

Making Concerted Efforts to Open up New Horizons

Overall Direction of Administrative Policies and Policy Highlights for 2022 of the Macao Special Administrative Region

Looking forward to 2022, facing new circumstances and missions, we will intensively and persistently uphold the spirit of the series of instructions from President Xi, strictly adhere to the principles of “One country, two systems”, “Macao people governing Macao” and a high degree of autonomy, seize all opportunities for development, and effectively implement the Central People’s Government’s supportive policies for the development of Macao, and the Second Five-Year Plan for Economic and Social Development of the Macao Special Administrative Region (MSAR) Government (2021–2025). We will spare no effort in pandemic prevention and control, maintain the momentum for promoting adequate economic diversification, deepen public administration reform, and optimise people’s livelihood projects. Keeping in mind our original intention and core value of promoting Macao’s adequate economic diversification, we will make our best effort in the establishment of Guangdong-Macao Intensive Cooperation Zone in Hengqin. We will actively participate in the development of the Guangdong-Hong Kong-Macao Greater Bay Area, and the “Belt and Road” initiative, and proactively integrate into the overall national development plan. We will make concerted efforts, and endeavour to go from strength to strength, to create a new landscape of successful implementation of “One country, two systems” with Macao characteristics.

Overall Direction of Administrative Policies and Policy Highlights for 2022

In the coming five years from 2021 to 2025, the Macao SAR will deepen its implementation of the principle of “One country, two systems”, and seize the strategic opportunities of national development. The MSAR Government strictly followed the national 14th Five-Year Plan, in accordance with Macao’s first Five-Year Development Plan, and based on the actual circumstances of Macao, the findings of research and studies, and public opinion, to compile the consultation document on the Second Five-Year Plan for Economic and Social Development of the Macao Special Administrative Region (2021-2025) (“The 2nd Five-Year Plan of the Macao SAR”).

The 2nd Five-Year Plan of the Macao SAR clearly defines the goals and directions of Macao’s overall development in the next five years. By 2025, the contents of Macao as a world tourism and leisure centre will be enriched; the functions of Macao as an economic and trading service platform between China and Portuguese-speaking countries will be expanded; there will be steady progress with the establishment of a multi-cultural exchange and cooperation base with an emphasis on Chinese culture; adequate economic diversification will be substantially achieved; people’s

livelihoods will continuously improve; cultural life will be enhanced; the quality of government administration will be optimised; and the laws and enforcement mechanisms for safeguarding national security will be perfected on an ongoing basis. Macao will further integrate into the overall national development plan, the interim goals for establishment of the Guangdong-Macao Intensive Cooperation Zone in Hengqin will be realised; the preliminary roadmap for integrating Macao and Hengqin will be created; and Macao's impetus for development, vitality and competitiveness will be strengthened on an ongoing basis. We will make our best efforts to realise the values of "exquisiteness, excellence, specialty, expertise, and beauty", and build a modern, beautiful, happy, safe and harmonious Macao.

Our nation always serves as solid support for Macao's stable development. In 2022, with the national achievements in sustainable pandemic prevention and control and socio-economic development, Macao's economy is expected to show steady recovery, consolidation, and stable growth. Against the backdrop of the national 14th Five Year Plan, Macao will align with the country's development strategy, actively participate in quality development of the Guangdong-Hong Kong-Macao Greater Bay Area, leverage its advantages as an intersection of the country's dual economic cycle, and explore more opportunities and horizons for development. Also, the progress with establishment of the Guangdong-Macao Intensive Cooperation Zone in Hengqin creates more favourable development opportunities for Macao's nascent industries through adequate economic diversification.

The Government will seize opportunities in national development, spare no effort in pandemic prevention and control, actively promote stable economic recovery, resume work on enhancing employment and livelihoods of the public, comprehensively expedite all construction projects, converge strengths from all walks of life, and join hands to open new horizons for Macao's development. The general principles of administration for 2022 are: prevent the pandemic, stabilise economic recovery, protect livelihoods, promote diversification, strengthen cooperation, and explore development opportunities.

According to the general principles of administration, the main tasks of the Government in 2022 are: implementation of the Second Five-Year Plan for Economic and Social Development of the Macao Special Administrative Region (2021-2025) and the Master Plan for the Development of the Guangdong-Macao Intensive Cooperation Zone in Hengqin, with "six perseverances" and "six advancements":

- Perseverance in comprehensively and correctly upholding the principles of "One country, two systems", "Macao people governing Macao" and a high degree of autonomy; and making progress with implementing and perfecting the legal system and law enforcement mechanisms for safeguarding national security, safeguarding the comprehensive jurisdiction of the Central People's Government over Macao, safeguarding national sovereignty, safety and development interests, and maintaining social stability of Macao.
- Perseverance in expediting adequate economic diversification; and making progress with fostering and facilitating development of nascent industries, optimising the business environment, and cultivating and promoting major industries.
- Perseverance in implementing the administrative principle of "Putting people first"; and

making progress with optimising livelihood projects, putting people’s life and health as the priority, continuously enhancing pandemic prevention, improving employment and people’s wellbeing, actively responding to people’s concerns, and launching relief measures to support the underprivileged.

- Perseverance in adopting problem-based solutions; and making progress with deepening public administration reform, and improving the efficiency of public services for the convenience of the public and businesses.
- Perseverance in upholding Macao’s positioning of “One Centre, One Platform, One Base”; and making progress with building a modern, beautiful, happy, safe and harmonious Macao.
- Perseverance in integrating into the overall national development plan; and making progress with deepening regional cooperation, focusing on the establishment of Guangdong-Macao Intensive Cooperation Zone in Hengqin, and actively participating in the development of the “Belt and Road” initiative and the Guangdong-Hong Kong-Macao Greater Bay Area.

In addition, the Policy Address for the Fiscal Year 2022 has laid down nine major policy goals.

Policy highlights for 2022

(1) Consolidate anti-pandemic mechanism, and promote stable economic recovery

The Government will persist with the anti-pandemic strategy of “preventing imported cases and a rebound of the pandemic in Macao”, and normalise pandemic prevention and control. Based on earnestly reviewing and learning from experiences, the Government will block any loopholes and strictly and seriously implement pandemic prevention, strengthen our ability to combat the pandemic, and always remain vigilant.

We will increase the overall vaccination rate among Macao residents, to strive to build herd immunity. We will strengthen and perfect our anti-pandemic system, ensure reserves of sufficient masks and other items for pandemic prevention, and consider importing new medicines for treatment. We will perfect our planning of region-specific and multi-level disease prevention and control and community-wide nucleic acid tests, and consider establishing more and larger quarantine facilities. Regarding food safety, we will safeguard the three anti-epidemic frontlines of cold chain food plus related workers and environments, and strengthen random sampling, disinfection, inspection, and contact tracing ability. The Government will fully utilise the infectious disease alert system and the advantages of information technology, to enhance its ability to implement quarantine at border crossing checkpoints and survey epidemiology in society, to prevent the virus spreading in the community. We will leverage the coordination function of the Novel Coronavirus Response and Coordination Centre, enhance public health information exchanges according to the regional joint prevention and control mechanism, and effectively implement anti-pandemic and quarantine measures at border crossing checkpoints.

We will implement multiple measures – including increasing investments, cutting taxes, supporting businesses, and stabilising employment – to facilitate stable economic recovery, safeguard local employment and livelihood stability, and keep society operating normally with a healthy and stable financial system.

We will implement vigorous fiscal policies, and increase public investment. With a preliminary budget of 18.32 billion patacas allocated to the Investments and Development Expenses of the Administration (PIDDA), the Government will proceed with a series of projects involving basic facilities, public housing, municipal service facilities, and new infrastructure, to expand domestic demand and boost the economy.

The Government will facilitate recovery of the integrated tourism industry and boost external demand. In the short- and mid-term future, integrated tourism is still the foundation of Macao's economy; hence, facilitating the gradual recovery of tourism is currently key to reviving Macao's overall economy. While implementing effective pandemic prevention and ensuring the pandemic is under control, we will resume normal flows of people with neighbouring regions, especially mainland China cities and Hong Kong, to attract more visitors to Macao.

The Government will actively promote Macao tourism and launch tourism products with specific themes; organise tourism roadshows in the Greater Bay Area and major tourist source cities; consider setting up “Macao tourism flagship webpages” on major e-commerce platforms in mainland China; and help businesses to expand their networking with visitor sources. We will also introduce new technological tourism elements on streets near border crossing checkpoints, enticing tourists to visit and shop in these districts.

We will strengthen assistance for stable development of small and medium-sized enterprises (SMEs), and encourage SMEs to seize the opportunities of Macao's economic recovery and the country's rapid development. The Government will also effectively implement policies to assist SMEs; and launch financial assistance measures as circumstances require, to afford businesses relief from difficulties related to capital, operating costs, human resources, and insufficient market demand; and provide specific support to SMEs affected by the pandemic. Industries also need self-reliance in adversity, while overcoming hardships, adjusting operating modes and proactively transforming their businesses, to enhance their competitiveness and resilience for new business development.

We will continue optimising the business environment. We have completed the legislation of the Tax Code, and are implementing the legislation of the Public Procurement Law. The Government will popularise the use of One-stop Public Services Accounts; broaden e-government services; optimise electronic declarations for external trade; and continue launching user-friendly registration and notarisational services.

We will enhance the functions of the information platform on business registration; improve online application procedures for registration and notarisational e-certificates; streamline procedures for property and business registration; and gradually realise paperless operations. We will also optimise one-stop service workflows for investors; and enhance the linkage between exhibitions and conventions and activities soliciting foreign investment, to increase the effectiveness of attracting investors through exhibitions.

(2) Foster and develop various industries to expedite adequate economic diversification

The basic directions for promoting adequate economic diversification are: fully leverage Macao's unique advantages; keep in mind and uphold Macao's positioning as "One Centre, One Platform and One Base"; actively foster and develop industries that support the development of Macao, while consolidating and upgrading advantageous traditional industries; and establish a sufficiently diverse and sustainable industrial structure. On one hand, we will leverage Macao's features as a world tourism and leisure centre, to enhance the quality of the comprehensive tourism and leisure industry, which includes elements such as gastronomy, vacations, sightseeing, shopping, entertainment, culture and creativity, healthcare, and sports. On the other hand, in accordance with the national development strategy, we will seize the development opportunities of the Guangdong-Hong Kong-Macao Greater Bay Area and the Guangdong-Macao Intensive Cooperation Zone in Hengqin, strive to develop the "Big Health Industry" with Chinese traditional medicine research and development as an entry point, along with modern financial services, high technology, exhibitions and conventions, commerce and trade, and culture and sports. We will foster new economic growth points, facilitating rapid development of major nascent industries.

To facilitate lawful, orderly and healthy development of the gaming industry, the Government will perfect gaming laws and regulations, and optimise gaming monitoring procedures and workflows. In accordance with the features beneficial to Macao's positioning as a world tourism and leisure centre, stable development of the gaming industry, and ensuring employment and upward mobility for local employees, we will lawfully and appropriately implement work related to re-bidding for gaming concessions. We will actively explore more competitive non-gaming elements, while continuing to urge gaming concessionaires to bear their social responsibility in an appropriate manner.

To deepen "Tourism+" crossover synergy and promote recovery of the tourism services industry, we will enhance interactive development between tourism and related industries, such as conventions and exhibitions, sports, e-commerce, and cultural and creative industries; facilitate in-depth integration of tourism and the "Big Health Industry" to jointly develop innovative tourism products and foster quality enhancement of the tourism industry. We will consolidate and enhance our advantageous tourism resources – the Historic Centre of Macao on the World Heritage List and a Creative City of Gastronomy honoured by UNESCO. We will further utilise big data and intelligent information technology to convey targeted tourism promotion messages.

The Government will foster development of the "Big Health Industry", with traditional Chinese medicine (TCM) research and development as an entry point; strive for more Chinese patent medicine products to be approved for sale in Macao; and facilitate export of these products to the mainland China market. We will leverage the industrial agglomeration functions of the Guangdong-Macao Traditional Chinese Medical Science and Technology Industrial Park, expedite the development and transformation of production based on the achievements in Chinese medical and scientific research in Macao and Hengqin, and encourage prestigious pharmaceutical companies to establish bases in Macao. With the National Traditional Chinese Medicine Service Export Base as the platform, we will promote internationalisation of TCM using the model of promoting

medicines through medical treatment services; support leading research on “Big Health” and transformation of research results; actively perfect the hardware and software for developing the “Big Health Industry”; as well as using the construction of the Islands District Medical Complex as an opportunity, to explore and introduce high-end medical and healthcare projects and foster development of the “Big Health Industry”.

The Government will pragmatically forge ahead with the development of the modern financial services industry; expedite fostering the bond market; actively develop wealth management and financial leasing businesses; facilitate the establishment of the cross-border Renminbi clearing centre; and expand green finance businesses. We will enhance construction of financial infrastructure; perfect financial laws, regulations, and guidelines; re-formulate the Financial System Act; revoke the existing bond issuance examination and approval system; and introduce a licence for investment banks.

We will expedite development of the science and technology industry, commence specific planning for the industry, and formulate a blueprint for sustainable development of the industry. The Government will restructure the Science and Technology Committee; optimise the inter-departmental cooperation mechanism under the committee; perfect the mechanisms, systems, and policies that are beneficial to transformation of scientific research results and development of the science and technology industry; and intensify efforts to attract technology enterprises, experts, and scientific research institutions to set up their bases in Macao, while encouraging them to transform the technological innovations and research achievements in Macao.

We will leverage the functions of tertiary education institutions, the State Key Laboratories in Macao and related scientific research strength, to facilitate integration of the industrial, academic and research sectors, and establish a science and technology industry development system under the Government’s leadership, with enterprises as the core, and supported by close collaboration between the industrial, academic and research and development sectors. We will continue improving measures to support transformations; strive to attract more national science and technology innovation resources; and enhance our ability to innovate. We will promote development of a digital economy; commence preliminary studies on measures to support technology applications for SMEs; and support digital transformation of traditional SMEs.

The Government will facilitate professional and market-oriented development of the convention and exhibition industry; strengthen efforts to invite businesses and investments to Macao; and establish an exhibition and convention crossover platform, to enhance industrial synergy. We will take the opportunity arising through organising the 10th Macao International Travel (Industry) Expo to apply for exhibition accreditation from international exhibition organisations. We will support the convention and exhibition industry in all areas; continue implementing, reviewing, and optimising the subsidy system for the industry; develop online convention and exhibition activities to enhance the industry’s effectiveness; and strengthen its functions in attracting investments.

Regarding fostering growth of the cultural and sports industries, the Government will formulate a development plan for the industries in accordance with the Policy Framework for the Development of the Cultural Industry of Macao (2020-2024); and further promote development of the film and television industry, to provide the industry with better post-production support services. We will continue organising the Macau Grand Prix and many other branded mega sports events;

enhance the synergy between sports events and the cultural and creative industry; and increase the economic and social effectiveness of sports. Macao will join hands with Guangdong and Hong Kong to commence the preparation work for the 15th National Games, leveraging the impetus of the National Games in promotion of the sports industry. The Travel Stimulus Programme also includes projects that support sports tourism, to attract overseas sports teams and audiences to visit Macao for participation in competitions, watching the events and sightseeing, and jointly promote the development of sports tourism.

We will assist with transforming and upgrading SMEs; continue providing financial support for the development of SMEs; optimise the application and approval process for measures supporting SMEs; help SMEs to enhance their management, operations, and technological levels; and support SMEs with making good use of new media platforms. Through multiple measures, the Government will boost economic growth and promote the consumption cycle in the community, and encourage consumption by visitors in the community.

To facilitate industrial transformation and diversification, we will leverage Macao's unique advantages according to the actual circumstances in Macao; and realise industrial transformation with a high value-added and low labour-intensive development approach. We will develop trade in rough diamonds, and gradually diversify Macao's jewellery industry chain. We will continue perfecting registration related to industrial property rights; continue negotiating with the Minister of Commerce on zero tariff measures under CEPA; assist with transformation and innovation of local industries; through regional cooperation, expand the horizons for industrial development; and enhance alignment of "Made in Macao", "Macao-branded" and "Macao designed" products with the mainland China market.

(3) Mutual discussions, joint construction, joint administration, and shared benefits for the pragmatic development of Hengqin

We will persist with the foundation of "One country" and leverage the advantage of "Two systems", strive to build a system that integrates Hengqin and Macao, and facilitate the establishment of the new system for mutual discussions, joint construction, joint administration, and shared benefits.

Under the leadership of the leading group for development of the Guangdong-Hong Kong-Macao Greater Bay Area, the Government will join hands with Guangdong to perfect the management of the Guangdong-Macao Intensive Cooperation Zone in Hengqin and the operational mechanism of the executive body, to enhance policy making and efficiency execution. We will also do our best in drafting the plan on implementing the Master Plan for the Development of the Guangdong-Macao Intensive Cooperation Zone in Hengqin.

The Government will communicate with relevant national ministries and commissions on policies and measures to be adopted in the Guangdong-Macao Intensive Cooperation Zone in Hengqin; and expedite studying and drafting major supportive policies, such as the special measures for relaxing market entry requirements of the intensive cooperation zone, the list of the first batch of authorised items, the catalogue of encouraged industries, the opinions on financial support for the construction of the Guangdong-Hong Kong-Macao Greater Bay Area, and the hierarchical management solution

for customs control. In accordance with the new requirements for the development of the intensive cooperation zone, the Government will join hands with our Guangdong counterpart to revise the Hengqin Master Development Plan, and study formulation of the regulations for land transfer in the zone.

The Government will develop new industries that facilitate adequate economic diversification in Macao through developing Macao-branded industries, such as science and technology R&D and high-end manufacturing, traditional Chinese medicine, cultural tourism, conventions and exhibitions, commerce and trade, and modern financial services in the Guangdong-Macao Intensive Cooperation Zone in Hengqin, expedite deploying a batch of major industries, and aggregate technology and innovation platforms, to develop new technologies, new industries, new business structures, and new operating models. Given these aims, based on restructuring and optimising the existing industries in Hengqin, we will expedite formulating a series of goal-oriented and resource-rich supportive policies for industries, and consider compiling a catalogue of encouraged industries for the intensive cooperation zone.

We will focus on the direction of industrial development in the intensive cooperation zone and launch preferential policies and measures, to attract more domestic and overseas quality businesses and projects to set up their base in Macao, and boost development of key industries. At present, companies that have invested or are planning to establish operations in Hengqin include high-technology and financial enterprises.

Regarding promoting development of traditional Chinese medicine industry, the Government will comply with the Master Plan for the Development of the Guangdong-Macao Intensive Cooperation Zone in Hengqin, and support the implementation of the Law of Pharmaceutical Activities in the Field of Traditional Chinese Medicine and the Registration of Traditional Chinese Medicines, to assist the traditional Chinese medicines, foods and healthcare products made in the intensive cooperation zone with undergoing the approval and registration process in Macao, and using the “Products inspected by Macao”, “Production supervised by Macao” or “Designed by Macao” signs for marketing and sale in the Greater Bay Area markets. The Government will continue leveraging the platform functions and advantages of the Guangdong-Macao Traditional Chinese Medicine Technology Industrial Park in Hengqin; enhance cooperation and integrated development between the traditional Chinese medicine industries from Guangdong and Macao; and set up an innovative research and development and transformation platform for Chinese medicines, with ownership of intellectual property rights and Chinese characteristics. We will foster and develop the “Big Health Industry”, with Chinese traditional medicine research and development as an entry point; promote market launches of pioneering “Big Health” projects, such as medical services and health preservation, showcases of traditional Chinese medicine culture, and healthcare tourism.

To promote development of a modern financial services industry, we will support the establishment of an electronic fence system, and strive for capital account liberalisation, in phases, for enterprises in the intensive cooperation zone, given the proviso of not affecting national financial security and foreign exchange control. Based on the principle of being a service economy with risks under control, the Government will seek the Central People’s Government’s policy to support the development of a modern financial services industry in the intensive cooperation zone, focusing on promoting

cross-border investment and financing and facilitating capital exchanges between Macao and the intensive cooperation zone, to attract high value-added enterprises to set up operations in the zone. To support the financial sector's participation in development of the intensive cooperation zone, the Government will implement a development model requiring physical operations by privately-owned institutions, and specify the standards for assessment of physical operations, to encourage privately-owned institutions to support the development of key industries in the zone.

We will enhance cooperation between Macao-Hengqin tourism and related industries; encourage businesses to develop and promote Macao-Hengqin-Islands tours, traditional Chinese medicine health maintenance tours, and other distinctive tour routes; support integrated development of Macao-Hengqin tourism and cultural and sports events; launch incentive projects, such as the Travel Stimulus Programme, targeting group applicants holding conventions, joining incentive travel, and participating in sports events in Hengqin.

The Government will implement the tax protection policy; commence negotiations with taxation departments in mainland China to strive for gradual convergence of the taxation environment of the intensive cooperation zone with that of Macao; and enhance cooperation with audit departments in mainland China, to commence preliminary studies on the statistical approaches and standards for the zone's major social and economic statistical benchmarks.

We will actively participate in establishment of a legal system for the intensive cooperation zone; and join hands with Guangdong in planning and formulating laws and regulations to provide institutional protection for the long-term development of the zone. We will deepen legal and judicial exchanges and cooperation between Guangdong and Macao and perfect the diverse dispute resolution mechanism, to provide effective and efficient legal services for the development of the intensive cooperation zone, and develop a stable, fair, transparent, and internationalised business environment with rule by law.

We will establish an international mechanism for attracting capital and investment; achieve synergy with relevant departments of Guangdong province to promote major policies for the intensive cooperation zone; commence global business invitation exercises focusing on various industries and business development factors; and highlight the investment advantages of Macao, the Guangdong-Macao Intensive Cooperation Zone in Hengqin, and the Guangdong-Hong Kong-Macao Greater Bay Area to branded enterprises in Portuguese-speaking countries, to attract more investors and entrepreneurs to develop their businesses in the intensive cooperation zone. The Government will also compile and announce a list of the kinds of high-end talented people who are in short supply, and formulate policies and measures to attract international high-end talented people.

The Government will make every effort to build a new home for Macao residents that is favourable for living and work. We will gradually realise cross-border coordination of public services and social security in the intensive cooperation zone; and introduce more quality education, medical and health and other livelihood resources, to gradually expand Macao's education, healthcare, elderly care, and other livelihood supportive services into Hengqin.

We will expand favourable living space for Macao residents, provide convenient living conditions, create a favourable environment for living and work akin to Macao, and provide Macao people

– especially young people – with more opportunities for studying, employment, innovation and operating businesses, and a broader platform for development.

The Government will expedite implementing a series of policies and measures that are beneficial for livelihoods, to enhance Macao residents’ satisfaction. We will facilitate the establishment of the Macao New Neighbourhood project in Hengqin, including by commencing construction of the main structures and auxiliary projects, educational facilities, health centres, family and community service centres and elderly service centres, striving for completion by August 2023. We will accelerate the construction of public services facilities, including the Hengqin Hospital of the First Affiliated Hospital of Guangzhou Medical University and the Cultural Integrated Services Centre; expedite the completion and inspection of Ziqi Primary school and Kindergarten, to ensure it commences operation on schedule; speed up the process for encrypted direct transmission of foreign TV channels through a cable network in the intensive cooperation zone; and implement innovative measures to relax the policy regulating hiring of foreign domestic helpers.

Regarding enhancing inter-connection of infrastructure, the Government will facilitate construction of the LRT extension line connecting Macao Lotus Flower Checkpoint to Hengqin Port, and commence construction of LRT stations, tunnels and elevated bridges. To align with the progress with the second phase of Hengqin Port construction project, we will proceed with constructing the main structure of the bridge linking Hengqin Port and the University of Macau. We will accelerate the phase-2 construction of Hengqin Port, which is expected to be completed by the end of 2022; and expedite the construction of Shizimen Tunnel, the Macao LRT extension line, the Hengqin Hill Tunnel (phase one), and the passage connecting the University of Macau and Hengqin Port.

Given the proviso of ensuring overall security of Hengqin Port, the Government will actively facilitate convenient border crossing movements of passengers, vehicles, and goods. We will closely cooperate with Guangdong on the project to construct Hengqin Port (phase two); establish a new “mega one-stop” cross-border vehicle clearance system; and formulate and perfect a working plan to facilitate fully opening the Guangdong-Macao Intensive Cooperation Zone in Hengqin for inbound and outbound Macao-licensed motor vehicles.

(4) Optimise social and livelihood-related work to enhance quality of social services

Improving people’s livelihoods is one of the Government’s major policies. We will strive to solve the issues of public concern – including housing, healthcare, social security, employment, and education – to provide Macao residents with a better environment for living and development, and enhance Macao people’s sense of satisfaction and happiness.

Housing policy affects hundreds of thousands of families. It is the current administration’s basic housing policy to ensure housing for everyone, along with basic living conditions. In recent years, Macao’s total housing market demand has basically attained a balance, but there is a problem of structural imbalance. To respond to the housing demand of residents with different financial abilities, the Government implements the “five-rung housing ladder” policy, helping people to solve their

housing problems according to their own financial abilities and housing needs. The Government's major tasks for 2022 are:

1. Complete the Bairro Tamagnini Barbosa public housing construction project; commence construction of the superstructure of the Venceslau de Moraes public housing project; commence construction of 4,000 public housing units in New Urban Zone Area A; complete the allocation process for public housing applications submitted in 2017; and assess regular applications for public housing, while making arrangements for successful applicants to move in to public housing.
2. Commence construction of the superstructure of the Home-Ownership Scheme housing on plots B4, B9 and B10 in New Urban Zone Area A, followed by commencement of work on plots A1, A2, A3, A4, and A12; in accordance with the housing ladder policy, resume drafting the plan to build public housing on Wai Long Avenue, with consideration of the situation regarding applications and actual demand; continue with detailed assessment of Home-Ownership Scheme housing applications submitted in 2019; and compile the priority list for Home-Ownership Scheme housing applications submitted in 2021.
3. Implement the Sandwich Class Housing Scheme, to provide a home ownership option for citizens whose income exceeds the ceiling for Home-Ownership Scheme housing eligibility but cannot afford a private property, or for Home-Ownership Scheme housing applicants who are queued far below the top of the waiting list. To achieve these goals, the Government will expedite the legislative process, and plan to construct Sandwich Class Housing units in phases.
4. Construct the main structure of the senior housing complex; commence design and decoration work for social service facilities and procurement of related equipment; conduct research on the system for management of elderly housing; draft elderly housing by-laws; and strive to complete the senior housing complex in 2023.
5. Commence planning private housing land use in accordance with the situations of individual districts and the actual needs for social development; and continue selecting appropriate land for open tender processes in future.

The Government is implementing urban renewal works in an orderly manner. We will accelerate the legislative progress of the Legal System Governing Urban Renewal. To properly prepare for urban renewal, the Government will proceed with construction of interim housing in Areia Preta Zone P, to provide temporary units for households affected by building renewal projects.

We will improve the medical and healthcare system, to mitigate problems related to seeking medical consultations, and respond to the public needs for medical and healthcare services. We will also increase provision of and continue elevating the standards of specialist services. The Seac Pai Van Health Centre has commenced operation. The construction of the general hospital, auxiliary building, general administration building, and staff dormitory building of the Islands District Medical Complex will be completed in 2022. The Government will establish the development positioning and operational mechanism of the Islands District Medical Complex as soon as possible, and introduce a new management model and a high-calibre management team, to enhance the standards of medical and healthcare services.

Regarding increasing public spaces for sports and leisure activities, we will adopt the approach of constructing sports parks for the public, follow up regarding progress with planning the land for sports facilities at the original site of Macao (Yat Yuen) Canidrome Club, to create more sports and leisure space for public use. The construction of sports facilities in New Urban Zone Area A will also commence.

To strengthen social services, we will actively respond to the needs of the elderly in view of the ageing population trend, increase the number of service centres for supporting carers, and implement a day respite service pilot scheme at the existing day care centres for senior citizens. To ensure the basic quality of life of the underprivileged, the Government will conduct two assessments on the minimum subsistence index according to the related assessment mechanism; plan to establish an integrated services centre for the disabled; review the Caregivers Allowance Pilot Scheme; and formulate related policies and development direction. We will promote the development of women and children affairs, perfect and facilitate implementation of family-friendly policies, continue developing family life education, and formulate the next phase of the child-care services development plan.

Regarding perfecting social security, the Government will implement a mechanism for regular adjustments of social security benefits; follow the principle of keeping the aggregate of the pensions and Old Age Allowance above the minimum subsistence index; review pensions and other benefits in a timely manner; continue encouraging public participation in the Non-mandatory Central Provident Fund System; and perfect the double-tier social security system.

To safeguard local employment and protect workers' rights, we will maintain the supply-demand balance of the employment market; facilitate voluntary job matching between employers and employees; continue organising multi-disciplinary vocational training courses; develop tests for various skills; and assist companies with assigning staff to participate in on-the-job paid training programmes. In 2022, the Government will increase investment in public infrastructure, and strive to provide more jobs for Macao residents, to achieve the goal of the "welfare-to-work scheme". We will strengthen protection of labour rights, perfect labour laws and regulations, and continue following up regarding the amendments to the Law of Occupational Safety and Health in the Construction Sector. Based on the results of a public consultation and opinions collected from all sectors, the Government will proceed with the legislative procedures of the Union Law. We will continue combating illegal employment, optimise non-local worker control; flexibly adjust the number of non-local workers; and enhance occupational safety and health promotion, education, and inspection. We hereby hope that all residents of Macao will overcome the difficulties due to the pandemic, keep abreast of the times, pragmatically respond to changes, and continue enhancing our competitiveness.

Regarding enhancing protection of consumer rights, the Government will raise shopowners' and consumers' awareness of the Consumer Rights Protection Law; regulate "Certified Shops", and optimise the "Online Certified Shop" system. To align with the public wet market management system coming into effect, we will implement a series of tasks to optimise public wet market management, maintain orderly business operations and environmental hygiene, and strengthen supervision of wet markets.

To secure food safety, we will continue implementing food safety assurance work, and proceed

with the implementation of the “Registration System for Establishments of Takeaway Foods” by-law.

(5) Safeguard and sustain national security and safety of Macao

National security is the premise and protection for Macao’s long-term prosperity and people’s wellbeing. Safeguarding national security is a matter of the basic interest of Macao people, and our duty and responsibility. The Macao SAR upholds the holistic approach to national security; comprehensively fulfils our constitutional responsibility to safeguard the sovereignty, safety, and development interests of our country; consolidates the favourable conditions under the principle of “patriots governing Macao”; and perfects the laws and institutional protection under the principle of “patriots governing Macao”.

To perfect the legislation for safeguarding national security, the Government will strive to complete the amendments to the “Law on the Defence of National Security”, and the legislation of the “Legal System for Interception and Protection of Communications”; ensure perfection of the legal system for anti-terrorism; and proceed with the legislation regarding the system on confidentiality.

To strengthen law enforcement for safeguarding national security, the Government will optimise the operation of designated units; continue perfecting the internal administration and the mechanism concerning the national security law enforcement bodies and anti-terrorism units; enhance crisis management and prevention and inter-departmental collaboration and support; strengthen connections and cooperation with mainland China, especially the cities in the Greater Bay Area, to prevent and suppress activities endangering national security; enhance prevention of infiltration and interference by external forces; effectively combat terrorism-related crimes; and actively prevent and resolve all types of security risks and crises.

To strengthen and broaden national security publicity and education, the Government will develop initiatives to promote and publicise the Constitution and the Basic Law of the Macao SAR; and enhance the effectiveness of raising legal awareness. We will deepen cross-departmental collaboration; continue enhancing national security publicity and education in an innovative way; consolidate the patriotic social and political foundation; and continue strengthening public awareness of national security.

Security is the foundation and bottom line for the development of a city. The Government will strengthen the establishment of the urban security system, and improve the overall standards of protection, to safeguard the lives and properties of Macao people and ensure social stability. We will perfect the legal system for safeguarding Macao; complete the legislative process of the “Legal System for the Control of Hazardous Substances” for prevention of serious accidents; and commence the relocation of the provisional fuel depot and construction of a permanent storage for hazardous substances. We will fully implement civil protection laws and the legal system, and continue perfecting the application platform enabling effective overall command during emergencies, to enhance the effectiveness of synergy between the Government and society.

To strengthen the police force through technology, we will deepen the establishment and application of smart policing, optimise the overall distribution of “sky eye” CCTV surveillance cameras, expand the coverage of smart maritime surveillance, and expedite improvements of cyber

security management and infrastructure, to strengthen alertness, prevention and control, and law enforcement, and comprehensively prevent and combat all types of crimes.

We will continue strengthening joint prevention and control with mainland China and the neighbouring regions, deepen the Guangdong-Hong Kong-Macao policing collaboration mechanism, and develop a quick-response joint prevention and control system, to combat cross-border crimes and build a safe and peaceful Greater Bay Area.

(6) Deepen public administration reform, and strengthen legislation in major areas

Deepening public administration reform is one of the major administration directions of the Government. Based on the results of preliminary work, the Government will continue adopting a problem-based approach, to rationalise and solve deep-rooted problems in public administration.

The Government will review and improve the authorisation and accountability system, and strengthen the public administration system so duties are fulfilled according to the law, with distinct powers and responsibilities, a streamlined structure and high effectiveness. Based on the review of duties and authority of officials at different rankings, the Government will propose amendment solutions on related laws and regulations, to define the powers and responsibilities in personnel and financial administration of officials at all rankings, and avoid unnecessary delegation of power. We will also consider establishing and preparing for legislation of a specific disciplinary system for department heads and supervisors.

The Government will strengthen and improve the civil servant management system. Given the proviso of strictly controlling the total headcount of civil servants, we will reform the management system related to ranking, recruitment, promotion and transfer, and build a team of efficient civil servants in the service of the public. We will continue with the principles of “streamlining ranking structure, reducing special rankings, and rationally allocating duties”, to perfect the civil servant ranking system. The Government will organise recruitment examinations as scheduled, to invite talented people to join our public service team. We will propose a practical cross-ranking promotion mechanism, to broaden civil servants’ career development. We will also revise the regulations for civil servant deployment, to facilitate transfers between positions and talent cultivation.

Regarding enhancing civil servant training, we will perfect our training system and mechanism; arrange for civil servants at all levels to participate in a series of courses on “The Constitution and the Basic Law of the Macao SAR”, the “Law on the Defence of National Security”, “National, the Greater Bay Area, and Regional Affairs”, and “Chinese Culture”, to raise civil servants’ political consciousness, national awareness, alertness regarding the overall situation, and passion for public service. We will continue strengthening the capability of civil servants, and organising civil servant leadership skills training programmes, and develop an induction programme for future department heads and supervisors, to form an appropriate talent cultivation and reserve system.

We will continue promoting e-governance. Following the “user-oriented” and “personalised” approaches, we will restructure the “One-stop Public Services Account” service. We will launch the

2.0 version of the “One-stop Public Services Account”, to gradually integrate all the government information that is currently provided separately through individual departmental websites or applications into the “One-stop Public Services Account”. We will expedite digitisation of internal administration in government departments, proceed with making government data publicly accessible, enhance the development of digital government, and commence the study on issuing a new version of ID cards for Macao residents.

The Government will enhance communications and collaboration with the Legislative Assembly. We will implement the 17 duties stipulated by the legislative plan, such as formulation of the “Legal System for Corporations with Public Capital”, the “Legal System for Treatment of Water Leakage in Buildings”, the “System for Import of Talented People”, and the “Legal System for Housing for the Sandwich Class”; as well as revision of Law No. 2/2009 - “Law on the Defence of National Security”.

Regarding enhancing regional and international legal and judicial cooperation, the Government will discuss with the Supreme People’s Court on the arrangement concerning mutual assistance in court-ordered interim measures in aid of arbitral proceedings, to perfect the judicial mutual assistance mechanism in arbitration. We will join hands with Guangdong and Hong Kong to establish and promote the application of a mediation platform for the Guangdong-Hong Kong-Macao Greater Bay Area; and commence legal and judicial cooperation with Portuguese-speaking countries and neighbouring countries.

We will respect and uphold judicial independence, and actively support the hardware and software development of the judiciary.

To continue optimising anti-corruption and auditing work, we will improve the assets declaration data processing mechanism, enhance monitoring of individual cases, and continue promoting integrity education to all walks of life. We will perfect the auditing workflow, implement performance audits and special audits with a prudent and objective professional attitude, strengthen audit-related information technology infrastructure, and perfect the audit quality control mechanism. We will also enhance cooperation with the National Audit Office, to commence staff training and technical exchanges.

Regarding supervision of public corporations and autonomous funds, we will commence reformation and rectification of the legal system for public corporations and the legislation process, to preserve and boost the value of public financial investment, as well as restructure and optimise the functions of autonomous funds.

(7) Enhance education, youth development, cultural and sport affairs, and perfect the system for importing talented people

The Government will promote comprehensive and coordinated development of education. We will strengthen development of the education system, secure investment of education resources, optimise the education system and operating mechanism with information technology, and improve the hardware and software environment for teaching. We will plan to build schools in New Urban Zone Area A, to solve the problems of schools established on podiums; and

implement the outline plan for medium-to-long-term development of tertiary education and the medium-to-long-term plan for non-tertiary education, to continue enhancing the overall quality of education. We will also improve education for pupils with special needs and increase the provision of related facilities.

Regarding facilitating innovative development of tertiary education, we will enhance the transformation of industry-academia-research results, and promote market-oriented and high-quality development of higher education institutions in Macao. We will cooperate with outstanding education institutions in the Greater Bay Area and other mainland China cities, to organise more new courses and joint talent cultivation programmes.

The Macao Polytechnic Institute will be renamed as Macao Polytechnic University, with the aim of developing as a leading university adopting an applied academic approach in the Asia Pacific region. We will continue leveraging our advantages as a tourism education and training base in the Guangdong-Hong Kong-Macao Greater Bay Area, and a professional training and internship platform in the Greater Bay Area.

We will continue enhancing patriotic education, to cultivate and strengthen young people's and students' love for the country and Macao. In secondary schools, we will comprehensively implement the "Framework of Formal Education Curriculum", promote curriculum reform, and strengthen patriotic education and national security education. We will fully leverage the functions of the youth patriotic education base, develop extended education activities to promote patriotism, deepen students' knowledge of history, organise "One country, two systems" study camps in summer for mainland China college students and young people, and explore the possibility of establishing a "One country, two systems" research base.

We will implement all work detailed in the Macao Youth Policy for the growth and success of the younger generation; support young people with pursuing studies, internships, and integration into the development of the Greater Bay Area; and create a favourable environment for young people to demonstrate their talents and broaden their horizons. The Government will subsidise community associations and organisations to hold more activities for young families and young people of different races; and foster young volunteers to pass on the Chinese traditional virtues through caring for society.

As a city enjoying a history of more than 400 years of exchanges and co-existence of Chinese and foreign cultures, Macao is given the position of "One Base" in the Guangdong-Hong Kong-Macao Greater Bay Area. The Government will strive to develop this "One Base", commence compilation of *Ao Men Tong Zhi* (Chronicles of Macao); organise the First Macao International Cultural Forum in 2022 with "Maritime Silk Road" as the theme; jointly organise an exhibition of relics with the Palace Museum and Guangdong Museum of Art; and facilitate digitisation of cultural products.

We will perfect the cultural heritage conservation system. The Macao World Heritage Monitoring Centre will commence operation by the end of 2022, facilitating protection of World Heritage buildings and sites. We will expedite restoration of the former Iec Long Firecracker Factory site; complete the revitalisation of the Lai Chi Vun Shipyard area; and launch the "Guidelines for Intangible Cultural Heritage Management", to enhance conservation and inheritance of intangible

cultural heritage.

We will organise a variety of cultural and sports events; facilitate development of sport-for-all and competitive sports; organise diverse sport-for-all activities; and support Macao athletes with participating in the 19th Asian Games. We will also participate in the preparations for the 15th National Games; plan construction of the auxiliary building of the Athletes Training Centre; and continue implementing the Training Subsidy Programme for Elite Athletes.

We will establish a new system for importing talented people. While strengthening cultivation and use of local talents and enhancing local talents' competitiveness and upward mobility, we will also import talented people in consideration of the needs of development. According to our policy, we will establish a high-level talent importing assessment system; an open, impartial, and scientific assessment mechanism; and a rigorous and highly effective assessment process. The standards for importing talented people will be developed separately for different disciplines, and align with the needs of Macao's adequate economic diversification; and the quota for importing talented people each year will be assessed through scientific methods. In the first phase, we will import high-end and outstanding talented people for four key developing industries: "Big Health", modern financial services, high technologies and culture and sports, as well as senior professionals who are especially in demand in Macao. We will develop a mechanism to regularly examine the effectiveness of the system, based on experience with importing talented people and public opinion, to proceed with the legislation regarding the talent importing system.

(8) Perfect urban planning, to build a smart and liveable city

Smart city is the major trend of urban planning and development in the 21st century, with value and significance in sustainably promoting integration of science and humanity, planning and construction, and ideas and technology. It is an important strategy for a city's development, and a medium for people's wellbeing.

The Government will expedite construction of new infrastructure facilities, and enhance urban governance capacity; and strengthen the establishment of the Government's cloud computing centre, to provide all public departments with safer and stabler information services. We will issue 5G licences in 2022, to expedite the construction of 5G networks; install optic fibre systems in all new public buildings; replace old electric meters with smart meter systems; install smart water meters on a trial basis; and facilitate development of Internet of Things (IoT) applications. We will promote smart applications in administration, healthcare, education, cultural and museum, tourism, municipal services, maritime, and transport, to gradually establish a smart city.

We will commence detailed urban planning in an orderly manner. Within the framework of Macao's Urban Master Plan, we will first draw up detailed planning for Eastern District-2 (i.e. New Urban Zone Area A) in 2022, and set up construction benchmarks for the land for public housing in New Urban Zone Area A.

The Government will implement major urban infrastructure projects. To relieve traffic pressure, enhance commuting capacity between the Macao peninsula and Taipa and Coloane, and to meet the transportation needs for the development of New Urban Zone Area A, we will proceed with

the construction of the fourth Macao-Taipa cross-harbour bridge; and expedite the construction of LRT Barra Station, Seac Pai Van line, Hengqin line, and East line. We will also complete the reclamation for New Urban Reclamation Zone C.

To perfect the transport network, we will finish compiling the Macao Road Traffic and Transport Planning Study (2021-2030); maintain the annual vehicle growth rate at a level of three percent; implement the “Public Transport First” policy; continue monitoring the effectiveness of bus services operating under the new contracts; and commence an open bidding exercise for taxi licences.

We will expedite implementation of the Master Development Plan for Macau International Airport; follow up regarding the application for use of waters for land reclamation for the airport expansion project; commence restructuring of certain facilities of the Taipa Ferry Terminal as part of the construction project of the second airport passenger terminal of Macau International Airport; and commence operation of Ka-Ho Tunnel.

Regarding enhancing management and use of maritime areas, we will effectively utilise marine resources, broaden the scope for development, and optimise the regional development strategy, to facilitate population growth and socio-economic changes. We will facilitate legislation of the Law on Use of Maritime Areas; strive to finish drafting the bill on marine zoning based on functions, and the planning of maritime areas; deepen cooperation in Guangdong-Macao smart maritime application; and strengthen regulation of maritime traffic and vessels.

We will perfect our disaster prevention and mitigation system; expedite the establishment of disaster prevention and mitigation projects; commence the preliminary design of sluices in the Inner Harbour and engineering investigations; and proceed with the flood prevention and drainage projects from the Outer Harbour and Fai Chi Kei to Ilha Verde, Praca de Ponte e Horta and the west shore of Coloane, to resolve Macao’s flood and drainage problems as soon as possible. We will also enhance weather monitoring and forecasting services, and improve the scientific approach, accuracy, and timeliness of weather forecasts.

We will implement all environmental protection projects and works; facilitate studies on long-term carbon reduction strategies; follow the carbon reduction goal of the Macao SAR to phase out the public buses of Euro 4 emission standard, and gradually apply more advanced standards to all heavy passenger vehicles. The Government continues taking the lead in using electric vehicles; and is formulating an electric vehicle promotion plan, to provide electric charging facilities for all parking spaces in newly built car parks and public buildings. The Government will proceed with the expansion of the Macao Peninsula Sewage Treatment Plant, and complete construction of the new Macao Special and Hazardous Waste Treatment Centre. From 2022 onwards, we will prohibit the import of non-degradable disposable plastic straws and beverage stirrers, optimise the resources recycling network, and commence construction of a recycling centre for organic resources. We will implement a “reclaimed water reuse” project, targeting completion of the plan for constructing water reclamation facilities and related pipe networks in 2022, and then commencing the preparations for network installation. We will commence construction of a sewage treatment plant on the Zhuhai-Macao Port Artificial Island of Hong Kong-Zhuhai-Macao Bridge; complete the tender process for the project to upgrade Coloane Sewage Treatment Plant; commence operation of the temporary sewage treatment plant near the Outer Harbour Ferry Terminal; and strengthen cooperation in environmental protection with the cities in the Greater Bay Area.

We will optimise the land management information system; perfect the land management mechanism; make good use of recovered land; and continue selecting appropriate virgin land for building community facilities, such as temporary playgrounds or parks. We will make rational use of land resources, support economic diversification, and optimise living space for residents.

We will continue constructing municipal facilities; create a community environment with leisure and comfort; continue developing accessible and convenient walkways to encourage green commuting; complete the construction of the pedestrian system around Guia Hill; enhance management of the public drainage system; construct more stormwater pumping stations; and step up efforts to combat illegal sewage discharges.

(9) Actively promote regional cooperation to integrate Macao into the overall national development plan

The Government will leverage the functions of the Working Committee for Integration into National Development, to better coordinate regional cooperation. While focusing on the establishment of Guangdong-Macao Intensive Cooperation Zone in Hengqin, we will actively and pragmatically cooperate with mainland China in various areas, to integrate into overall national development.

The Guangdong-Hong Kong-Macao Greater Bay Area is the region in China enjoying the highest openness and strongest economic vitality. To promote high-quality construction projects in the Guangdong-Hong Kong-Macao Greater Bay Area is the core value to promote innovative systems and mechanisms, and more efficient flows of people, goods, and capital. With the guidance and support of the Central People's Government, we will reinforce policy coordination and innovation, expedite promoting cooperation in finance, trade, innovative technology, customs clearance, livelihoods, and other key areas. We will implement various financial policies and measures in the Greater Bay Area; help Macao businesses to make good use of their free trade accounts to process cross-border fund exchanges; and optimise cross-border payment and settlement systems. We will perfect the policies and measures for the convenience of Macao residents to pursue development and living in mainland China; enhance cooperation in consumer rights protection in the Greater Bay Area; continue improving the occupational skills recognition system between Guangdong and Macao; and promote the application of mediation services in the Greater Bay Area.

We will actively participate in cooperative projects of the technological innovation corridor of the Greater Bay Area; continue attracting more outstanding technology enterprises to establish their bases in Macao; fully utilise national technology resources to enhance Macao's scientific research capabilities and standards; and encourage and assist local scientific research teams to apply for engagement in national scientific research projects.

We will implement an innovative customs clearance policy, and jointly establish a "Single Window" integrated services platform at border checkpoints, to provide customs clearance for goods between Guangdong and Macao with a single customs clearance form. We will also implement policies regarding Macao drivers entering mainland China, construct an information management platform, and continue promoting cross-border vehicle insurance applicable under the "unilateral

recognition” policy.

We will commence steadfast cooperation with other mainland China provinces and regions and the Hong Kong SAR in the areas of culture, tourism, trade, and finance; and will enhance cooperation with sister provinces and regions in the Pan-Pearl River Delta region in trade, tourism, traditional Chinese medicine, and conventions and exhibitions.

We will leverage Macao’s advantages in promoting the “Belt and Road” initiative and our positioning as “One Centre, One Platform, One Base”, with unimpeded trade, financial integration and people-to-people bonds as major goals. We will also actively arrange for Macao enterprises to participate in the China International Import Expo and other major national trade events. We will perfect the “Belt and Road” scholarship policy; promote exchanges and cooperation with the countries and regions along the “Belt and Road” in education, tourism, healthcare, sports, culture, and talent cultivation; continue striving for cooperation on taxes with more Portuguese-speaking countries and countries and regions along the “Belt and Road”; and sign the Agreement for Elimination of Double Taxation and Prevention of Tax Evasion and Avoidance.

We will expand and leverage our functions as a platform between China and Portuguese-speaking countries; assist in preparations for the Sixth Ministerial Meeting of the Forum for Economic and Trade Co-operation between China and Portuguese-speaking Countries; and facilitate the establishment of the China and Portuguese-speaking Countries Science and Technology Exchanges and Results Transformation Centre. We will enhance cooperation between China and Portuguese-speaking countries in medical and healthcare services; provide assistance to the permanent secretariat to the forum to support Portuguese-speaking countries in combating the pandemic and jointly promoting economic recovery; make use of online platforms and offline activities to bridge the mainland China market and Portuguese-speaking countries, to promote cooperation in various areas; and support industries and society with leveraging their functions in promoting cooperation between China and Portuguese-speaking countries.

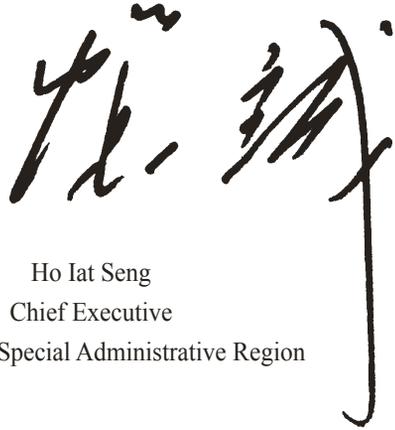
Conclusions

Hardships always come with opportunities, and challenges always co-exist with hope. Despite the global impact of the pandemic, mankind will ultimately overcome and emerge from this crisis. We must have every confidence and work together to conquer all difficulties, explore and seize opportunities, to realise new development for Macao.

We will persist with our administrative principle of sharing development and prosperity, with the concept of serving for the benefit of the people; improve and safeguard people’s wellbeing; actively respond to the concerns of the public; strive to resolve problems related to housing, transportation, healthcare, education, and elderly care; pay special attention to assisting and supporting disadvantaged groups; and continue enhancing Macao people’s sense of satisfaction and happiness.

The development of the Macao SAR relies on the hard work of Macao residents. With the strong leadership of the Central People’s Government, we have full confidence and determination to overcome difficulties, strive for success, and converge the wisdom and power of the community,

to jointly move forward through challenges, and continue expediting the development of Macao in all areas, to open up a new chapter of the successful implementation of “One Country, Two Systems” with Macao characteristics, and make our due contributions to realise the Chinese dream of national rejuvenation in this historic era.

A handwritten signature in black ink, consisting of two characters in traditional Chinese calligraphy: '何' (He) and '亞' (Iat). The signature is fluid and expressive, with a long vertical stroke extending downwards from the second character.

Ho Iat Seng
Chief Executive
The Macao Special Administrative Region