竞争：香港、迪拜、伦敦、苏黎世和日内瓦

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衡量一个金融中心，要看那些与它争夺客户、企业和人才的地方。新加坡从未忘记这一点。1819年的自由港本身就是一种竞争行为，矛头指向群岛上的荷兰港口。这个转口港之所以能延续一个半世纪，是因为商人们发现它比邻近港口更便宜、更安全、治理更完善。现代金融中心也是本着同样的精神建立起来的。1968年的亚洲美元市场、2000年代的财富管理战略和2010年代的家族办公室制度，在设计时都各有其针对的对手：最常见的是香港，有时是瑞士，近年来则是迪拜。

本章将新加坡置于2026年对其业务最为重要的各金融中心之中加以考察。首先讨论最接近、也是历史最悠久的对手香港，然后转向迪拜和海湾地区、伦敦，以及瑞士的两个中心苏黎世和日内瓦。最后一节考察公开反映这种竞争的各类排名，并探讨它们究竟衡量的是什么。至于支撑新加坡竞争力的各项制度，本章不作详细论述，留待相关章节处理：家族办公室见第E部分第III章，基金管理见第E部分第V章，大宗商品贸易见第G部分，地缘政治背景见第K部分第V章。

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日内瓦卷中有一章从日内瓦湖畔的视角论述同一主题，题为*La concurrence des places : Dubaï, Singapour, Hong Kong, Luxembourg, Londres*。该章将新加坡描述为从瑞士手中夺走全球跨境财富中日益增长份额的亚洲中心之一。这两章可以对照阅读。在日内瓦看来是相对市场份额的流失，在新加坡看来则是三十年刻意施政的回报。两种叙述依据的是同样的数据。

要点

在2026年9月的全球金融中心指数中，新加坡排名第四，位列纽约、伦敦和香港之后，比香港低一个评分点，领先于迪拜、苏黎世和日内瓦。香港由于能够接触中国内地的资本和财富，仍是最强劲的对手；新加坡则依托横跨亚洲、中东和欧洲、更为多元的客户基础。迪拜和阿布扎比凭借普通法自由区、低税负和积极吸引财富的政策参与竞争，不过其吸引力在2026年的地区战争中受到了考验。伦敦仍是普通法金融中心的典范和全球最大的外汇市场，新加坡位居第三，排在美国之后。排名反映的是观感和总体条件，因此对客户或企业而言，其价值在于各项分指数及其所揭示的趋势。

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