The Greatest Window of Opportunity in the UAE is Now—If You Understand the Culture.

Over the last five years, expanding into the UAE and the wider GCC has become highly popular among Hong Kong and Chinese investors. However, amid recent geopolitical escalations and minor property market corrections, we are seeing a wave of negative headlines—especially from Western media—attempting to downplay Dubai and the broader region.

This narrative is not just exaggerated; it is a massive strategic miscalculation.

If you truly understand the culture of the Middle East, you know that right now is actually the best time to engage. The investors, political leaders, and ruling elites in the UAE possess long memories. They deeply respect and remember those who stand by them and build genuine friendships during complex times, far more than those who only arrive when the markets are peaking.

Having visited the UAE for over 26 years, I have witnessed its remarkable evolution first-hand. Today, the UAE—particularly Abu Dhabi and Dubai—is led by **one of the most forward-looking, entrepreneur-friendly governments globally.** A new generation of highly intelligent, energetic leaders has taken the helm. I saw this brilliantly reflected recently during a lunch with the UAE Consul General in Hong Kong, H.E. Shaikh Saoud Ali Almualla—a prime example of a leader who is exceptionally sharp, yet remarkably humble and kind-hearted.

However, to succeed there, Asian investors must correct a critical misconception.

The Golden Rule: The UAE is Not Just a Pool of Capital: Too many entrepreneurs travel from China and Hong Kong viewing the Middle East merely as an ATM to fund their home projects. This is the wrong approach. Middle Eastern leaders are fiercely proud of their nations.

Their primary motivation is to build up their own countries, improve their domestic industries, and enhance local capabilities. If you want to partner with them, you must bring value that develops their ecosystem. Pitching purely for financial returns will fail; showing genuine desire, respect for their values, and a commitment to mutual development is the ultimate currency.

When you align with their vision, the potential for win-win cooperation is staggering. The future of the UAE is being driven by two massive frameworks: **"We the Emirates 2031" and the "Dubai 2040 Urban Master Plan":**

- **The AI & Digital Economy Revolution:** They are pioneering the future, having appointed the world's first Minister of State for AI. Through golden visas for coders, global accelerators, and institutions like the Museum of the Future, they are becoming a premier tech hub.

- **Post-Oil Economic Diversification:** They are actively decoupling from traditional oil revenues, aiming to double their GDP to AED 3 trillion by expanding non-oil foreign trade, high-value manufacturing, and tourism.

- **Sustainability & Urban Innovation:** They are transforming a desert metropolis into a model for a green economy. From doubling green spaces to funding solar-powered water desalination and net-zero energy transitions, their climate innovation is world-class.

- **Mega-Connectivity & Smart Mobility:** With projects like Etihad Rail, autonomous transit (including flying taxis), and massive airport expansions, they are cementing their position as the ultimate physical and digital bridge between East and West.

Hong Kong, with its robust common law system, status as an international financial center, and unmatched access to the Chinese mainland market, is the perfect partner for this transformation.

I strongly encourage forward-looking entrepreneurs of all ages to ignore the short-term disruptions and fake news. Book your flights, build genuine friendships, and respect the culture. The window to forge lifelong partnerships in the UAE and the GCC is wide open right now.

Dr. Johnny Hon
18/08/2026

把握阿聯酋的黃金機遇：跨國投資的成功關鍵在於「文化理解」

過去五年，越來越多的香港和內地投資者前往阿聯酋及海灣阿拉伯國家合作委員會（GCC）地區尋求機遇。然而，面對近期的地緣政治波動和房地產市場的短期調整，西方媒體開始出現一些看淡杜拜及該地區的負面報道。這種論調不僅被誇大，更是嚴重的戰略誤判 ，

如果你真正了解中東文化，就會明白現在其實是最好的入局時機。阿聯酋的投資者和政商界精英非常看重「患難見真情」。他們更願意銘記和尊重那些在複雜時期與他們並肩作戰、建立真誠友誼的夥伴，而不是那些只在市場巔峰時才來錦上添花的人。

我在過去 26 年裏頻繁造訪阿聯酋，親眼見證了這個國家的非凡蛻變。如今，阿聯酋（尤其是阿布扎比和杜拜）擁有全球最具前瞻性和擁抱企業家精神的政府之一。新一代充滿活力、極具智慧的領導人已經開始接過接力棒。最近我與阿聯酋駐港總領事 Shaikh Saoud Ali Almualla 閣下共進午餐時，深深感受到這一點——他正是這種兼具敏銳智慧與謙遜親和的卓越領導者典範。

然而，中國企業家要在那裏取得成功，必須糾正一個關鍵誤區：

黃金法則：阿聯酋不僅僅是一個資金池：許多企業家帶着項目去中東，僅僅是為了替家鄉的項目融資，這是錯誤的做法。中東的領導者對自己的國家充滿自豪，他們的核心動力是建設自己的國家、提升本土產業和能力。如果你想與他們合作，你提供的價值必須能促進「他們」的生態系統發展。僅僅用財務回報來遊說註定會失敗；展現出對他們價值觀的尊重、真誠的合作意願，以及對「互利共贏、共同發展」的承諾，才是真正的通行證。

當你與他們的願景保持一致時，合作潛力將無可限量。阿聯酋的未來正由兩大宏偉藍圖推動**「阿聯酋 2031 願景」**（We the Emirates 2031）**和“杜拜 2040 城市總體規劃”**（Dubai 2040 Urban Master Plan）：

- **AI 與數字經濟革命：**他們任命了全球首位人工智能部長。通過程序員黃金簽證、全球加速器及「未來博物館」，阿聯酋正躍昇為頂尖科技樞紐。

- **後石油時代的經濟多元化：**致力於擺脫對傳統石油收益的依賴，目標是通過擴張非石油外貿、高價值製造業和旅遊業，將 GDP 翻倍至 3 萬億迪拉姆。

- **可持續發展與城市創新：**正在將這座沙漠大都會轉變為綠色經濟典範。從成倍增加綠化面積到加大投資太陽能海水淡化及淨零能源轉型，其氣候創新已達世界級水準。

- **超級互聯與智能交通：**通過阿提哈德鐵路（Etihad Rail）、自動駕駛交通（包括飛行出租車）及大型機場擴建，他們正在鞏固作為連接東西方終極實體與數字橋樑的地位。

香港憑藉穩健的基本法體系、國際金融中心地位以及連接中國內地龐大市場的無可比擬優勢，正是阿聯酋實現這一轉型的完美合作夥伴。

我強烈鼓勵各個年齡段、具備前瞻視野的企業家，不要被短期的市場波動和虛假新聞所干擾。現在就啟程，去建立真誠的友誼，尊重當地的文化。在阿聯酋和 GCC 地區締結終身合作夥伴關係的最佳窗口，現在已經完全敞開。

韓世灝博士
18/08/2026

把握阿联酋的黄金机遇：跨国投资的成功关键在于“文化理解”

过去五年，越来越多的香港和内地投资者前往阿联酋及海湾阿拉伯国家合作委员会（GCC）地区寻求机遇。然而，面对近期的地缘政治波动和房地产市场的短期调整，西方媒体开始出现一些看淡迪拜及该地区的负面报道。这种论调不仅被夸大，更是严重的战略误判。

如果你真正了解中东文化，就会明白现在其实是最好的入局时机。阿联酋的投资者和政商界精英非常看重“患难见真情”。他们更愿意铭记和尊重那些在复杂时期与他们并肩作战、建立真诚友谊的伙伴，而不是那些只在市场巅峰时才来锦上添花的人。

我在过去 26 年里频繁造访阿联酋，亲眼见证了这个国家的非凡蜕变。如今，阿联酋（尤其是阿布扎比和迪拜）拥有全球最具前瞻性和拥抱企业家精神的政府之一。新一代充满活力、极具智慧的领导人已经开始接过接力棒。最近我与阿联酋驻港总领事 Shaikh Saoud Ali Almualla 阁下共进午餐时，深深感受到这一点——他正是这种兼具敏锐智慧与谦逊亲和的卓越领导者典范。

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- **AI 与数字经济革命：**他们任命了全球首位人工智能部长。通过程序员黄金签证、全球加速器及“未来博物馆”，阿联酋正跃升为顶尖科技枢纽。

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