競爭：香港、杜拜、倫敦、蘇黎世與日內瓦

Dr Alexander Ressos, TEP
Attorney-at-Law (Switzerland and Germany),
Solicitor (England & Wales and Hong Kong)
Of Counsel, KGP Legal LLC
alexander.ressos@kgplegal.com.sg
www.ressos.com.sg

衡量一個金融中心，要看與它爭奪客戶、企業及人才的地方。新加坡從未能忘記這一點。1819年的自由港本身就是一項競爭行動，矛頭指向群島上的荷蘭港口。轉口港得以存續一個半世紀，是因為商人發覺它比鄰近港口更便宜、更安全、管治更完善。現代金融中心亦本着同一精神建立。1968年的亞洲美元市場、2000年代的財富管理策略，以及2010年代的家族辦公室制度，每一項在設計時都有一個對手在望：最常見的是香港，有時是瑞士，近年則是杜拜。

本章把新加坡置於2026年對其業務最重要的各個金融中心之中。本章先從最接近、歷史最悠久的對手香港談起，繼而討論杜拜及海灣地區、倫敦，以及瑞士的兩個中心蘇黎世及日內瓦。最後一節審視公開反映這場競爭的各項排名，並探討它們量度的是甚麼。至於支撐新加坡競爭優勢的各項制度，本章留待相關章節詳細處理：家族辦公室見第E部分第III章，基金管理見第E部分第V章，商品貿易見第G部分，地緣政治背景見第K部分第V章。

© 2026 Dr Alexander Ressos. General information only, not legal, tax or investment advice. No client relationship is created. All Singapore law advice is provided by a duly licensed and regulated firm of Singapore advocates and solicitors only on the basis of an express written letter of engagement. More information at SingaporeIQ.com and ressos.com.sg.

日內瓦一書設有一章，從日內瓦湖畔的角度探討同一課題，題為*La concurrence des places : Dubaï, Singapour, Hong Kong, Luxembourg, Londres*。該章把新加坡描述為從瑞士手中奪去全球跨境財富日增份額的亞洲金融中心之一。兩章可以對照閱讀。在日內瓦看來是相對市場份額的流失，在新加坡看來則是三十年刻意政策的回報。兩種說法都建基於相同的數據。

要點

在2026年9月的全球金融中心指數中，新加坡排名第四，位列紐約、倫敦及香港之後，比香港低一個評分點，並領先杜拜、蘇黎世及日內瓦。香港仍是最強的對手，因為它能接觸中國內地的資本及財富；新加坡則倚靠橫跨亞洲、中東及歐洲、更多元化的客戶基礎。杜拜及阿布扎比以普通法自由區、低稅率及積極吸引財富的政策競爭，但其吸引力在2026年的地區戰爭中受到考驗。倫敦仍是普通法金融中心的典範，也是全球最大的外匯市場，新加坡則排名第三，位於美國之後。排名反映的是觀感及整體條件，因此對客戶或企業而言，其價值在於分項指數及所揭示的趨勢。

Disclaimer

This article is provided for general information only. It is based on publicly available sources as at its date of publication. These sources have not been independently verified against licences, regulatory registers or the records of the entities concerned. It is not legal, tax, financial or investment advice. Nor is it a recommendation to invest in, transact with or use the services of any entity mentioned. Law and regulation change frequently, so the content may be incomplete or outdated. To the fullest extent permitted by law, Dr Alexander Ressos and the publisher of SingaporeIQ exclude all liability for loss or damage arising from the use of or reliance on this article. Readers should obtain advice on their specific circumstances before acting or refraining from action.

Names and trademarks of the entities discussed belong to their owners and are used for identification only. Their mention implies no endorsement, affiliation or allegation of wrongdoing. All Singapore law advice is provided by a duly licensed and regulated firm of Singapore advocates and solicitors only on the basis of an express written letter of engagement. Corrections and updates: contact@ressos.com.

© 2026 Dr Alexander Ressos. General information only, not legal, tax or investment advice. No client relationship is created. All Singapore law advice is provided by a duly licensed and regulated firm of Singapore advocates and solicitors only on the basis of an express written letter of engagement. More information at SingaporeIQ.com and ressos.com.sg.

© 2026 Dr Alexander Ressos. This article may be quoted with attribution to SingaporeIQ (SingaporeIQ.com). Reproduction in full and any commercial use require prior written consent. The Legal Terms at https://singaporeiq.com/legal-terms apply.

Author contact: Dr Alexander Ressos, TEP · contact@ressos.com

© 2026 Dr Alexander Ressos. General information only, not legal, tax or investment advice. No client relationship is created. All Singapore law advice is provided by a duly licensed and regulated firm of Singapore advocates and solicitors only on the basis of an express written letter of engagement. More information at SingaporeIQ.com and ressos.com.sg.