



## 高山仰止 Recollections

「我本人自幼就對海洋發生興趣，以船為第二生命。」

摘自董浩雲：《中國遠洋航業與中國航空公司》，香港：1982，頁60

“The sea has fascinated me since childhood, the ship is my other self.”

C.Y. Tung, *Chinese Shipping Industry & Chinese Maritime Trust Ltd*. Hong Kong: 1982. P.p. 60

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「浩雲的成就不在有形的物質方面，雖然這方面的成就也是令人欽佩的。我覺得他大的成就在於精神方面，他的偉大理想、他的謙遜，尤其是率直的品性。我認為正是精神方面的成就才能轉化物質方面的成就。……他是一位先驅者，他是世界上第一批把巨型油輪引入商業的船東之一，他是經營國際客輪航機的第一位中國船東，並且也是在亞洲開拓集裝箱運輸的第一人。……浩雲確定他的目標，充實了他生活的意義。建立一個完美的家庭，也是他生活目的之一……我們相信浩雲也一定會同意：他最好的紀念碑不是他在海洋航行的船隊，也不是其他成功的企業，而是他的家庭，沒有一座紀念碑比這座更好。」

G.G.普羅斯特，時百利公司總裁

“The appreciation of C.Y. does not centre upon the material achievements of the man though they are awesome. Rather, we think now about his greatness of spirit, about his humility; above all, his frank character. Indeed I think it is true that his material success was in ships of the sea. He was among the first to pursue new ideas in shipping that we now take for granted. He was one of the first shipowners in the world to introduce giant oil tankers into commerce. He was the first Chinese shipowner that launched a liner service, and he was the first in Asia to develop containerships. C.Y. gave meaning to his life by setting and achieving goals, but C.Y. also gave meaning to his life through his family. He drew strength from his family, and this sustained him in his act of public life. C.Y. would be the first to agree that his truest and best monument is not the fleet of ships which will sail the sea, nor his other enterprises, but indeed, his family. No man has a better monument.”

G.G. Probet, chairman of Sperry Corporation



「但浩雲的死對我來說，是如此大的打擊！某程度中，我也如『死去』一樣，這件事來得突然，也來得殘酷！」

由於我們之間真摯的友誼以他對我的信任，我很榮幸能率先體會到他高瞻遠足的眼光和國際上的成就，確是既刺激而又振奮人心，將偉大的夢想成真，那是多奇妙的事。……

他是一個為夢想而獻身的人，他生性浪漫，愛船隻、愛海洋，並等待它們的呼喚……。」

麥克·弗羅納斯，澳洲駐日本記者，《董浩雲理想與成就》作者

“But I really ‘died’ in a way, when our great C.Y. sailed on over the Last Horizons. A shattering blow instant and merciless.

With his long friendship and trust, I was honored and privileged to see much of the spectacular pioneering and international success at first hand. Always exciting and inspiring, and truly wonderful as his vision splendid came true.

C.Y. Tung is a dedicated romantic visionary and real man of the ships and the sea and their ever-beckoning far horizons.”

Michael Connors, an Australian reporter residing in Tokyo, author of *C.Y. Tung: His Vision and Legacy*

「獨立船東是一個獨特『品種』的國際人物。董浩雲先生認為獨立船東時代已經過去了，未來的巨大船隊必定會由龐大的油公司或跨國企業集團所掌管。董浩雲先生（若以船舶數量而論該是世界最大的船東）已於四月十五日在香港辭世，享年七十有一，他便是世界上最後的獨立船東之一。」

譯自喬治·洛利特：《遠東經濟評論》，香港：1982，頁77

“The independent shipowner is a special breed of internationalist and, according to owners like the late C.Y. Tung, one whose era is passing. The future belongs to the fleets of the large oil companies and to shipping companies that are part of multinational conglomerates. Tung (the world’s largest owner in terms of number of ships), who died in Hong Kong on April 15 at the age of 77, was one of the last of the breed.”

George Lourist: *Far East Economic Review*. Hong Kong: 1982, P.p. 77



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「作為炎黃子孫，他隻身奮鬥，把世界當作他的戰場、他的課堂、他的領域。他為中國人贏得尊嚴和驕傲。」

麥克·弗羅納斯與金董建平：《董浩雲：理想與成就》，香港1984，頁101

“A lone Chinese who made the world his classroom, his place of business and his home, and became a legend in his own lifetime.”

Michael Connors & Alice King: *C.Y. Tung: His Vision and Legacy*. Hong Kong: 1984, P.p. 101

「董浩雲的目標是發展航運事業，並為社會培養人才，而不是謀求個人私利。因此他總是把利潤又投資在船隊上，令其規模擴大，甚至投資在短期內並無利潤的事業上。這個經營理念締造了一個船舶帝國，也使香港和其他地區收益良多。」

譯自狄克及肯特哈爾：《在中國的早期船公司》，澳洲：1988，頁233

“The fact that the operation of vessels and creation of employment were Tung’s objectives rather than the returning of the dividends enabled him to reinvest profits rapidly to expand his fleet, and even to enter into business that showed no sign of being profitable in the short term. This philosophy built a shipping empire and ultimately brought many benefits to Hongkong and other areas.”

H.W. Dick & S.A. Kentwell: *Beancaker to Boxboat: Steamship Companies in Chinese Waters*. Australia: 1988, P.p. 233