilding trust is essential for addressing global issues, promoting peace and development, and is the foremost issue to be tackled in advancing international cooperation.

This high-level dialogue will invite renowned international experts and former leaders to discuss how trust can be rebuilt in today's world, inspire reflections and provide recommendations.

High-Level Dialogue: Global Governance after the UN Summit of the Future

In September 2024, the UN Summit of the Future was successfully convened in New York, with adoption of the Pact for the Future and its annexes the Global Digital Compact and Declaration on Future Generations. These achievements signified unity of international community amid growing global divisions. The summit pledged 56 actions across five categories to advance sustainable development, strengthen international peace and security, promote science, technology and innovation and digital cooperation, support youth development, and reform global governance. However, the rising of unilateralism and protectionism poses challenges to global governance and international cooperation. All countries should uphold multilateralism, defend the UNcentered international system, enhance and improve global governance, and accelerate implementation of the Sustainable Development Goals (SDGs) to ensure that the world remains on the right path.

- · How can the outcomes of the Summit of the Future be effectively implemented to strengthen international coordination and cooperation, ensuring the timely achievement of the United Nations 2030 Sustainable Development Goals (SDGs)?
- · In an increasingly divided world, how can the international community foster unity and cooperation, revitalize the multilateral system, and strengthen the role of the United Nations to better address global challenges?
- · How can the reform of the international financial architecture be advanced according to the agreed timeline and roadmap, to enhance the voice and representation of developing countries and better meet their financing needs?

High-Level Dialogue: The Future of Multilateralism

This year marks the 80th anniversary of the founding of the United Nations. The international system with the United Nations at its core and the multilateralism

平与繁荣方面发挥了重要作用。然而当前,多边主义正面临前所未有的巨大挑战。未来,多边主义前景如何?

- ·面对单边主义盛行和全球治理赤字,如何重振多边主义,更有效应对全球挑战?如何维护国际法和国际规则的权威性?
- ·多边机制决策效率低下与代表性不足并存的问题 如何破解?"全球南方"国家在振兴多边主义方面能够 发挥哪些作用?
- ·亚洲国家如何通过开放的区域合作,促进真正的 多边主义,完善全球经济治理?

构建开放世界经济: 挑战与出路(分论坛)

2025年全球经济仍处于低增长轨道。大多数国家面临低增长和高债务并存的严峻局面,经济下行风险增加。地缘政治局势持续紧张,成为制约经济发展的中长期因素。一些国家实施单边关税或产业政策,全球多边贸易体系和供应链稳定受到冲击。在经济全球化时代,没有哪个国家能够通过封闭自守、零和博弈独自解决发展过程中面临的难题。国际社会应坚持经济全球化大方向,携手构建更高水平的开放型世界经济。

- ·世界经济增长前景如何?面临哪些主要挑战?
- ·如何营造开放、包容、非歧视的国际经济合作环境,实现各国经济的共同、可持续发展,以及国际贸易和投资的稳定增长?
- ·如何更好地发挥G20作为全球经济治理主要平台的作用,加强主要经济体在财政、金融、货币、结构性改革等方面的宏观政策协调,促进强劲、可持续、平衡和包容的经济增长?

全球南方: 共同迈向现代化(分论坛)

在全球现代化进程中,全球南方国家面临着历史性的 机遇与挑战。新的历史条件下,现代化不是西方模式的简单复制,而是普遍性和本地化的有机结合,并具有全面、协调、绿色发展等时代特征。全球南方国家均在探索符合自身国情的现代化路径,推动经济社会全面进步,同时给现代化赋予了开放共赢、和平发展的时代内涵。中国通过中国式现代化路径,创造了减贫和发展奇迹,为全球南方国家提供了可借鉴的经验,而非洲联盟《2063年议程》的推进也展现了非洲国家在现代化道路上的坚定步伐,其他很多地区和国家也制定了自己的发展战略并沿此方向推进。

- ·全球南方国家如何在多样化的发展模式中探索 具有时代特质和自身特色的现代化路径?
- ·全球南方国家在迈向现代化的进程中,如何在贸易、金融、科技、应对气候变化和可持续发展等领域加强合作,推动缩小南北差距,实现共同发展?
- ·全球南方国家如何通过加强协同合作,加强规则和机制支撑,提升在国际事务中的话语权与影响力,共同构建更加公平、更加包容、更具代表性的国际秩序?

it represents have long played an important role in maintaining global peace and prosperity. However, currently, multilateralism is facing unprecedented huge challenges. What is the prospect of multilateralism in the future?

- · In the face of the prevalence of unilateralism and the global governance deficit, how can we revitalize multilateralism and more effectively address global challenges? How can we safeguard the authority of international law and international rules?
- · How shall we meet the challenge brought by low decision-making efficiency and insufficient representativeness of multilateral mechanisms? What roles can the countries of the "Global South" play in revitalizing multilateralism?
- \cdot How can Asian countries promote genuine multilateralism and improve global economic governance through open regional cooperation?

Building an Open World Economy: Challenges and Solutions (Panel)

The world economy is expected to continue experiencing modest growth in 2025. Most countries face severe combination of low growth and high debt, with increasing risk of economic downturn. Geopolitical tensions remain elevated, posing mid and long-term constraints on economic development. Some countries are adopting unilateral tariffs or industrial policies, disrupting global multilateral trade system and undermining supply chain stability. However, no country can resolve development challenges through isolation or zero-sum competition in the era of economic globalization. The international community should uphold economic globalization and work together to build an open world economy at a higher level.

- · What are the growth prospects and main challenges of world economy?
- · How to foster an open, inclusive and non-discriminatory environment for international economic cooperation to achieve shared and sustainable development for all economies and ensure stable growth in global trade and investment?
- · How to better fulfill the role of G20 as the premier platform for global economic governance to strengthen macroeconomic policy coordination among major economies in areas such as fiscal policy, finance, monetary policy, and structural reforms, to promote strong, sustainable, balanced, and inclusive economic growth?

Global South: Moving Together Towards Modernization (Panel)

In the global process of modernization, countries in the Global South face historic opportunities as well as complex challenges. Modernization in today's world is not a mere replication of the Western model but an integration of universal principles and localized practices, characterized by comprehensive, coordinated, and sustainable development. The Global South countries are exploring unique paths aligned with their own national conditions, driving economic and social progress while embedding the values of openness, inclusiveness, and peaceful development into their modernization efforts. China, through its own path of modernization, has achieved remarkable progress in poverty alleviation and development, offering valuable experience for other countries in the Global South. Similarly, Africa's commitment to its "Agenda 2063" highlights the continent's resolve to advance on its modernization journey. Many other regions and countries have also developed and are actively advancing their own strategies on modernization.

- · How can countries in the Global South develop modernization paths that reflect the characteristics of the times and their unique national conditions while embracing diverse development models?
- · How can they strengthen cooperation in trade, finance, technology, climate action, and sustainable development to narrow the North-South divide and achieve shared growth?
- · How can countries in the Global South strengthen their voice and influence in international affairs by enhancing collaborative cooperation, strengthening rules and mechanisms, and collectively building a more equitable, inclusive, and representative international order?
 - US Foreign Policy and its Implications on Asia-Pacific Cooperation (Panel)

 \div 博鳌亚洲公坛2025年年会会刊 \div



美国外交政策走向及其对亚太合作影响(分论坛)

在全球经济复苏放缓的背景下,美国的外交政策走向给亚太地区经济增长和区域合作带来了新的变量。

- ·美国新一届政府的对外政策单边主义、保护主义 色彩更趋突出。美国对中国商品加征关税,并施加更多 贸易、投资和科技限制措施。这对中国经济增长、亚太 地区产业链重塑将带来哪些影响?作为世界上前两大 经济体,中美经贸关系将向何处去?
- ·美国也是亚太一系列区域合作机制中的重要成员。在新一届政府下,美国将给APEC、CPTPP等区域合作机制带来哪些新的变化?
- ·地区国家应如何加强协调合作, 共同维护对各方均有利的外部发展环境, 更好地实现合作共赢?

开放与互联互通,区域一体化的未来(区域合作圆桌会)

当前,世界进入新的动荡变革期,经济全球化遭遇逆风,单边主义、保护主义抬头。另一方面,亚太区域合作展现积极势头。《区域全面经济伙伴关系协定》(RCEP)持续释放政策红利,中国-东盟自贸区3.0版升级谈判实质性结束,APEC推动构建互信、包容、合作、共赢的亚太伙伴关系,区域合作面临新机遇。

- ·坚持开放的区域主义,加强区域一体化与互联互通,对亚洲应对充满挑战的全球环境至关重要。如何坚持多边主义和开放型经济大方向,推动区域内各类贸易安排保持开放包容、协同发展,扩大面向全球的高标准自由贸易区网络?
- ·如何对接基础设施发展战略, 拓宽多样化融资渠道, 同步推进"硬联通"与"软连接", 构建全方位、立体化、可持续的互联互通网络?
- ·联合国未来峰会通过《全球数字契约》。如何在地区层面实现数字共享,营造开放、公平、非歧视的数字发展环境,加强数字能力建设,弥合数字鸿沟?

在不稳定世界中寻找货币与金融稳定(分论坛)

地缘冲突、贸易保护主义、经济碎片化导致全球供应链扰动,多国通货膨胀回落缓慢,世界经济步入三十年以来最低的增长周期。全球公共债务余额即将突破100万亿美元,部分财政缓冲薄弱的新兴市场经济体的偿债难度上升,主要储备货币国家降息减速,多国央行政策回旋余地受限。气候危机、数字资产及人工智能均可能带来非传统金融风险,冲击全球金融体系稳定。

2025年,世界经济增长的诸多不稳定因素有进一步加大的风险,寻找货币与金融稳定成为政策制定者和市场的共同诉求。

- ·亚洲经济体如何应对发达经济体货币政策的外溢效应,维护好国内价格和汇率相对稳定?
- ·亚洲经济体如何有效应对公共债务和私人部门债务压力,维护金融稳定?

With slowdown of global economic recovery, the trajectory of US foreign policy introduces new uncertainties to economic growth and regional cooperation in the Asia-Pacific region.

- · The new US administration displays a stronger inclination towards unilateralism and protectionism in foreign policy and impose additional tariffs on Chinese goods along with extra trade, investment, and technology restrictions. How will this impact China's economic growth and the reconstruction of supply chains in Asia-Pacific? As the world's two largest economies, where is China-U.S. economic and trade relation heading?
- · US also plays a key role in several regional cooperation mechanisms in the Asia-Pacific. Under the new US administration, what changes can be expected for regional mechanisms such as APEC and CPTPP?
- · How should regional countries enhance coordination and cooperation to jointly safeguard an external development environment favorable to all stakeholders, and better achieve mutually beneficial outcomes?

Towards the Future of Regional Integration: Openness & Connectivity (Roundtable)

The world enters a new period of turbulence and transformation. Economic globalization encounters headwinds. Unilateralism and protectionism are rampant. While regional cooperation flourishes in the Asia-Pacific. RCEP generates policy dividends,. Version 3.0 of the China-ASEAN Free Trade Area have achieved a substantial conclusion. APEC is building an Asia Pacific partnership of mutual trust, inclusiveness, cooperation, and win-win.

- · In face of global challenges, it is crucial for Asia to embrace openness, connectivity and regional integration. How to follow the path of multilateralism and open economy, ensure coordination and synergy between the FTAs, and extend the network of high-standard global FTAs?
- · How to synergize development strategies, diversify financing channels, synchronize "hard connectivity" and "soft link", to build an all-around, three-dimensional, and sustainably- connected network?
- · The United Nations Summit of the Future adopted the Global Digital Compact. How to promote digital resources sharing and capacity building at the regional level, thus enabling an open, fair, and non-discriminatory digital environment to bridge the digital gap?

Pursuing Monetary and Financial Stability in the Unstable World (Panel)

Geopolitical conflicts, trade protectionism, and economic fragmentation have been disrupting global supply chains. Inflationary pressures linger in many countries, and the world economy is stepping into its lowest growth cycle in three decades. The total global public debt is reaching \$100 trillion, with increasing debt service difficulties in emerging market economies in lack of fiscal buffers. Major reserve currency countries have slowed down interest rate cuts, and many central banks are facing limited policy options. Climate crises, crypto assets, and artificial intelligence introduce significant potential non-traditional financial risks, threatening the global financial system.

Instability factors in the global economy may further intensify in 2025, making the pursuit of monetary and financial stability a shared priority for policymakers and markets.

- · How can Asian economies address the spillover effects of developed economies' monetary policies to maintain stability of domestic price and exchange rate?
- · How can Asian economies effectively manage public and private sector debt pressures to safeguard financial stability?
- · What measures should financial regulators adopt to address the emerging novel financial risks?

Creating a Favorable Environment for Peaceful Development & Safeguarding Common Economic Security (Panel)

The current international landscape is seeing increasing instability and

· 金融监管层面该如何有效应对层出不穷的新型 金融风险?

营造和平发展环境,维护共同经济安全(分论坛)

当前国际形势中的不稳定不确定性突出,地区冲突愈演愈烈,国际安全形势错综复杂。国际社会正面临方向危机、信任危机、治理危机。在这一背景下,构建和平发展环境、维护共同经济安全,是国际社会面临的重大紧迫课题。

- ·在大国关系和地缘政治紧张的背景下,各国如何通过相互尊重与合作,营造和平发展环境,维护共同经济安全?
- ·一些国家采取的单边制裁措施阻碍了国际贸易与 投资的正常合作,也加剧了国家间的紧张关系。国际社会 应如何努力,反对单边制裁,促进开放发展?
- ·在产供链安全、能源安全、粮食安全等问题上,如何以公平务实的态度,寻求合作共赢的解决方案,以实现各方共同利益的最大化?
- ·数字经济的蓬勃发展,在促进经济增长的同时, 也带来一系列安全问题。如何加强数字治理,确保数字 技术、网络、数据的安全和公平发展?

加强文明对话, 促进理解信任(圆桌会)

文明对话是增进各国人民友谊的桥梁,是维护世界和平的纽带。尊重文明多样性、促进不同文明交流对于消除隔阂误解、增进理解信任、促进民心相通具有重要作用。在当今变乱交织的世界,通过对话弥合分歧、促进不同文明间和谐共存和共同发展尤为重要。

- ·文明对话本身可能不直接构成解决方案,但为解决国际上的问题提供了理解与合作的基础。如何通过文明对话与交流,促进相互理解和尊重,减少信任赤字,为破解各国共同面临的挑战发挥推动作用?
- ·中国、印度、意大利等东西方文明古国如何加强 对话交流,并共同为解决全球性问题、促进各国共同繁 荣贡献更多智慧?
- ·世界各国在价值观上存在分歧,也存在共通之处。 和平、发展、公平、正义、民主、自由是各国普遍认同的价值观。如何凝聚各国在全人类共同价值观上的共识,减少分歧和误解,实现多元包容的发展?联合国在打造全人类共同价值方面如何发挥更大作用?



高端对话: 中国改革与经济前瞻

作为世界第二大经济体,中国经济的发展前景及政策 走向备受关注。2024年中国GDP比上年增长5.0%,实现了 预期目标。当前,中国经济仍面临内需不足以及外部环境变 uncertainty, escalating regional conflicts, and complex international security situations. The global community is grappling with crises related to direction, trust, and governance. Against this backdrop, creating a peaceful development environment and safeguarding common economic security remains an imperative and pressing challenge confronting the international community.

- · Amidst the backdrop of strained major power relations and geopolitical tensions, the question arises: How can nations, through mutual respect and cooperation, foster a climate conducive to peaceful development and uphold shared economic security?
- · Unilateral sanctions imposed by certain countries hinder normal cooperation in international trade and investment and escalate tensions between countries. How should the international community work to oppose unilateral sanctions and promote open development?
- · In addressing issues such as industrial and supply chain security, energy security, and food security, what approaches can be taken to find equitable and pragmatic solutions that lead to win-win outcomes, thereby maximizing the common interests of all stakeholders?
- The vigorous development of the digital economy, while a driver of economic growth, also presents an array of security challenges. The global community must consider how to enhance digital governance to ensure the secure and equitable development of digital technologies, networks, and data.

Enhancing Dialogue Among Civilizations and Promoting Understanding & Trust (Roundtable)

Dialogue among civilizations serves as a bridge of friendship and a bond for world peace. Respecting cultural diversity and fostering exchanges among civilizations play a critical role in eliminating misunderstandings, building trust, and nourishing people-to-people amity, ultimately contributing to a more prosperous and harmonious world. In 2024, the UN General Assembly adopted the resolution proposed by China declaring June 10 as the International Day for Dialogue among Civilizations. In this changing and turbulent world, it is particularly crucial to foster dialogue to bridge divides and promote harmonious coexistence and common development among civilizations.

· While Dialogue among civilizations may not constitute a direct solution, it helps to establish a foundation for understanding and cooperation in addressing international issues. How can dialogue and exchange among civilizations foster mutual understanding and respect, narrow the trust deficit, and play a driving role in tackling the common challenges faced by nations?

· How can ancient civilizations of the East and West, such as China, India, and Italy, strengthen dialogue and exchange, and collectively contribute more wisdom to solving global problems and promoting the shared prosperity of all countries?

· Countries around the world have differences in values, yet there are also common threads. Peace, development, equity, justice, democracy and freedom are universally recognized values. How can we build consensus among countries on these common values of humanity, mitigate differences and misunderstandings, and achieve diverse and inclusive development? How can the United Nations play a bigger role in shaping common values of humanity?

Promoting Grant for Inclusive I

Promoting Growth: Re-balancing Globalization for Inclusive Development

High-Level Dialogue: China's Reform and Economic Prospect

As the world's second-largest economy, China's economic development prospects and policy directions are closely watched. In 2024, China's GDP grew by 5.0% compared to the previous year, meeting the expected target. At present, China's economy still faces challenges such as insufficient domestic demand and

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化等挑战。中国已经制定了全面深化改革的方案,并正在实施更加积极的宏观政策,以推动经济持续回升向好。

·中国推出的一揽子增量政策效果如何,能否实现稳定预期、激发活力的目标?中国下一步深化改革和扩大开放的重点在哪些方面?中国经济未来将呈现怎样的发展趋势?

实现普惠包容的全球化: 路径与行动(圆桌会)

近年来,"逆全球化""去全球化"的趋势愈发明显。 单边主义、保护主义给自由贸易带来严重冲击,一些国家 在经贸问题上采取政治化、泛安全化的政策,阻断了全 球供应链的正常市场演化。受多种因素影响,全球发展不 平衡现象加剧,不同国家和同一国家内的不同群体,在 全球化进程中的利益分化加大。然而,世界相互依存的趋 势没有改变,全球化不会终结。关税战、贸易战、科技战 不会有赢家。国际社会必须携手促进全球化再平衡,使 全球化惠及更多国家和更多人群。

·如何应对全球化进程中面临的挑战?如何实现普惠包容的全球化?有哪些具体途径和可行措施?

·如何推进世界贸易组织改革,建设基于规则、非歧视、公平、开放、包容、平等、可持续和透明的多边贸易体制?

·如何使新兴技术和数字经济朝着促进全球化更加普惠包容的方向发展?

·促进全球化再平衡对于实现可持续发展具有怎样的意义?

释放区域自贸安排的更大潜力(分论坛)

当前,中国-东盟已宣布实质性结束自贸区3.0版升级谈判,并有望在2025年签署协议。自贸区3.0版有助于构建包容、可持续的区域经济,增强供应链联通性和韧性,支持中国和东盟区域大市场建设。区域全面经济伙伴关系协定(RCEP)自正式实施以来,有效降低了贸易关税,促进了区域内产业链供应链融合,推动区域贸易投资稳步增长。同时,RCEP还有相当大的全面实施和不断升级的潜力,各领域合作也有待进一步深化。

·中国-东盟自贸区3.0版在促进双方数字化、绿色化转型和促进跨境消费等方面,设立了哪些新的标准? 反映了哪些现代贸易实践? 将如何促进双方的贸易和经济增长?

·中国和东盟国家的企业如何依托区位和政策优势,进一步提升合作水平,开辟新的合作渠道?

·如何持续释放RCEP带来的红利,特别是如何尽快提高原产地规则利用率,进一步释放区域经贸合作的潜力?

·中日韩是推进RCEP全面实施的重要推动力。如何借助RCEP合作,加快中日韩自贸谈判进程?

·智利、斯里兰卡以及中国香港等均提出加入RCEP的申请。构建RCEP区域大市场的进展和前景如何?

changes in the external environment. The country has outlined a comprehensive plan for deepening reforms and is implementing more proactive macroeconomic policies to promote a sustained recovery and improvement of the economy.

How effective has China's package of incremental policies been in stabilizing expectations and stimulating economic vitality? What are the key areas for China's next steps in deepening reforms and expanding its opening-up? What trends can we expect in the future development of China's economy?

Inclusive Globalization that Benefits All: Pathways and Actions (Roundtable)

The trend towards anti-globalization and deglobalization has gained momentum in recent years. Unilateralism and protectionism impose heavy impact on free trade, and some countries adopt politicized and pan-securitized policies on economic and trade issues, disrupting the natural market evolution of global supply chains. Global development disparities have worsened, with growing divisions in the benefits of globalization between countries and among groups within the same country. Nevertheless, the trend of global interdependence remains unchanged, and globalization will not come to an end. There are no winners in tariff wars, trade wars and sci-tech wars. The international community must work together to promote the rebalance of globalization to the benefit of more countries and people.

· How to address challenges of globalization? How to achieve a universally beneficial and inclusive globalization? What are the specific pathways and feasible measures?

· How to advance reforms of World Trade Organization (WTO) to build a rules-based, non-discriminatory, fair, open, inclusive, equitable, sustainable and transparent multilateral trading system?

· How to promote the development of emerging technologies and digital economy towards fostering a more universally beneficial and inclusive globalization?

· What is the significance of globalization rebalance for achieving sustainable development?

Unlocking Greater Potential of Regional Free Trade Agreements (Panel)

China and ASEAN have announced the substantial conclusion of China-ASEAN Free Trade Area (CAFTA) 3.0 Upgrade Negotiations and intends to sign it in 2025. CAFTA 3.0 is poised to build an inclusive and sustainable regional economy, enhance supply chain connectivity and resilience, and support the development of a China-ASEAN regional market. The Regional Comprehensive Economic Partnership (RCEP) has since its implementation, effectively reduced trade tariffs, facilitated integration of regional industrial and supply chains, and driven steady growth of regional trade and investment. Meanwhile, RCEP holds significant potential for comprehensive implementation and continual upgrades, with ample room for deepening cooperation across various fields.

· What new standards have been established in CAFTA 3.0 to promote digital and green transition as well as cross-border consumption? What contemporary trade practices are embodied in CAFTA 3.0, and in what ways might it contribute to promoting trade and advancing economic growth for China and ASEAN?

· How can enterprises in China and ASEAN leverage geographical and policy advantages to elevate cooperation and explore new avenues of collaboration?

· How to continuously unlock the benefits of RCEP, especially to increase the utilization rate of rules of origin, to further realize the potential of regional economic and trade cooperation?

· China, Japan, and South Korea are key drivers of comprehensive implementation of RCEP. How can RCEP cooperation accelerate China-Japan-ROK Free Trade Agreement negotiations?

· Chile, Sri Lanka, and Hong Kong have applied to join RCEP. What are the progress and prospects of building a RCEP regional market? If RCEP evolves into a cross-regional free trade agreement, what impacts can be anticipated?

RCEP成为跨区域的自贸协定,将带来哪些效应?

·如何推动RCEP规则不断升级,缩短相关条款实施的过渡期,进一步提升货物贸易便利化水平,更好反映跨境电子商务等最新贸易趋势,促进区域经济深度融合?

跨境电商合作: 互惠共赢的贸易新动能(分论坛)

在世界经济总体缓慢复苏的背景下,跨境电商作为 电子商务的一种新业态仍保持着强劲增长势头,成为国 际贸易中的一股新动能。跨境电商将不同国家的消费者 和供应商直接连接起来,减少了中间环节,有效降低了 成本,提高了效率,给消费者带来巨大便利,也促进了市 场繁荣。但跨境电商业务在税收、市场准入、交易方式、 跨境数据流动、网络安全等问题上,也面临不少挑战。

·全球和亚洲地区跨境电商正在呈现哪些新的发展趋势?

·各国如何加强合作,在市场准入、法律法规、跨境支付、数据安全等问题上进一步优化政策,为跨境电商营造更好的营商环境,以实现互惠共赢?

·跨境电商企业如何更有效地整合上下游供应链, 更加注重本地化、精细化运营,了解不同国家和地区的 消费者需求、法律法规和文化习惯,以更好地满足当地 市场的需要?

· 在现有国际经贸规则的制定中, 如何更好地容纳和发挥跨境电商的作用, 加快构建数字化供应链?

重振APEC: 共迎挑战, 共享机遇(分论坛)

亚太地区国家具有要素资源丰富、市场规模巨大、经济互补性强等优势,已成为全球经济最具活力的板块和主要增长引擎。数字经济、绿色经济正在给亚太地区经济发展带来新动力和新机遇。与此同时,世界经济增长乏力,世界开放指数不断下滑,亚太合作也面临地缘政治、单边主义和保护主义上升等挑战。面对新机遇新挑战,各方对通过APEC继续深化合作、挖掘新的增长机会、增强抵御风险能力的需求更加迫切。

·如何通过APEC合作,加强政策协调,更好地帮助亚太各经济体实现增长,共创亚太美好未来?

·建设亚太自贸区是APEC成员推动区域经济一体化的共同愿景。如何充分发挥APEC"孵化器"作用,促进区域内不同贸易协定加强协同,推动成员间实现更高水平的相互开放,为最终实现亚太自贸区不断积累有利条件?

· APEC如何促进地区经济进一步向数字化绿色 化协同转型?

· APEC如何秉持亚太合作初心,继续打造三方面驱动力,即贸易和投资、创新和数字化以及强劲、平衡、安全、可持续和包容增长,以实现布特拉加亚愿景?

维护全球供应链稳定:互联互通的作用(分论坛)

确保供应链稳定是全球经济畅通运行的重要基础,也是推动全球经济增长的关键支撑和实现共同繁荣的坚实基

· What measures can be taken to upgrade RCEP rules and shorten transition periods for related provisions, to enhance facilitation of trade in goods, better reflect latest trends of trade such as cross-border e-commerce and promote deep regional economic integration?

Cross-Border E-Commerce Cooperation: A New Driver for Mutually Beneficial Trade (Panel)

Against the backdrop of a slow global economic recovery, cross-border e-commerce, as an emerging form of e-commerce, continues to maintain strong growth momentum, establishing itself as a new driver of international trade. By directly connecting consumers and suppliers across countries, cross-border e-commerce reduces intermediaries, effectively lowers costs, and increases efficiency. This not only brings significant convenience to consumers but also fosters market prosperity. However, cross-border e-commerce faces challenges in areas including taxation, market access, transaction models, cross-border data flows, and cybersecurity.

· What new trends are emerging in cross-border e-commerce across global and Asian markets?

· How can countries enhance collaboration to optimize policies regarding market access, laws and regulations, cross-border payments, and data security, thereby fostering a better business environment for cross-border e-commerce and achieving mutually beneficial outcomes?

· How can cross-border e-commerce enterprises more effectively integrate upstream and downstream supply chains, prioritize localization and precision management, and develop a deeper understanding of needs, regulations, and cultural practices of consumers in different countries and regions to better serve local markets?

· In the formulation of international economic and trade rules, how to better accommodate and leverage cross-border e-commerce to accelerate the establishment of digitalized supply chains?

Revitalizing APEC: Meeting Challenges and Sharing Opportunities Together (Panel)

The Asia-Pacific region boasts abundant resources, vast market potential, and strong economic complementarities, positioning it as the most dynamic economy and primary engine of global economic growth. The rise of digital economy and green economy is injecting new momentum and opportunities into the region's economic development. Nonetheless, amid sluggish global economic growth and a declining World Openness Index, Asia-Pacific cooperation faces significant challenges, including geopolitical tensions, rising unilateralism and protectionism. In light of these emerging opportunities and challenges, it has become more urgent for countries to utilize the APEC platform to deepen cooperation, identify new growth opportunities, and enhance resilience against risks.

· How can APEC cooperation support member economies in enhancing policy coordination, achieving growth and creating a brighter future for the Asia-Pacific?

· Building a Free Trade Area of the Asia-Pacific (FTAAP)is the common vision of APEC members for regional economic integration. How can the role of APEC as the incubator for global trade and economic rules be fully harnessed to enhance greater synergy among different trade agreements in the region and promote mutual opening-up at a higher level among members, thereby creating favorable conditions for the eventual establishment of the FTAAP?

· How can APEC promote the region's twin green and digital transition?

· How to ensure APEC remain steadfast in the commitment to its founding mission and continue to forge the three driving forces, namely trade and investment, innovation and digitalization, as well as strong, balanced, secure, sustainable and inclusive growth, in order to fully deliver on the Putrajaya Vision?

Maintaining Global Supply Chain Stability: The Role of Connectivity (Panel)

Supply chain stability is fundamental to the smooth operation of global economy, and serves as a key driver for global economic growth and a solid

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石。受多种因素影响,全球供应链正在经历深刻调整。全球 化退潮造成全球供应链收缩,大国竞争和地区冲突引发供 应链阻塞,新一轮科技革命重塑全球供应链分工形态。在这 一背景下,加强互联互通对于维护供应链稳定至关重要。

"一带一路"倡议作为促进全球互联互通的重要平台,已成为推动国际贸易、投资合作和供应链多元化的重要引擎。"一带一路"沿线国家通过基础设施建设、数字经济合作和绿色可持续发展等领域的紧密合作,进一步增强了供应链的韧性和灵活性。

·各国应如何加强互联互通,携手促进贸易和投资 自由化便利化,减少贸易和投资壁垒,促进资源要素有 序流动?

·供应链建设如何更好地适应全球经济数字化和 低碳化转型的需要?

·如何加强政府与私营部门的合作,提升供应链的 韧性和稳定性?

·如何通过共建"数字丝绸之路",加强科技创新与数字经济合作,提升供应链的数字化水平,为共建国家经济转型提供新动能?

·如何利用中欧班列、陆海新通道等"一带一路" 合作项目,加强物流运输网络建设,促进供应链的跨区 域联通?



塑造未来: 加快落实可持续发展目标, 更好应对全球性挑战

高端对话: 在世界转型中实现可持续发展

随着全球政治、经济和环境格局的深刻变化,世界正经历前所未有的转型。然而,作为引领各国推进经济社会发展、实现更可持续未来蓝图的联合国可持续发展目标(SDG)却推进缓慢,部分目标甚至停滞或倒退。在距离2030年仅剩五年的关键节点,政府和企业如何协同推动经济、社会和环境的可持续发展,已成为全球议程中的焦点之一。

本场高端对话将会聚政商领袖,探讨如何在全球 转型的背景下,通过技术创新、政策支持和国际合作, 加速可持续发展目标的实现。

·在全球经济与科技变革加速的背景下,如何加速推动可持续发展目标的实现?

·绿色转型、经济增长与社会福祉如何协同推进, 实现长远共赢?

·在政策、技术和产业创新方面,如何加强国际合作,共同应对可持续发展的挑战?

加快落实可持续发展目标: 下一步行动(圆桌会)

根据联合国2024年《可持续发展目标报告》,仅有 17%的目标进展顺利,超过三分之一的目标处于停滞或倒 cornerstone for achieving shared prosperity. However, global supply chains are undergoing profound adjustments. The retreat of globalization has led to supply chain contraction, great-power competition and regional conflicts have caused supply chain disruptions, while a new wave of technological innovation is reshaping the division of labor within global supply chains. In this context, strengthening connectivity is critical to maintaining supply chain stability.

The Belt and Road Initiative (BRI), as a vital platform for advancing global connectivity, has become a significant driver of international trade, investment cooperation, and supply chain diversification. Through close collaboration in areas such as infrastructure development, digital economy cooperation, and green, sustainable development, countries along the Belt and Road have further strengthened the resilience and flexibility of global supply chains.

- · How to enhance connectivity, promote trade and investment liberalization and facilitation, reduce trade and investment barriers, and ensure orderly flow of resources and factors of production?
- · How can supply chain development be better aligned with the digitalization and low-carbon transformation of the global economy?
- · How to improve collaboration between governments and private sector to enhance supply chain resilience and stability?
- · How can the joint construction of the "Digital Silk Road" strengthen technological innovation and digital economy cooperation, enhance the digitalization of supply chains, and provide new momentum for economic transformation in participating countries?
- · How can Belt and Road cooperation projects, such as the China-Europe Railway Express and the New International Land-Sea Trade Corridor, be leveraged to improve logistics and transportation networks and promote cross-regional supply chain connectivity?

Shaping the Future: Accelerating the SDGs for More Effective Responses to Global Challenges

High-Level Dialogue: Achieving Sustainable Development in a Fransforming World

Amid profound shifts in the global political, economic, and environmental landscape, the world is undergoing an unprecedented transformation. However, progress toward the United Nations Sustainable Development Goals (SDGs), which serve as the blueprint for guiding nations toward advancing socioeconomic development and achieving a more sustainable future, has significantly slowed, with some targets stagnating or even regressing. With only five years remaining until the 2030 deadline, the question of how governments and businesses can collaborate to promote sustainable development across economic, social, and environmental dimensions has become a central focus of the global agenda.

This high-level dialogue will bring together political and business leaders to explore how technological innovation, policy support, and international cooperation can accelerate the achievement of SDGs in the context of global transformation.

- · How can the implementation of the SDGs be accelerated in the face of rapid global economic and technological changes?
- \cdot How can green transition, economic growth, and social welfare be synergized to achieve long-term, mutually beneficial outcomes?
- · How can international cooperation be strengthened in policy formulation, technological advancement, and industrial innovation to collectively tackle the challenges facing sustainable development?

Accelerating the Implementation of SDGs: Next Steps (Roundtable)

The UN Sustainable Development Goals Report 2024 finds that with just five years remaining to achieve all the goals by 2030, only 17% of the

退状态,而现在距离2030年实现所有目标的时间仅剩五年。2024年9月召开的联合国未来峰会为加速推进可持续发展目标注入了新动力。2025年11月将在卡塔尔多哈召开"第二次社会发展问题世界首脑会议"。此次峰会将进一步推动2030年可持续发展议程的落实。

- ·如何制定涵盖全球、地区、国家及企业层面的切实可行的行动计划,充分发挥国际组织、各国政府及民间力量的作用,以确保2030年可持续发展目标如期实现?
- ·如何建立定期审查和评估机制,以及时评估进展,促进目标落实?
- ·如何帮助发展中国家加强能力建设,以实现可持续发展目标?
- ·国际社会如何携手努力,确保多哈社会发展峰会取得成功,为全球社会发展注入新的动力?
- ·全球发展倡议为促进全球可持续发展发挥了积极作用。在该倡议的框架下,如何进一步加强减贫、粮食安全、海洋经济等领域合作,助力实现联合国可持续发展目标?

应对气候变化: 问题与方案(分论坛)

随着全球气温持续上升,极端天气和自然灾害事件频发,气候变化不利影响的频率、强度和规模日益加剧。发展中国家尤其是特别易受气候变化不利影响的发展中国家受到的冲击更加显著。《联合国气候变化框架公约》第29次缔约方大会(COP29)达成了"巴库气候团结契约"一揽子成果,为全球气候行动提供了新的框架。然而,全球应对气候变化行动仍然十分紧迫,挑战巨大。

- ·如何切实落实COP29设立的新集体资金量化目标(NCQG),完善气候融资体系,以支持发展中国家应对气候变化?
- ·如何确保《联合国气候变化框架公约》所有缔约 方如期提交国家自主贡献(NDC)3.0,加快控制全球 升温的行动?
- ·如何推动全球达成更明确的化石燃料淘汰时间 表?如何加快零排放和低排放技术创新与应用(包括可再生能源、核能、碳捕获及利用和储存等技术)?
- · 在继续采取减缓行动的同时, 如何根据不同的国情加大适应行动的力度?

携手促进亚洲能源转型(圆桌会)

能源转型这一全球性问题需要全球性、包容性解决方案。东亚、西亚国家在能源转型上已展现良好深入的合作: 丝路基金与沙特国际电力和水务公司共同投资迪拜光热电站; 韩国积极参加阿联酋和卡塔尔的太阳能和风能项目; 日本参与沙特NEOM氢能城市建设推进沙特 "2030" 愿景实现; 沙特国际电力和水务公司与中国南方电网针对中亚大型风电项目进行联合投资。

亚洲在发展战略、资金、技术、产业等多方面加大

SDG targets are on track, while progress on over one third has stalled or even regressed. The UN Summit of the Future in September 2024 injected new momentum to advancing the SDGs. Furthermore, the Second World Summit for Social Development to be convened in Doha, Qatar, in November 2025, will further drive implementation of the 2030 Agenda for Sustainable Development.

- · How to formulate actionable plans at global, regional, national, and corporate levels, and to fully leverage the roles of international organizations, governments, and civil societies to ensure timely achievement of SDGs?
- · How to establish regular review and evaluation systems to monitor progress and promote effective implementation?
- · What strategies can be adopted to help developing countries strengthen capacity building to achieve SDGs?
- · How can international community work together to ensure success of the Doha World Summit for Social Development and inject fresh impetus to global social development?
- · The Global Development Initiative (GDI) has positively contributed to advancing global sustainable development. How to further strengthen cooperation under GDI in areas such as poverty reduction, food security, and the ocean economy to facilitate the achievement of SDGs?

Addressing Climate Change: Issues and Solutions (Panel)

As global temperatures continue to rise, extreme weather events and natural disasters are occurring with more frequency. The adverse impacts of climate change are intensifying in terms of frequency, severity, and scale, with developing countries particularly those most vulnerable to climate change suffering the most significant consequences. The 29th Conference of the Parties to the UN Framework Convention on Climate Change (COP29) concluded with the adoption of the Baku Climate Unity Pact, which introduced a fresh framework for global climate action. Despite the progress, urgent and significant challenges remain in the global response to climate change.

- · How to effectively implement the New Collective Quantified Goal (NCQG) on climate finance established at COP29 and enhance climate finance system to support developing countries in combating climate change?
- · How to ensure that all parties to the UNFCCC submit their Nationally Determined Contributions (NDC) 3.0 on schedule, accelerating actions to limit global warming?
- · How can the international community agree on a clearer fossil fuel phaseout timeline? How to accelerate innovation and application of zero-emission and low-emission technologies, including renewable energy, nuclear power, carbon capture, utilization, and storage (CCUS)?
- · While maintaining the implementation of mitigation measures, how can adaptation actions be intensified in alignment with specific circumstances of different countries?

Promoting Energy Transition in Asia (Roundtable)

The energy transition, as a global challenge, demands comprehensive and inclusive solutions on a worldwide scale. East and West Asian countries are highly complementary in terms of natural endowments, industrial layouts, energy demands, and market potentials. There have already been exemplary cases of deep cooperation between East and West Asia in energy transition, including the joint investment of Silk Road Fund and Saudi Arabia's ACWA Power in the Dubai Concentrated Solar Power Project, South Korea's active participation in UAE and Qatar's solar and wind energy projects, Japan's involvement in Saudi Arabia's construction of hydrogen city of NEOM for Saudi Vision 2030, and collaboration of Saudi Arabia's ACWA Power and China Southern Power Grid in large-scale wind power projects in Central Asia.

By enhancing cooperation across development strategies, financing,

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能源转型对接与合作可以有力促进绿色转型,为全球应对气候变化和实现可持续发展贡献力量。

- ·亚洲能源转型合作主要面临哪些障碍?
- ·东亚、西亚国家可以加大哪些互补性优势,为能源转型合作创造空间?
- ·如何更好地动员东亚、西亚的主权财富基金促进包括绿色基础设施建设在内的绿色转型?

人人享有健康的共同未来(圆桌会)

联合国未来峰会的举办为推动实现可持续发展增添了动力,许多国家和国际组织积极采取措施推动公共卫生和医疗服务普及,努力实现"人人享有健康的共同未来"目标。然而健康鸿沟和不平等问题依旧突出,低收入国家和冲突地区医疗资源匮乏,人口老龄化呈不可逆趋势,新发传染病的威胁持续增加等使得实现"人人享有健康的共同未来"目标更加复杂。

展望2025年,人人享有健康对实现可持续发展目标至关重要,科技创新的发展进步、跨国跨地区跨领域合作的不断深化以及全球平衡包容政策的协调促进,将为实现人人享有健康提供有力的工具和手段。

- ·如何发挥联合国、世界卫生组织等多边机构的领导协调作用,在共建信任的基础上推动全球公共卫生治理体系的改革和构建,加快推动人人享有健康目标的实现?
- ·如何通过国际资金支持和创新技术应用,在提高效率的基础上帮助各国和各地区增强公共卫生系统的韧性和可及性,逐步建立起气候变化健康适应的友好环境,为应对气候危机等新的健康挑战做好准备?
- ·在世界经济进入转型期、人类生产生活方式发生重大变化形势下,如何推动健康产业向数字化、智能化、绿色化发展,以促进全球健康产业创新和可持续发展?

人口老龄化与养老金改革(分论坛)

2023年亚洲60岁及以上人口占比达14.2%,标志着已进入老龄化社会。预计到2050年,亚太地区60岁及以上的老年人数量将从2023年的6.97亿人增至13亿人。尽管亚洲国家相比欧美较晚进入老龄化社会,但老龄化进程明显更快。为此,保证养老金的可持续性,支持和培育养老产业的发展成为亚洲多国的政策重点。

近年来,为应对人口老龄化和提高养老保险体系可持续发展,亚洲多国陆续推出延迟退休、提高缴费率和推动私人养老金发展等诸多改革措施。日本延迟了退休年龄、降低了养老金增长率以及扩大企业年金和个人年金,并对养老金制度每五年进行一次财政评审确认给付水平。中国实现基本养老保险全国统筹,建立第三支柱养老金制度,2025年1月开始实施延迟退休政策。韩国政府为避免养老基金枯竭,计划将养老金缴费率由9%上调至13%,养老金替代率由40%升至42%。

· 如何调整养老金供给结构和资金运营效率来明显

technology, and industry, Asian countries can significantly accelerate the green transition and contribute to the global response to climate change and the pursuit of sustainable development.

- · What are the main obstacles to Asian countries cooperation on energy transition?
- · How can East and West Asian countries maximize their complementary advantages to create opportunities for cooperation on energy transition?
- · How can sovereign wealth funds from East and West Asia be more effectively mobilized to promote green transformation, including the development of green infrastructure?

A Shared Future of Health for All (Roundtable)

The UN Summit of the Future has provided fresh impetus for advancing sustainable development, and numerous countries and international organizations are actively promoting universalization of public health and medical services to achieve the goal of a shared future of health for all. However, challenges such as health disparities and inequalities remain pronounced. Insufficient healthcare resources in low-income countries and conflict areas, irreversible trend of population ageing, and the increasing threats of emerging infectious diseases add to the complexity of realizing this goal.

Looking ahead to 2025, ensuring health for all is crucial to achieving the Sustainable Development Goals. Advances in scientific and technological innovation, deepening cooperation across borders, regions and sectors, and policy coordination for a balanced and inclusive global development will provide essential tools and means to achieve health for all.

- · How to leverage the leadership and coordination role of multilateral institutions such as United Nations and the World Health Organization to promote reform and construction of global public health governance system based on common trust, thereby accelerating progress towards the goal of health for all?
- · How can international financial support and the application of innovative technologies improve the efficiency, resilience, and accessibility of public health systems across countries and regions, while also creating a supportive environment for climate change health adaptation in anticipation of emerging health challenges such as the climate crisis?
- · As the global economy enters a period of transformation and significant changes occur in human production and lifestyles, how can we advance the digital, intelligent, and green transformation of the health industry, thereby fostering innovation and sustainable progress in the global health sector?

Pension Reform for Population Ageing (Panel)

In 2023, 14.2% of the population in Asia aged 60 and above, marking the region's transition into an ageing society. Population aged 60 and above in the Asia-Pacific region is projected to increase from 697 million in 2023 to 1.3 billion in 2050. While population aging in Asian countries is occurring later than in Europe and North America, it is progressing at a significantly faster pace. In response, many Asian countries have prioritized policies aimed at ensuring the sustainability of pensions and supporting the development of the elderly care industry.

In recent years, to address population ageing and ensure sustainable development of social insurance systems, many Asian countries have introduced a series of reform measures, including delaying retirement age, raising contribution rates, and promoting private pension development. Japan has delayed retirement age, reduced pension growth rates, raised corporate pensions and personal pensions, and conducted reviews of the financial viability of the pension plans once every five years to confirm benefit levels. China has achieved unified national management of basic old-age insurance funds, established third-pillar pension system, and will raise retirement age from January 2025. South Korea plans to increase its pension contribution rate from 9% to 13% and raise the pension replacement rate from 40% to 42%, to prevent pension fund depletion.

改善养老金资金短缺, 优化养老金分配和管理?

·如何推进养老金以及社会保障制度改革,以提高 社会保障的弹性和韧性?

加快构建新能源体系, 共创世界绿色未来(分论坛)

近年来,各国携手应对气候变化、能源短缺、环境恶化等全球性问题的努力持续推动新能源产业的发展。作为负责任的地区大国,中国坚持推进能源绿色低碳转型,不断夯实新能源产业优势,培育发展绿色新质生产力。在新一轮科技革命和产业变革中,做出了一系列战略举措和创新实践,为亚洲乃至世界的绿色、可持续发展发挥了良好的示范作用。在政府和企业两个层面上融合各种要素、技术成果、产业链条,加强创新能力建设,推动能源产业高质量、可持续发展,需要加快建立更加安全、系统、高效、智能的新型能源体系。

·各国政府需要采用哪些顶层设计、激励政策推动 升级创新体系,引领能源高质量发展?对加强亚洲及世 界在构建新型能源体系、推动能源绿色发展的务实合作 上,各国有哪些成果和倡议?

·企业作为科技创新主体,在能源多元化与系统化综合利用、绿色能源和原料替代行动方面有哪些具体实践,面临哪些挑战和机遇?



发掘动力: 加强人工智能应用与治理, 推动创新发展

AI: 如何做到应用与治理的平衡推进?(分论坛)

全球人工智能技术已进入爆发式发展阶段,大模型等技术正快速迭代并应用到各行各业,未来可能出现自然人、机器人、数字人并存交互的社会形态。人工智能的应用给人类生产生活带来前所未有的巨大变化,在创造更多发展机遇的同时,也带来很多风险挑战。对于人工智能带来的风险,科学界尚存在争论。对于如何加强人工智能治理,国际社会也迄未达成普遍认可的方案与机制。联合国未来峰会通过的《未来契约》,提出联合国将设立人工智能问题独立国际科学小组,并发起人工智能治理问题全球对话。这为加强人工智能治理提供了重要契机。

- ·如何全面和科学地评估人工智能给人类带来的 潜在影响和风险,以形成普遍的国际共识?
- ·如何平衡推进人工智能的应用与治理,既不扼杀 创新动力又能有效地管理和防范可能出现的风险,建立 安全、可靠和值得信赖的人工智能系统?
- ·如何加强能力建设让所有国家特别是发展中国家充分参与到人工智能治理进程中来,实现科技正义?
- ·如何增进国际和地区不同层次人工智能治理框架的协调和兼容性?

- · How to adjust the structure of pension funding sources and improve operation efficiency of pension funds to significantly mitigate pension fund shortages and optimize the allocation and management of pensions?
- · How to advance pension and social security system reforms to establish a robust and resilient social safety net?

Energy Transition for a Sustainable and Shared Future (Panel)

In recent years, the joint efforts of countries to address global challenges such as climate change, energy shortage, and environmental degradation gave a boost to the front field of new energy. China as a responsible major country stays committed to green transition and carbon neutrality, leading the new energy sector through quality productive forces, setting a good example for sustainable development of Asia and beyond in the new round of scientific and technological revolution and industrial transformation. It has become a mission both at government and business levels to accelerate the establishment of a more secure, systematic, efficient, and intelligent new energy system for the promotion of high-quality and sustainable development of the energy industry.

- · What incentives from governments are necessary for high-quality development of energy? What are the experiences of countries to strengthen practical cooperation in Asia and beyond in building a new energy system and promoting the industry?
- · Enterprises as the major player of scientific and technological innovation have rich practices in energy diversification and substitute energy and materials, what are the challenges and opportunities then?

Identifying New Drivers: Strengthening AI Application and Governance for Innovation-Driven Development

AI: How to Strike a Balance between Application and Governance (Panel)

Artificial Intelligence has entered an explosive phase of development, with technologies such as Large Language Model evolving rapidly and being applied across various industries. There might emerge a social status in the future where humans, robots, and digital humans coexist and interact with each other. AI applications has unprecedentedly transformed the way of production and life in human society, creating more opportunities while also presenting significant risks and challenges. The scientific community remains controversial on the risks posed by AI, and the international community has yet to establish universally recognized frameworks or mechanisms for AI governance. The Pact for the Future adopted at the UN Summit of the Future proposes the establishment of an Independent International Scientific Panel on AI and the initiation of a Global Dialogue on AI Governance, providing a crucial opportunity to strengthen AI governance.

- · How to comprehensively and scientifically assess the potential impacts and risks of AI on humans to achieve a broad international consensus?
- · How can AI applications and governance be advanced in a balanced manner, effectively managing and mitigating potential risks without hindering innovation, to create a safe, reliable, and trustworthy AI system?
- · How to strengthen capacity building to ensure that all countries, particularly developing countries are fully involved in the AI governance process and achieve technological justice?
- · How to improve the coordination and compatibility of international and regional AI governance frameworks?

Developing Core Competitiveness through the Application of AI (Roundtable)

At the current pivotal juncture of industrial transformation and transition from old to new growth drivers, enterprises must keep pace with the latest technological advancements to not lag behind in the fierce market competition.



在AI应用中塑造核心竞争力(圆桌会)

当前正处于产业变革、经济新旧动能转换的关键时期。企业必须紧跟技术发展的潮流,才不会在激烈的市场竞争中落后。近年来,人工智能理论和技术不断进步,应用领域加速拓展,催生新业态、新场景,深刻改变着人们的生产生活方式,并为经济社会发展注入新动能。人工智能作为驱动新一轮科技革命和产业变革的核心战略性技术,已经成为推动行业和企业转型升级的关键力量。企业拥抱人工智能是大势所趋,如何在人工智能应用中塑造核心竞争力,成为人工智能时代企业的决胜关键。

- ·人工智能将如何颠覆当前商业模式并创造新机会?
- ·企业如何提升员工应用AI技术的能力?
- ·人工智能将如何使组织受益并创造竞争优势?
- ·如何解决企业在应用人工智能过程中所带来的安全问题?

·企业如何利用人工智能辅助管理层战略决策?加强数字能力建设, 跨越数字鸿沟(分论坛)

数字化转型正成为世界经济发展和产业革新的主要趋势,5G、物联网、云计算、区块链、大数据、人工智能等新一代数字技术日益深入融入经济社会各领域。随之而来的不同国家和不同群体之间的数字鸿沟也日益凸显。联合国未来峰会通过的《全球数字契约》反映了各国特别是全球南方国家希望弥合数字鸿沟的呼声,也为全球数字治理注入了新的动力。

- ·如何加强数字能力建设,包括支持创新、培养数字人才和技能、促进公平竞争和数字创业、保护消费者权利等,以释放数字经济的更大潜力?
- ·如何营造一个开放、公平、包容和非歧视的数字环境,使中小微型企业能够进入数字经济并参与竞争?
- ·如何帮助发展中国家加快建设普遍的、负担得起的数字公共基础设施、计数字红利惠及更多的地区和人群?
- ·如何为受到数字化影响的劳动者开展职业、技能提升和培训,避免形成新的数字鸿沟?

绿色电力的共建与共享(分论坛)

国际可再生能源署(IRENA)最新数据表明,截至2023年底,风能和太阳能发电快速增长使全球可再生能源发电量已达到总发电量30%左右。国际能源署(IEA)测算,未来三年,全球电力需求增长的70%以上将来自中国、印度和东南亚。亚洲将占世界电力消费的一半。

利用国际最新风能和太阳能技术,广泛动员资金帮助发展中亚洲国家建设可持续的绿色电力供应、储能和传输系统,是亚洲绿色转型的关键。中国与周边多国的跨境输电线路、东盟电网、南亚一体化大电网等跨国绿色电力联通项目是共建共享绿色电力的重要工程,有利于提升区内绿色能源技术、产能利用率,增强多边互

In recent years, the continuous progress in AI theories and technologies, coupled with accelerated expansion of its application domains, has given rise to new business models and scenarios. This has profoundly transformed the way of production and life in human society and injected fresh momentum into economic and social development. As the core strategic technology driving the new wave of scientific and industrial revolutions, AI has become crucial in promoting transformation and upgrading of industries and enterprises. Embracing AI has become an inevitable trend for businesses and the key to success in this era lies in how enterprises build their core competitiveness in AI applications.

- · How will AI disrupt current business models and create new opportunities?
 - · How can companies enhance employees' ability to apply AI technology?
 - · How will AI benefit organizations and create competitive advantages?
 - · How to solve the security issues brought by the application of AI in enterprises?
 - · How can companies use AI to assist management in strategic decision-making? Enhance Digital Capacity Building & Bridge Digital Divide (Panel)

Digital transformation has emerged as the dominant trend in global economic development and industrial innovation. Emerging digital technologies, including 5G, the Internet of Things (IoT), cloud computing, block chain, big data, and artificial intelligence, are increasingly integrated into various sectors of the economy and society. However, the rapid progress has also accentuated digital divide between countries and groups. The Global Digital Compact adopted at the UN Summit of the Future reflects the collective aspiration, particularly of Global South countries, to bridge the digital divide and injects fresh impetus into global digital governance.

- · How to strengthen digital capacity building, including supporting innovation, developing digital talent and skills, promoting fair competition and digital entrepreneurship, and protecting consumer rights, to unleash greater potential of digital economy?
- · How to foster an open, fair, inclusive, and non-discriminatory digital environment that enables small and micro enterprises to access and compete in the digital economy?
- · How to assist developing countries in accelerating the establishment of universal and affordable digital public infrastructure to ensure that benefits of digitalization reach a broader range of regions and populations?
- · How to provide reskilling and upskilling opportunities for workers affected by digitalization to prevent the emergence of new digital divides?

Joint Building and Sharing of Green Power (Panel)

According to latest data from the International Renewable Energy Agency (IRENA), the rapid growth of wind and solar power has increased global renewable energy output to approximately 30% of total electricity generation by the end of 2023. The International Energy Agency (IEA) estimates that more than 70% of the increase in global electricity demand over the next three years will come from China, India, and Southeast Asia. Asia is expected to account for half of the world's electricity consumption.

The key to Asia's green transition lies in leveraging cutting-edge international wind and solar technologies and mobilizing extensive financial resources to support developing Asian countries with establishment of sustainable green power supply, storage, and transmission systems. Crossborder green power connectivity projects, such as China's cross-border power transmission lines with neighboring countries, the ASEAN Power Grid, and the interconnected power grid across South Asia, are vital to the co-construction and sharing of green power. These projects play a key role in enhancing regional green energy technology and optimizing capacity utilization rates. They also foster multilateral trust and energy security, promote economic growth

信与能源安全, 带动经济发展与区域合作, 降低全球碳排放, 助力实现联合国可持续发展目标。

- · 现有的跨国绿色电力共建共享案例有哪些成功 经验?
 - ·进一步推进绿色电力共建共享面临哪些阻碍?
- ·如何完善绿色电力互联互通基础设施建设、突破监管差异、实现技术协同与标准统一?

大变局下企业的应对之道(圆桌会)

当今世界处于百年未有之大变局,地缘政治风险上行、全球贸易格局震荡,同时新旧经济动能转换,调整的阵痛正在释放。在艰难复杂的环境中,企业面临更为严峻的市场环境和外部风险,传统的经营发展模式面临挑战。为应对变局之"危",寻求发展之"机",成本管控、出海经营、运用新兴技术、并购重组等战略选择进入企业家视野。然而在众多应对之道中,如何结合企业自身特性,选择适合的战略,成为当前企业破局突围、逆势增长的关键。

- ·企业如何通过出海进行战略资源布局、拓展市场、提高供应链韧性?
- ·企业如何利用新兴技术,实现降本增效,提升核心竞争力?
 - ·企业如何应对能源转型,实现可持续发展?
- ·企业如何通过并购重组,优化资源配置,聚焦主 责主业?
- ·企业如何维护品牌、声誉和社会形象, 应对复杂 多变的市场环境?

促进经济复苏: 科技企业的机会与挑战(分论坛)

全球经济复苏乏力, 互信脆弱, 风险高企。在世界 地缘政治和经济格局不断演变中, 世界主要经济体针对 环境、技术和社会分化等多重内外部挑战, 努力加强国 际合作与协调, 加快社会结构性调整和科技创新, 优化 产业政策和营商环境, 在世界经济格局重塑中谋求有利 地位。科技企业在应对全球性挑战中如何抓住机遇, 在 谋求自身发展的同时促进产业繁荣和社会发展, 成为各 界共同关注的议题。

- ·如何挖掘经济重塑中新的增长点,促进企业转型升级,增强竞争力,为社会结构调整和现代化进程提供坚实的物质保障?
- ·企业在国内和国际舞台上寻求自我发展的同时,积极融入当地社会经济体系,实现合作共赢,推动重建信任和务实合作,化解风险,改善全球治理,塑造有利的外部发展环境。科技企业有哪些经验,又面临哪些困难?
- ·新一轮科技革命催生新业态、新模式、新需求、新产品,为经济复苏提供了源动力。企业如何利用新技术、新模式,引领科技浪潮,让更多人享受科技进步带来的美好与便捷,实现科技普惠的理念,创造更多社会价值?■

and regional cooperation, reduce global carbon emissions, and support the implementation of the Sustainable Development Goals.

- · What successful experiences can be drawn from existing cross-border green power co-construction and sharing projects?
- · What are the major challenges to further advancing green power coconstruction and sharing?
- · How to enhance connectivity infrastructure, address regulatory disparities, and achieve technical coordination and standardization of green power?

Business Strategies in Response to the Fast-Changing World (Roundtable)

The world is undergoing profound changes not seen in a century, with rising geopolitical risks, turbulence in global trade, and economies transitioning from old to new growth drivers, all while experiencing the pains of economic adjustment. In this difficult and complex environment, businesses are confronted with increasingly severe market conditions and external risks, with traditional models of operation and development facing significant challenges. To navigate the crises of transformation and seek emerging opportunities, business leaders are exploring strategies such as cost control, international expansion, adoption of emerging technologies, and mergers and acquisitions. However, the key to overcoming challenges and achieving growth against adverse environment lies in identifying suitable strategies that align with unique characteristics and strengths of each enterprise.

- · How can companies strategically layout resources, expand markets, and improve supply chain resilience by going global?
- · How can companies utilize emerging technologies to reduce costs, increase efficiency, and enhance core competitiveness?
- · How can companies address energy transformation and achieve sustainable development?
- · How can companies optimize resource allocation and focus on their main responsibilities and businesses through mergers and acquisitions?
- · How can enterprises maintain their brand, reputation, and social image in a complex and dynamic market environment?

STI Entrepreneur Awareness in Rolling the World Economy (Panel)

The global economic recovery remains sluggish, worsened by fragile trust and high risks. Against the multiple internal and external challenges alongside the profound changes of the world, major economies strive to strengthen international collaboration and coordination based on mutual benefits, through enhanced mutual trust, social restructuring, technological innovation, improved industrial policies and business environment, for a favorable footing in the reshaping of the global economic landscape. It has become a shared concern across various sectors for STI enterprises to seize opportunities in such economic transformation, to foster emerging industries, and to pursue their own development therein, in a view to industrial prosperity and social progress.

- · In leveraging the reshaping of economy across the globe to explore new growth points, how do enterprises transform and upgrade business mode for their competitive edge amid challenges, thereby providing solid material support for social restructuring and the modernization process?
- · It is imperative that enterprises integrate into local social and economic systems while seeking their own development. It is also their responsibility to help mitigate risks, improve global governance, and create a favorable external development environment, in rebuilding trust and promoting practical cooperation. What are the experiences and difficulties then?
- · The latest technological revolution is bringing forth new industries, new models, new products, and new markets, boosting the dynamics of economic recovery. What is the balance between the leverage of new technologies and models to lead the technological wave featured by convenience and efficiency, and the social value that lies in the technological inclusivity?

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