

In 1988, the Fong's Group moved into its Hong Kong headquarters in Tsing Yi, a nine-floor plant and office building with a floor area of approximately 16,000 square meters (m²). • 集团于1988年迁入位于香港青衣的香港总部。总部楼高9层，连厂房及办公大楼在内，面积达16,000平方米。



The Fong's Group 立信集团:

Getting Ready For The Upswing 为未来蓬勃之势做好准备

*Fong's Group's
Fong Sou Lam looks to
his company's future.*

立信集团的方寿林展
望其公司未来。

By Jürg Rupp, Executive Editor
撰文：翟立甫，执行编辑

The Hong Kong-based Fong's Group was the first Chinese textile machinery manufacturer to acquire European companies such as Switzerland-based Xorella AG and German companies like Then Maschinen- und Apparatebau GmbH and GTM Goller Textilemaschinen GmbH. Over the last two years, the group has donated a lot of money to universities and some months ago founded Fong's Water Technology Co. Ltd. to provide water treatment and reuse systems with comprehensive services, including design, installation, maintenance and technical support. These were enough reasons for **Textile World Asia** to meet Fong Sou Lam, chairman of Fong's Industries Group, for an exclusive interview.

The interview took place in Hong Kong. Fong was accompanied by his son, Bill Fong, executive director of Fong's Industries Group. The group's philosophy is to provide its customers the most innovative and environmentally friendly solutions through continuous research and development (R&D) efforts, and offer comprehensive customer service to help them achieve the utmost return in their investments and to enable Fong's become the "First Choice" in the textile industry.

The Challenge

TWA: What is your personal challenge in the Group?

Fong Sou Lam: My personal challenge is to develop new products and to maintain a sustainable busi-



Left to right: Fong's Industries Group Chairman Fong Sou Lam; Executive Director Bill Fong; and CEO Alex Wan

从左至右：立信集团主席方寿林；立信集团执行董事方国忠；立信集团首席执行官云维庸

ness growth. And, of course, we want to maintain the leading position of the Fong's Group in the industry. To back this up, in July 2008, the Fong's Group appointed Alex Wan as the CEO to assist me in planning the overall corporate development and strategic direction of the Fong's Group. Wan will also provide leadership for the board and oversee the efficient functioning of the board to ensure the smooth and efficient business operation of the whole Fong's Group.

Note: The annual machinery production of the entire Fong's Group based on 2007 sales was more than 2,800 units including sales through Monforts Fong's Textile Machinery Co. Ltd., a joint-venture with Germany-based A. Monforts Textilmaschinen GmbH to serve only the Mainland Chinese market.

Current Market Situation

TWA: How do you see the current market situation in general?

Fong: In the wake of the global financial crisis, the textile industry has been impacted by many unfavorable factors. The buying sentiment for textile machinery is very weak at the moment. In addition, the textile industry is still facing a profit squeeze and at the same time has to reduce its volume due to reduced demand from the traditional export

位

于香港的立信集团，是首家收购欧洲企业的中国纺织机械设备制造商，旗下公司包括瑞士 Xorella AG，以及德国 Then Maschinen- und Apparatebau GmbH 与 GTM Goller Textilmaschinen GmbH 等。过去两年，集团对学界作出不少捐助；另又于数月前组成立信水务科技有限公司，专业提供全面的污水处理及循环系统服务，业务范围包括设计、安装、维修及技术支援等。

《亚洲纺织世界》有充分理由与立信集团主席方寿林会面，进行独家专访。

会面于香港进行，而方寿林则由儿子，即立信集团执行董事方国忠陪同出席。集团的宗旨是透过努力研发，为客户提供最创新、最环保的方案；另外又致力提供全面的客户服务，以协助客户于投资上获取最大回报。集团的目标是成为纺织业者的“首选”企业。

挑战

TWA: 你在集团内的个人挑战是什么？

方寿林: 我个人的目标是发展新产品，以及促进可持续业务的增長。我们当然希望保持立信集团在业内的领先

地位，因此，于2008年7月委任云维庸为集团首席执行官，协助集团制订政策及业务发展路向。他亦将带领董事局与监管董事会的功能，确保集团的商业运作畅顺高效。

注：立信集团2007年的年度总设备生产量，按2007年销售量计逾2800部设备；数字已将集团与德国A. Monforts Textilmaschinen GmbH 合组的立信门富士纺织机械有限公司旗下销售量计算在内。该公司只服务中国市场。

当前市场形势

TWA: 你认为现时整体市况如何？

方: 处于全球金融海啸初起之际，纺织业已多方面受到影响。业内现时购买纺织设备的意欲相当低落；此外纺织业的利润幅度十分狭小，加上行业因传统成衣外销市场需求下降而必须减产。这显示纺织业必须先进行整固，方可再稳步成长。

众所周知，现时金融危机已席卷全球纺织业；不过展望未来，相信整体亚洲区可凭藉长期的增长前景——即拥有庞大的国内纺织品市场需求，而具有较高复苏潜力。此外，预计亚洲区亦将是外销市场复苏后，首个受惠的区域。

TWA: 你的集团是否也受现时的不景气影响?你有什么对策?

方:当然。与其它企业一样,立信集团也因金融风暴而经历着艰辛的日子。人民币升值、2007年第二季度欧元大幅上扬、全球经济放缓、生产成本上涨等,均为集团的业务带来负面的影响。面对如此困难的市场环境,集团采取了相应措施,以拓宽客户基础、提高营运效率及降低成本。这并非集团在成立45年来首次经历的宏观经济危机,以集团的经验,我们确信能抵抗暴风,更形茁壮。

虽然现时业务放缓,我们预期纺织业除了将在整固后健康发展外,业界亦会在风暴进一步稳定下来后,重新投入资本。无论在成本方面,又或按环保法规要求以合乎客户需要方面,全球业界均必须为了加强竞争力而提升设备的水平。

区域概况

TWA: 香港于1997年回归中国后,重要性有否减低?与回归前相较,香港现时的情况如何?又或在中国及香港签订的《内地与香港关于建立更紧密经贸关系的安排》(CEPA)下,香港受惠是否更多?

方:1997年回归以来,我们并未感到香港的重要性受到任何负面影响。香港是业界公认全球最吸引的营商地之一,业务主要源于商界对金融、贸易和物流服务的需要,以及旅游业。香港人在经济渐转型至更高层次的服务过程中,亦能维系竞争力,以及保留其自由经济联盟的席位。

TWA: 你认为香港现时的角色如何?

方:在CEPA及珠江三角洲整合的区域合作下,中国成为香港经济增长的主要动力。从这方面而言,香港不会落后于深圳及上海,相反香港应藉CEPA争取商机,加强与内地的合作,致力发展全球市场及新兴区域。

内地的角色

TWA: 整体来说,你如何评论中国在全球上的角色?在纺织业方面又如何?中国能否为整个国内市场、以及全世界供应产品?中国现时有能力生产不同档次的内销及外销商品,如果国内人民的收入水平持续上升,中国是否仍能满足各个市场的需求?中国眼前的问题很多,包括能源、污水等等,她应如何面对?

方:中国现时蔚为纺织品生产商的翘楚,地位实在不容置疑;不单是纺织业,在其它制品方面,中国亦可谓全球的工厂。按现时形势,中国具有充裕的生产能力,可以同时满足外销市场及国内市场需求。不过,中国国内的纺织品及成衣市场每年约有25%增幅,亦即以人口及薪金增长计算,中国市场将大概每3年膨胀一倍。

按上所述,再加上中国政府近期下达指令,要求业界转而生产更高档次的商品,以及关注环境,我预期中国将在约10年内,开始输入更多纺织品供内销之用,比率会远较现时为高。

若比较内、外销商品的素质,我认为两者的差距趋于接近。事实上,不少以往只专注外销的生产商,均重新部署,进军内销市场。此外,我相信以往的质量问题,并不关乎纺织品本身,而在于缺乏潮流及设计触觉。随着

markets for apparel. Unfortunately, this will mean that the textile industry will have to consolidate before it can be healthy again.

As you know, at the moment, the current financial crisis is affecting textile businesses throughout the world. Nevertheless, if we look further ahead, we believe Asia as a whole will have the best potential due to its long-term growth prospects, which will translate to significant domestic market for textile consumption. Secondly, it will also be the first region to benefit when the export markets recover.

TWA: Is your group also affected by the current market situation? What have you done to face it?

Fong: Yes, like everybody, the Fong's Group has experienced a very challenging year with emerging crises. The appreciation of the renminbi, the significant rise in the euro from the second half of 2007, the slowdown of the global economy and the rise in production costs have affected the business growth of the Group. Facing such a difficult marketing environment, the Group has implemented corresponding measures to broaden the customer base, improve operation efficiency and reduce costs. This is not the first macroeconomic crisis that the Group has experienced in its 45 years, and therefore, with our experience, we are confident we will be able to weather this crisis and come out even stronger.

Although business is slow at the moment, we expect the industry to start investing again once the global financial crisis stabilizes further, as apart from the anticipated consolidation in the textile industry, which will help

中国致力在这方面培养人材，中国的纺织业亦将茁壮成长，未来或许更能领导国际时装潮流的走向——当然这还得等待好一段日子。

研发工作不可少

TWA: 以现今而言，要制造成功、现代化的纺织设备，主要的市场因素是什么？

方: 设备必须优质，具有先进技术，能够为客户提供安全可靠、低成本及环保的操作模式，以助他们节省生产成本及提高市场竞争力。此外，设备最好具备卓越的性能及创新的环保概念，可以节省热能及尽量运用热力回收系统。

TWA: 集团的企业信息曾提及“集团坚信研究与开发是保持市场竞争力及长远发展的不可或缺的因素”，你如何决定研发工作的优先次序？

方: 我们首要着重的，是发展可以缩短染色程序的创新设备，同时致力加强及改善现有机器与全自动控制系统的性能。

TWA: 研发部现聘有多少名员工？另外，研发部的开支占集团总营业额的比例如何？

方: 集团的研发部现时约聘有140名员工；至于研发部的投资，约为纺织设备业务每年总销售额的2%。

TWA: 市场的要求与日俱高，集团致力进行研发的目的是什么？你又如何看如节约能源与用水、电力供应不足等问题的大趋势？

方: 我们希望透过日常的研发工作，为客户提供卓越、创新及环保的产品，以全面满足他们的需要。立信的HSJ环保系列均具备

get the textile industry get back to health. The industry worldwide will also have to upgrade their machinery in order to remain competitive both from a cost perspective and from an environmental-compliance requirement as being demanded by the consumer these days.

Regional Aspects

TWA: Did the handover of Hong Kong to Mainland China in 1997 affect the importance of Hong Kong? How is the situation today compared to the time before the handover? Or is it even better with the Mainland and Hong Kong Closer Economic Partnership Arrangement (CEPA)?

Fong: We have not seen any negative effect on the importance of Hong Kong since the handover in 1997. Hong Kong has always been considered one of the most attractive places to do business in the world. Its business is mainly attributable to the demand for financial, trading and logistics services as well as tourist activities. During the process of shifting its economy to a higher level of service orientation, Hong Kong people have managed to retain the position in the various competitiveness or economic freedom leagues.

TWA: How do you see the role of Hong Kong today?

Fong: With the regional cooperation under CEPA and the Pearl River Delta integration, the mainland has become a major driving force for Hong Kong's economic growth. From this aspect, we wouldn't say that Hong Kong is losing ground to places like Shenzhen and Shanghai. On the contrary, Hong Kong should grasp opportunities under CEPA, deepen cooperation with the mainland and expand into the global market and emerging regions.

The Mainland's Role

TWA: How do you judge China's role in the world in general, and in the textile industry in particular? Is China able to supply the whole domestic market as well as the rest of the world? Today, China is producing different levels of domestic and export quality. If the average income of the Chinese people increases, will China still be able to supply all markets? China is having big problems, such as energy, wastewater, and so on. How will China face these problems?

Fong: China's current status as a leading textile producer in the world is undebatable. China is regarded as the world's factory for many manufactured goods and not just textiles. Based on the current situation, China does have enough capacity to meet its export demands as well as to satisfy the domestic market. However, China's domestic demand for textiles and apparel has increased some 25 percent per year. This means that the size of the market will double approximately every three years due to the growth in income and China's demographics.

Given the above and the recent directions of the Chinese government to try to move its industries to higher-value products, as well as the concerns for the environment, I foresee that in 10 years' time, China will start importing a good percentage of textiles for domestic consumption as compared to now.

As for the comparison of domestic and export quality, I must say that the gap is getting smaller and smaller. As a matter of fact, many producers who were purely focused on exports have now redirected their production towards meeting the domestic markets. Furthermore, I believe that the problem of quality is not so much

about the textiles themselves, but it is the fashion and design aspect that is lacking. As China develops its own talent in this respect, the textile industry will become even more strong and healthy and perhaps will even influence international fashion trends in the future, although this may take some time.

Important R&D

TWA: What are the main market requirements today for successful and modern textile machinery?

Fong: Good-quality products coupled with advanced technologies for a safe, reliable, cost-effective and environmentally friendly operation to help the customers to save production costs and increase their competitiveness in the market. Also, outstanding performance and innovative environmental concepts for saving thermal energy as well as optimizing heat-recovery systems.

TWA: Where do you set priority in your R&D work? In your company's data, you mention that "Research and development effort is the indispensable factor for maintaining the Group's competitiveness and long-term development."

Fong: Our priority is to develop new innovative products with shortest dye cycles and to enhance and improve the performance of our existing products and the automation controlling systems.

TWA: How many people are working in R&D? What is the percentage you spend on R&D as it relates to the turnover of your company?

Fong: There is a staff of around 140 working in our R&D department. The investment in R&D accounts for approximately 2 percent of our annual sales turnover for the textile machinery segment.



In 1991, the Group acquired a 120,000-m² land site in Buji, Shenzhen for production facilities. 1995, the Shenzhen plant and the 21-floor building with office and dormitory premises were put in full use. Since that time, the Hong Kong office has served as the Group's headquarters for R&D, finance and sales. • 集团于1991年在深圳布吉购地12万平方米筹建厂房。楼高21层的新厂房于1995年落成，设施包括办公大楼及宿舍。自此，香港办事处转为行政总部，内置研发、财务及销售等部门。

多重节能冲洗系统 (Multi-Saving Rinsing System), 以及先进智能冲洗系统 (AIR+), 可以缩短染色程序, 大幅减少耗水量。至于Then GmbH方面, 最新推出的Synergy G2染色机, 采用深受市场欢迎的Then-Airflow[®]气流染色技术, 可以进一步减低耗水量。另外Monfongs 828 ES TwinAir双风道形拉幅定形机则内置废气热回收装置, 可节能达18%之多。

资助学界

TWA: 集团子公司立信染整机械有限公司为香港的学

府提供大量捐款, 原因何在? 集团对捐款的期望如何?

方: 立信捐款予各大学, 目的是进一步提高他们已相当良好的教研能力, 以及为更多大学研究人材提供资助。集团希望各学府能运用我们的捐款, 实行更多研究项目, 为中国、香港, 以至亚洲业界提供有意义的方案。我们深信集团与大学合作, 可以加强学界与工业界的合作关系。

TWA: 你于2007年组成立信水务科技有限公司及立信水务环保设备(深圳)有限公司。两公司的主要目标是什么?

方：立信水务科技有限公司的成立，源于各种天然资源成本不断上涨，其中包括能源及用水等。要于今日的现代化染色业立足，首要目标是成为拥有盈利，并具有环保良心的企业。立信水务科技有限公司为客户提供可靠而经济的方案，以协助他们达成目标。我们的宗旨，是提供全面的污水处理及循环再用系统服务，包括设计、安装、维修及技术支援等，让客户得以大幅节省耗水量达逾70%，并且减少排水量。

展望

TWA：今日的市场要求，与5至10年前相较，最主要的分别在哪里？

方：客户的要求愈来愈复杂。他们不断寻求能够协助企业生产具竞争力商品的设备制造商，以于技术及售价层面，为染厂于经济及生态方面争取效益。此外，客户亦期望购置能灵活运作的机器，让他们可以生产特别设计的产品，合乎个别需要。

TWA：哪个国家是中国纺织市场的最强竞争对手？

方：你们曾在“印度—沉睡的巨人”一文中，简述了印度纺织市场的现况（见《亚洲纺织世界》2008年九月/十月号“编者的话”）。印度纺织业的范畴甚广，市场总值现时为520亿美元，预计可于2012年增长至1150亿美元，发展前景非常秀丽。印度拥有强大的本地及外销市场需求，产业用纺织品潜力甚大，加上政府扶助的优势，纺织业将可持续蓬勃发展，于国际纺织业及成衣市场占据重

TWA：The requirements from the markets are ever-increasing. What are the main targets of your ongoing R&D efforts, and how do you face the megatrends such as energy and water savings, shortage of power supply, and such?

Fong：Through ongoing R&D efforts, we are trying to provide excellent, innovative and environmentally friendly products to the total satisfaction of our customers. The Fong's HSJ environmentally friendly series machines are equipped with a Multi-Saving Rinsing System and an Advanced Intelligent Rinsing System (AIR+) to shorten the dye cycle and reduce water consumption significantly. At Then GmbH, the recently launched Synergy G2 dyeing machine is based on the successful Then-Airflow® technology to further reduce water consumption. The Mon-fongs 828 ES TwinAir stenter range with integrated exhaust-heat-recovery system is able to reduce energy consumption by 18 percent.

Donations

TWA：Your daughter company, Fong's National Engineering Co. Ltd., donated millions of HK dollars to Hong Kong universities. What are the main goals for Fong's in doing that? What does Fong's expect from making the donations?

Fong：The donations made by Fong's to the universities were with the aim of further strengthening their already well-established teaching and research capabilities and helping support more research talent in the universities. We hope with our donation, the universities will be able to conduct more research projects, which will result in meaningful solutions for the industries in Hong Kong and China, and throughout Asia. We are

confident that our partnership with the universities will further enhance the relationships between the universities and the industrial community.

TWA：In 2007, you established Fong's Water Technology Co. Ltd. and Fong's Water Technology and Conservation Equipment (Shenzhen) Co. Ltd. What are the main targets for this company?

Fong：Well, the reason we set up Fong's Water Technology was due to the constantly rising costs of various natural resources, such as energy and water. These days, being a profitable environmentally conscious company is the utmost goal in the modern dyeing industry. Fong's Water Technology provides a reliable and economical solution to customers to meet this goal. Our mission is to provide a water treatment and reuse system with comprehensive services, including design, installation, maintenance and technical support to help our customers reduce water consumption by more than 70 percent and also to reduce discharge.

Outlook

TWA：If you compare today's market requirements with those of five to 10 years ago, what are the biggest differences?

Fong：The demands of customers are becoming more and more sophisticated. The customers are increasingly looking for machine suppliers that can provide them with competitive products both in technical terms and with respect to price to help them achieve economic and ecological benefits in their dye-houses. In addition, they are looking for the flexibility to tailor products to meet their individual requirements.

TWA：Which countries will be the strongest competitors in the textile markets for China?

Fong: In one of your articles, titled "India — A Sleeping Giant?" you briefly elaborated the current status of the Indian textile market (See "From The Editor," *Textile World Asia*, September/October 2008). India is a promising marketplace as its textile industry covers a wide spectrum of activities and its market size is valued at US\$52 billion with the industry's potential foreseen to reach US\$115 billion by 2012. With the strong domestic and export market demand and good potential in technical textiles, combined with the advantageous governmental policy, the Indian textile industry will continue its upward growth and play a major role in the world of textiles and apparel. In addition to India, it is foreseeable that Bangladesh will play a significant role in the global textile arena.

TWA: How do you see the market over the next few years? What is your vision for the next decades?

Fong: Firstly, in the short term, the textile industry worldwide will require the next 12 to 18 months to recover. Secondly, the good thing about the textile industry is that clothing is one of the basic necessities of human beings, and the demand will not evaporate. Therefore, looking ahead in the next one and one-half decades, I foresee that China will produce fewer and fewer textiles for export to meet its own demand. This will also play a proxy to the overall situation in Asia; it means that Asia will likely export fewer textiles as a whole for the very same reasons.

Central and South America will also have very good long-term prospects for textiles due to their proximity to the United States and also their own growing domestic market.



The Mainland and Hong Kong Closer Economic Partnership Arrangement (CEPA) is the first free trade agreement ever concluded between Mainland China and Hong Kong. The main text of CEPA was signed June 29, 2003. CEPA opens up huge markets for Hong Kong goods and services, greatly enhancing the already close economic cooperation and integration between Mainland China and Hong Kong. • 《内地与香港关于建立更紧密经贸关系的安排》(CEPA) 是中国内地与香港之间签订的首个自由贸易协议，主要条约于2003年6月29日签订。CEPA为香港的商品及服务开拓了庞大的市场，进一步促进中国内地与香港之间已相当紧密的经济合作及整合关系。

要位置。除了印度外，孟加拉国亦将在全球纺织业市场扮演重要的角色。

TWA: 你怎样看未来几年的市场大势？未来10年的情况又如何？

方: 首先，以短期而言，全球纺织业将于未来12至18个月休养生息。其次，纺织业的优势是衣物作为人类的基本需要之一，市场需求不会突然蒸发掉。因此，展望未来10年至15年，我预期中国作外销之用的纺织品行将减少，产品将转而满足国内市场的需要。这趋势亦反映了整体亚洲的情况，即亚洲纺织市场会以同样原因，减少外销品的数量。

至于中、南美洲的纺织业，将因邻近美国的关系，加上国

内市场需求上升，预期发展前景将有不俗的表现。

此外，由于人口相对年轻，我相信中东及北非地区亦深具潜力。

最后，总结未来一、二十年的局势，传统市场如欧洲及北美洲等地，在人口及年龄老化的改变下，纺织品消耗量将较前缩减；形势如何，将视乎当地纺织业及国际企业如何重整面对的策略。

TWA: 立信蔚为业界的龙头企业，你将如何巩固领先地位？

方: 45年的营运，让立信集团成功建立了全球知名的纺织染整设备品牌“立信”。集团本着满足客户需要的信念，致力提供质量卓越的产品、全面的客户服务，以及准时

Milestones • 集团大事年表

- **1963:** Fong Sou Lam establishes Fong's in Hong Kong. • 方寿林于香港成立立信机器工程公司。
- **1969:** The company is officially renamed Fong's National Engineering Co., Ltd. • 公司正式命名为立信染整机械有限公司。
- **1979:** Fong's becomes one of the first Hong Kong companies to explore the textile dyeing and finishing market in China. • 立信为香港首批进军中国纺织染整市场的企业之一。
- **1998:** Fong's National Engineering Co. Ltd. and RF Systems S.r.l., Italy, entered into a licensing cooperation to manufacture and market the Radio Frequency Dryer. • 立信染整机械有限公司与意大利 RF Systems S.r.l. 达成授权协议，制造及销售射频烘干机。
- **1999:** Fong's Industries Group joins forces with A. Monforts Textilmaschinen GmbH & Co. KG to establish Monforts Fong's Textile Machinery Co. Ltd. and Monforts Fong's Textile Machinery (Shenzhen) Co. Ltd. for the manufacture of fabric finishing equipment in China. • 立信与 A. Monforts Textilmaschinen GmbH & Co. KG 合资组成立信门富士纺织机械有限公司及立信门富士纺织机械(深圳)有限公司，在中国制造织物后整理设备。
- **2002:** As a major step toward further diversification, the Group establishes Xorella Hong Kong Ltd. to acquire Xorella AG, which is engaged in the design and manufacture of yarn-conditioning equipment. • 为了进一步让产品系列更趋多元化，集团成立纱力拉香港有限公司，收购从事纱线处理设备设计和制造的瑞士 Xorella AG。
- **2004:** The Group establishes Germany-based Then Maschinen GmbH to acquire the former Then Maschinen- und Apparatebau GmbH and Scholl-Then GmbH. • 集团于德国成立 Then Maschinen GmbH，收购前 Then Maschinen- und Apparatebau GmbH 及 Scholl-Then GmbH。
- **2006:** The Group establishes Germany-based Goller Textilmaschinen GmbH to acquire the fixed assets, inventory and all intellectual property rights of former GTM Goller Textilmaschinen GmbH. • 集团成立 Goller Textilmaschinen GmbH，以收购前 GTM Goller Textilmaschinen GmbH 的固定资产、存货以及所有知识产权。

付货。我们的目标是为客户提供一站式服务，制造的机器型号广及纺织品处理各个环节，包括纱线处理、染色，至后整理等，因而可进一步加强客户对我们的认同、提高集团的竞争力，以维系集团在业内的领先地位。

此外，集团虽然于香港起家，向来主要发展中国市场，不过近10年亦致力为国际客户及中国以外的市场服务。现时，集团50%的机器产品销售往中国以外的市场。我们希望本着上文所述的长期展望，进一步增加国际客户。 **TW Asia**

I also believe the regions of the Middle East and North Africa will have great potential due to the young demographics of the population.

Lastly, and in general, in the next one to two decades, traditional markets such as Europe and North America will play a lesser role in the consumption of textiles due to the changes in demographics and aging populations, and the trick will be how the local textile industry and international players adapts to these changes.

TWA: Your group is considered to be a leader in your business sector. What do you do to keep this position in the market?

Fong: Throughout 45 years of operation, Fong's Group has successfully built its brand name "Fong's" as a world-renowned dyeing and finishing equipment manufacturer. The Group upholds its commitment to the demands of the customers — excellent-quality products, prompt delivery and comprehensive customer services. It is our aim to offer a one-stop-shop service to the customers, with machinery to handle processes ranging from yarn conditioning to dyeing and finishing, thereby further boosting the recognition among our customers and enhancing our competitiveness so that we will maintain the leading position in the industry.

Furthermore, although we have grown locally in Hong Kong and have traditionally very much focused on China, we have in the recent decade also focused on the importance of our international customers and markets outside of China. In fact, 50 percent of our machinery sales these days are for markets outside of China, and we hope to further add customers internationally given our long-term outlook above. **TW Asia**