



**FROM ZERO**

**HKPC<sup>®</sup>**

年報 Annual Report

**2014-15**

# ONE

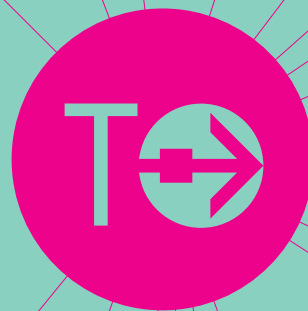
FROM ZERO



The Tao produced One  
One produced Two  
Two produced Three  
Three produced All things  
Lao Tzu



# ONE



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# 一分鐘年報

# ONE MINUTE ANNUAL REPORT



## 聯繫持份者 Communication with stakeholders

舉辦 42 個業界諮詢活動

42 industry consultation events organized

接待近 157 個本地、內地及海外考察團超過 2,900 位訪客

Played host to over 2,900 visitors and around 157 delegations from the mainland, overseas and locally



## 營運摘要 Operation Highlights

生產力局及其附屬公司的整體服務收入達 3.998 億元，較 2013/14 年度增長 6.6%

Total service income of HKPC and its subsidiaries amounted to HK\$399.8 million, representing an increase of 6.6% over that of 2013/14

推行 970 個顧問項目，31 個新研發項目

Undertook 970 consultancy projects, 31 new R&D projects



## 策略合作 Major Collaborations

與香港科技園公司合作推出 TecOne，為科技中小企提供一站式支援服務

Launched TecONE, a one-stop resource centre for technology SMEs, with the Hong Kong Science and Technology Parks Corporation

與德國弗勞恩霍夫應用研究促進協會 IPT 合作進行創新及科技基金資助研發項目，開發激光輔助漸進成形工藝，製造高強度金屬零部件

Commenced an Innovation & Technology Fund (ITF) funded R&D project on laser-assisted sheet metal progressive forming in collaboration with the Fraunhofer Institute for Production Technology (IPT) of Germany to enhance the capability of local manufacturers in producing high strength metal components



## 客戶服務 Customer Satisfaction

客戶服務調查得分為 8.9 分 (10 分為滿分)

Scored 8.9 on a scale of 10 in customer satisfaction survey

## 可持續發展項目 Sustainability Initiatives

完成由 2013 年 4 月至 2015 年 3 月的「清潔生產伙伴計劃」延展期

Implemented the extended phase of Cleaner Production Partnership Programme (CPPP) as secretariat for two years from April 2013 to March 2015

由 2015 至 2020 年五年期間，繼續為新一期「清潔生產伙伴計劃」擔任秘書處

Continue to be secretariat of the 5-year new phase of CPPP from 2015 to 2020



生產力局獲環境局邀請擔任 10 億回收基金的執行伙伴  
HKPC was invited by the Environment Bureau to be the implementation partner for the HK\$1 billion Recycling Fund

## 服務社群 Serving the Community

推出「好社意」計劃，為社企提供業務支援，透過五大免費專業服務促進社企成長

Launched a dedicated support programme ("好社意") to facilitate the continuous development of social enterprises in Hong Kong offering five types of free consultancy services for social enterprises



生產力局承辦由民政事務局和中國載人航天工程辦公室合辦的「香港中學生太空搭載實驗方案設計比賽」

HKPC executed the Space Science Experiment Design Competition co-organized by the Home Affairs Bureau and the China Manned Space Agency for Hong Kong secondary school students

## 嶄新產業 支援平台 New Industry Support Platforms



設立全港首個「隨形冷卻技術中心」，擁有全港首部混合式金屬3D打印設備

Set up Hong Kong's first Conformal Cooling Technology Centre (CCTC) equipped with Hong Kong's first hybrid metal 3D printing system.

生產力局獲政府委任為「零售業人力需求管理科技應用支援計劃」(簡稱ReTAAS)的秘書處，協助推行計劃

HKPC was appointed by the HKSAR Government as the secretariat of the Retail Technology Adoption Assistance Scheme for Manpower Demand Management (ReTAAS)



## 獎項殊榮 Awards and Honours

香港董事學會2014年度「傑出董事獎」(法定/非分配利潤組織董事會類別)

Directors Of The Year Awards 2014 (Statutory/Non-profit-distributing Organizations) awarded by the Hong Kong Institute of Directors

香港董事學會「董事會多元化卓越嘉許」

Recognition of Excellence in Board Diversity awarded by the Hong Kong Institute of Directors

生產力局獲得香港會計師公會主辦的「2014年度最佳企業管治資料披露大獎」公營/非牟利機構組別評判嘉許

Special Mention (Public sector/Not-for-profit category), Best Corporate Governance Disclosure Awards 2014 organized by Hong Kong Institute of Certified Public Accountants

生產力局2012/13年報榮獲七項本地及國際年報設計及企業管治資料披露獎項

HKPC 2012/13 Annual Report won seven international and local annual report awards for its achievements in design and corporate governance disclosure

生產力局2013/14年報榮獲國際Mercury Award「整體表現：非牟利公共事務」組別的金獎

HKPC 2013/14 Annual Report won the Gold Award in Overall Presentation (Publicly Funded Non-Profit) in the International Mercury Awards 2014/15

生產力局研發的「矽膠產品之防塵表面處理設備」，於「2014年香港工商業獎」獲得「設備及機器設計優異證書」HKPC's Equipment for Anti-dust Surface Treatment on Silicone Products won the Certificate of Merit in Machinery and Machine Tools Design categories in the 2014 Hong Kong Awards for Industries

2015香港資訊及通訊科技獎：最佳數碼共融銀獎，夜貓Online網上青年外展工作先導計劃，香港小童群益會/生產力局

Hong Kong ICT Awards 2015: Best Digital Inclusion Silver Award, Nite Cat Online-Pilot Cyber Youth Outreaching Project, The Boys' & Girls' Clubs Association of Hong Kong/Hong Kong Productivity Council

生產力局擔任技術顧問的《渠務署可持續發展報告2013-14》，於3項國際獎項中獲頒5項殊榮，當中包括由美國傳媒專業聯盟(LACP)主辦的2013/14 Inspire Awards和2013/14 Vision Awards，以及由Communications Concepts Inc.主辦的APEX 2015 Award

HKPC provided technical consultancy service to help Drainage Services Department compile its Sustainability Report 2013-14 which was awarded with 5 accolades in 3 international awards: 2013/14 Inspire Awards and 2013/14 Vision Awards by League of American Communications Professionals LLC (LACP); APEX 2015 Awards by Communications Concepts Inc

## 生產力局簡介

# WHO WE ARE

60年代 我們的發展源於……  
1960s When our story began...

生產力局的歷史可追溯至60年代。當時，香港開始從轉口貿易中心發展成工業中心，衍生大量家庭式小型製造企業。有見業界的需要，政府分別於1966及67年，成立香港貿易發展局、香港出口信用保險局及香港生產力促進局，透過公營機構提供支援，大力促進香港工業的發展。

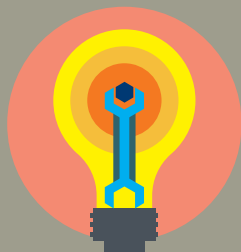
The history of HKPC dated back to the 1960s when Hong Kong began to evolve from an entrepot trading centre into an industrial centre. With the predominance of family-owned small enterprises in the manufacturing sector, the Government saw the need to provide institutional support to foster the further development of Hong Kong industry, thus the Hong Kong Trade Development Council and Hong Kong Export Credit Insurance Corporation were set up in 1966 and the Hong Kong Productivity Council (HKPC) in 1967.

香港生產力促進局（生產力局）於1967年依法成立，致力協助香港企業提升生產力，更有效地運用創意和資源，提高產品和服務的附加值。

In 1967, HKPC was established by statute to support Hong Kong companies adopt productivity-enhancing practices, enabling them to make use of their resources in a more effective and innovative fashion so as to increase the value-added content of products and services.

HKPC®

=



應用研發  
Applied  
R&D

+



技術轉移  
Technology  
Transfer

+



提升生產力  
Productivity  
Enhancement

成立近50年來，生產力局在香港的工業支援架構內擔當關鍵角色。本局致力發掘、開發和轉移新技術及管理知識，以增強香港工商業在國際市場的競爭力和持續發展能力。

For close to 50 years, HKPC plays a crucial role in Hong Kong's industry support infrastructure, focusing on sourcing, developing and transferring new technologies and management knowhow to enhance the competitiveness and sustainability of Hong Kong industries in the world market.

生產力局的工作由理事會管轄，成員包括一名主席及22名委員，來自資方、勞方、學術界、專業界和有關的政府部門。生產力局的經費部份來自政府資助，其餘來自技術和管理顧問及其它工商業支援服務收費。

HKPC is governed by a Council comprising a Chairman and 22 members, representing management, labour, academic and professional interests, as well as related government bureaux and departments in Hong Kong. HKPC's operations are mainly supported by income from its technical and management consultancy services and government subventions.

生產力局及附屬公司近  
With close to

700

位員工  
dedicated employees

每年平均為超過  
HKPC and its subsidiaries provide one-stop solutions and services to more than

1,000

家企業提供一站式方案及服務，  
協助業界為業務增值  
enterprises on average each year to  
add value to their business

生產力局位於九龍塘的生產力大樓，設有先進的製造及測試設施、展覽廳及一系列培訓設施及支援中心，迎合不同行業及科技發展的需要。本局亦在廣州、東莞及深圳，設有三家全資附屬公司，為珠三角的香港廠商提供快捷完善的支援。HKPC's headquarters in Kowloon Tong features advanced manufacturing and accredited testing facilities, exhibition and training venues, and support centres dedicated to various technological areas and specific sectors of the industry. HKPC also operates three wholly-owned subsidiaries in Guangzhou, Dongguan and Shenzhen serving Hong Kong enterprises in the Pearl River Delta aiming to provide more readily available support to enterprises across the boundary.



## 願景、使命、價值和策略

OUR VISION,  
MISSION,  
VALUE AND  
STRATEGY四大策略  
Four Pronged Strategy擴展產業支援平台  
Scaling up Platforms

通過建立業界支援平台，生產力局可以匯集公營和私人機構的資源，協力應對影響工商業界的重大課題。

Through the establishment of support platforms, HKPC can pool resources from the public and private sectors to address issues concerning the industry at large.

為中小企創富增值  
Creating Value for SMEs

生產力局致力協助中小企業不斷創新，提供更高增值的產品和服務。

HKPC is committed to helping SMEs create and deliver higher value-added products and services.

強化核心能力  
Sharpening Core Competencies

生產力局持續提升設備及掌握相關知識和能力，以回應本地工商業界的訴求。

HKPC continues to invest in new facilities and acquire new competencies to address the emerging needs of Hong Kong industry.

發展策略伙伴  
Developing Strategic Partnership

借助科技和業務合作伙伴的能力，生產力局可更有效地向本地業界轉移新技術和知識。

By leveraging on the strengths of technology and business partners, HKPC can effectively transfer new technology and knowhow to Hong Kong industry.

願景  
Vision

成為業界提升生產力的最佳伙伴

Be your most preferred productivity partner

使命  
Mission

致力協助業界達到卓越的生產力，以提升競爭力及持續發展能力

Promote productivity excellence for industry to enhance competitiveness and sustainability

核心價值  
Core Values

誠信正直 Integrity  
融合貫通 Integration  
靈活創新 Innovation  
公平公正 Impartiality

以人為本 People  
全心全情 Passion  
專業精神 Professionalism  
伙伴同行 Partnership



機構標誌

# OUR CORPORATE IDENTITY

生產力局的機構標誌以藍綠雙色平行線構成，象徵本局與香港工商業的伙伴合作關係源遠流長。

The two-toned parallel lines forming our corporate identity (CI) signify the longstanding partnership with Hong Kong industry.



HKPC®



# 我們的資本 OUR CAPITAL

所有機構都要依靠各式各樣的「資本」來推動其業務的成功發展。

All organizations depend on various forms of "Capitals" as fuels to sustain their success.



## 財務資本 FINANCIAL CAPITAL

我們的經費來源  
How we are funded



生產力局三成經費來自政府年度整筆資助，而其餘七成則主要來自各類收費服務，以及政府資助的應用研發項目及工商業支援項目。

The operation of HKPC is supported by Government subvention in the form of an annual block grant which covers approximately 30% of its income. Around 70% of HKPC's income is supported predominantly by various fee-charging services and competitive Government funded applied R&D programmes and industry support initiatives.

## 人力資本 HUMAN CAPITAL

生產力局致力運用專業知識，為工商企業提供各種高增值的解決方案，因此，人力資本是當局最寶貴的無形資產。

As an organization providing value-added services and knowledge-based solutions, human capital is HKPC's most valuable intangible asset.

生產力局的團隊包括專業顧問及技術人員，具備良好的學術背景和堅實的行業經驗。75%員工持有學士或以上學位，而員工更持有逾200項專業資格。

HKPC's workforce comprises professional consultants and technical staff with strong academic background and solid industry experience. Over 75% of HKPC's employees hold bachelor's or higher degrees and over 200 professional designations are conferred on our colleagues.

本局員工具備不同的才能，以及豐富的專業知識，由產品開發、製造、測試、企業管理以至客戶服務，覆蓋整個價值鏈。

Their diverse talents and extensive expertise covers the entire value chain from product development, manufacturing, testing, business management to customer service.

### 員工學歷

#### Academic Qualification of HKPC Staff

(截至2015年3月31日) (as at 31 March 2015)

**33** 博士學位  
Doctoral degree

**205** 碩士學位  
Master's degree

**261** 學士學位  
Bachelor's degree

**161** 其他  
Others

超過 OVER

**75%**

員工持有學士或以上學位  
HKPC's employees hold bachelor's or higher degrees

生產力局已制定了系統化的培訓課程，清楚界定各級人員所需的技能和知識。

HKPC has formulated a structured training curriculum to clearly define the general skills and knowledge required in each staff grade.



配合長遠的承傳需要，生產力局推行「見習顧問計劃」及「見習工程師計劃」，每年招募頂尖大學畢業生，培育他們成為優秀人才。

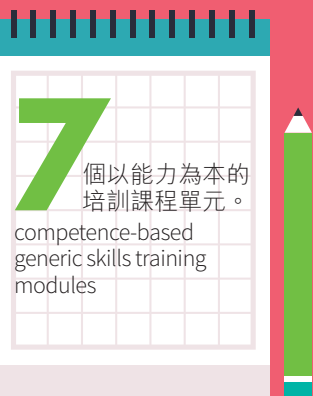
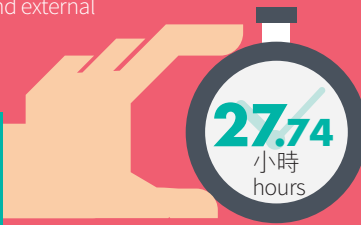
As part of HKPC's long-term talent development planning, we have set up the Trainee Consultant Induction Programme and Cadet Engineer Scheme to recruit from top-notch universities and institutions.



本局亦建立完善的持續培訓制度，充份運用局內專長及外間的進修資源，讓員工掌握必要的技能，為生產力局客戶提供更優質的服務：

HKPC has established a comprehensive continuous training framework utilizing both in-house expertise and external facilities aiming to sharpen staff members' essential skills to better serve our clients:

每名員工平均培訓時數  
staff average training hours



過去一年資助  
Sponsorship programme to encourage staff members to participate in external training.

**357**

位員工參加  
employees have attended

**842**

項外間培訓課程及知識交流活動。  
training programmes and knowledge sharing events under this programme in the past year

自 2009 年共資助  
Sponsored

**21** 位員工完成學士學位課程  
employees to pursue their first degree since 2009

**23** 位員工取得碩士或博士學位，包括工商管理、電腦及資訊系統、電子及信息工程、環境管理。

to pursue master's or doctorate degree in the disciplines of Business Administration, Computing & Information Systems, Electronic & Information Engineering, and Environmental Management.

本年度 3 月至 5 月期間，本局舉辦了七次團隊建立活動，探討生產力局面對的重要課題，包括策略伙伴、企業社會責任，構思新服務及市場推廣方式。借助服務設計工具，這項培訓活動鼓勵各級員工參與服務創新過程，為生產力局構思新服務及新方案。

Seven sessions of corporate teambuilding programme were held from March to May 2014. The programme focused on exploring key issues facing HKPC, including strategic partnership, corporate social responsibility, new services and marketing approaches. Making use of service design tools, the programme engaged staff members in the service innovation process to devise new services and solutions for the key issues of HKPC.

將員工培訓與表現評核結合，員工培訓時數及其學術、專業、研究或社會方面的成就，亦會用作評核員工表現。

Incorporated staff members training efforts, achievements in academia, profession, research and community in the annual appraisal assessment.





## 結構資本 STRUCTURAL CAPITAL

「結構資本」可定義為「員工下班後，仍留在公司的所有事物」，例如：操作流程、管理系統、資訊系統、知識產權和良好典範。

生產力局擁有不同類型的結構資本，當中包括各類無形資產，例如：品牌價值、作業流程、管理系統及資訊科技平台，以確保本局持續運作。

憑藉多年來支援香港工業的服務表現，生產力局建立了備受推崇的品牌，本局的服務質素及可靠性享譽業界。

生產力局重視創新機制，自2000年起推行「應用研發計劃」，每年財政預算也為計劃基金預留最少200萬港元，支援員工進行自發的研究項目，開發新技術、管理方法和最佳工作程序。

生產力局透過資訊科技平台及知識管理機制，有系統地收集、整理和分享資訊。

由本局內部開發的知識管理技術平台 – “i-Exchange”，採用了 Web 2.0 技術，建立全面的知識管理平台。該系統凝聚了本局不同範疇的專家，促進內部之間的業務協作。

本局亦推行了企業資源規劃系統 (ERP)，以管理本局的主要業務運作，包括項目、財務、採購及相關運作。

生產力局在生產力大樓設立產業支援中心，配備先進的設計、加工和檢測設施，用以支援本局的顧問服務及技術研發。大樓內亦設有「香港實驗所認可計劃」(HOKLAS) 的認可實驗所。

Structural capital can be defined as all those things that remain in an organization after its employees have left the office after work, such as operating processes, management systems, information systems, intellectual property and best practices.

HKPC is in possession of many kinds of structural capital, which incorporates all intangible assets such as brand value, processes, management systems and IT platforms that ensure the sustainable operation of HKPC.

With a long track record of support for Hong Kong industry, HKPC has built up an established and highly regarded brand, with a reputation for quality and reliability.

Especially important is our innovation mechanism, HKPC has deployed a Commercial Research and Development Scheme (CRD) since 2000. Every year, at least HK\$2 million of internal funding is earmarked in HKPC's annual budget for the CRD Fund to support our staff's self-initiated R&D projects on new technologies, methodologies, services and best practices.

HKPC systematically captures, organizes and shares information through IT platforms and Knowledge Management (KM) mechanisms.

Our in-house developed KM Technology Platform – “i-Exchange” employs Web 2.0 technologies to build a comprehensive KM platform. The system fosters internal business collaboration by leveraging our multi-disciplinary expertise.

A corporate wide enterprise resource planning system (ERP) was also deployed to manage our key business functions covering project, finance, procurement and related operations.

To support its R&D and consulting services, HKPC operates industry support centres in HKPC Building equipped with advanced design, processing and testing facilities, including accredited laboratories under the Hong Kong Laboratory Accreditation Scheme (HOKLAS).

每年為應用研發計劃  
基金預留最少 200 萬元  
HK\$2 million of internal  
funding earmarked for  
CRD scheme every year.



## 產業支援中心 Industry Support Centres

### 創新及知識產權 Innovation & Intellectual Property

- 3D 打印體驗廊  
3D Printing One
- 電腦輔助設計及製造中心  
CAD/CAM Centre
- 知識產權服務中心  
Intellectual Property Services Centre
- 精密光機電科技中心  
Optics and Opto-Mechatronics Technology Centre

### 製造科技 Manufacturing Technology

- 先進電子工藝中心  
Advanced Electronics Processing Technology Centre
- 先進表面處理科技中心  
Advanced Surface Technology Development Centre
- 隨形冷卻技術中心  
Conformal Cooling Technology Centre
- 香港珠寶科技中心  
Hong Kong Jewellery Industry Technology Centre
- 微製造科技中心  
Micro Fabrication Technology Centre
- 塑膠科技中心  
Plastics Technology Centre
- 精密模具技術中心  
Precision Tooling Technology Centre

### 自動化 Automation

- D2D+ 企業自動化中心  
D2D+ Business Automation Centre
- 智能製造技術展示中心  
Intelligent Manufacturing Technology Centre

### 測試及標準 Testing & Standards

- 電磁兼容科技中心  
Electromagnetic Compatibility Centre
- 環境及產品創新化驗室  
Environmental and Product Innovation Laboratory
- 香港鐘錶科技中心  
Hong Kong Watch & Clock Technology Centre
- 可靠性測試中心  
Reliability Testing Centre
- 香港塑膠機械性能測試中心  
The Hong Kong Plastic Machinery Performance Testing Centre

### 資訊科技 Information Technology

- 香港軟件檢測和認證中心  
Hong Kong Software Testing and Certification Centre
- 香港電腦保安事故協調中心  
Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT)

### 中小企業 Small and Medium Enterprises

- SME One 中小企一站通  
SME One



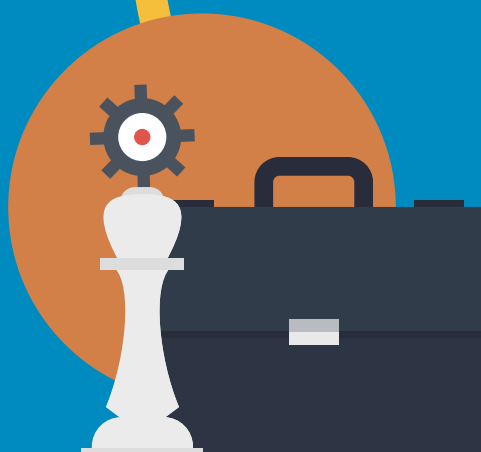
## 關係資本 RELATIONAL CAPITAL

關係資本泛指可以為機構創造價值的對外關係，例如：客戶、供應商、合作伙伴和政府部門等。

Relational capital refers to value-creating relationships that are external to an organization such as customers, suppliers, partners and government etc.


生產力局一直密切留意香港特區和內地政府的政策，並支持各項政策範疇的措施。本局自 90 年代起已積極與內地政府機構建立合作網絡，成功在多個層面建立了有效的跨境溝通渠道。

HKPC keeps close track of the HKSAR and Mainland government policies and support the Government initiatives in various policy areas. HKPC has been actively building a cooperation network with Mainland government organizations since 1990s, successfully established effective cross-boundary communication channels on many levels.



生產力局孕育了不少行業協會的成立和發展，協助業界運用不同的資源，推動行業升級，並向政府反映業界的訴求。本局亦與學術機構及研究中心緊密交流合作，推動工業升級、創新及科技商品化。

HKPC nurtures the formation and development of trade associations, help them access various resources to upgrade their sectors and reflect their concerns to the Government. We also exchange ideas and collaborate with academia and research institutes for industry upgrade, innovation and technology commercialization.



# 100

為加強本局的合作網絡，生產力局的代表亦參與約100個行業協會的委員會，由本局顧問協助推行業界聯繫、行業推廣及專業發展活動。

To foster our collaboration network, HKPC has representation in committees of about 100 trade associations and professional bodies, with many of our consultants making contributions to their networking, industry promotion and professional development activities.

生產力局成立的產業諮詢平台「HKPC集思匯」，就可能影響各行業長遠發展的課題諮詢業界意見。「HKPC集思匯」所收集的意見，有助促成全新的工商業支援計劃。

The industry consultation platform, "Hong Kong Industry Network Clusters" (HK-INC), is established by HKPC to gauge the views of the industry on issues of relevance to their long-term development.

# 42

場行業諮詢會  
Industry consultation  
meetings

在2014/15年度舉辦了42場行業諮詢會，23,531人次參與生產力局為行業協會舉辦的各類交流活動。

Views and comments collected in HK-INC helped shape the establishment of various new industry support programmes. In the year, 42 industry consultation meetings were organized, over 23,531 people attended networking activities for industry associations in 2014/15.



# 我們的持份者 OUR STAKEHOLDERS

為採取最有效的方式協助持份者創優增值，我們必須清楚了解誰是持份者，明白他們的重要性，以及他們對生產力局的期望。

In order to apply the most effective ways to create value for our stakeholders, we must identify the expectations of our stakeholders. We must know to whom we are accountable and what is important to them.

我們的持份者包括  
Our stakeholders



政府  
Government

理事會  
The Council

客戶  
Clients

行業協會  
Industry  
Associations

合作伙伴  
Strategic Partners

僱員  
Employees

專業團體及學術機構  
Professional Institute  
and Academia

公眾  
General Public



### 重要性 Why they matter

作為法定機構，生產力局必須履行其公共使命，提供配合政府政策的服務。  
As a statutory organization, HKPC has to fulfill its public mission by aligning its services with government policies.

生產力局的工作由理事會管轄，成員來自資方、勞方、學術界、專業團體和有關的政府部門。理事會為生產力局提供策略領導。  
HKPC is governed by the Council representing management, labour, academic and professional interests, as well as related government bureaux and departments. The Council provides strategic leadership to HKPC.

生產力局透過為各範疇的企業提供顧問服務，履行其公共使命，所得收入用作部份經費，支持本局持續運作。  
HKPC fulfills its public mission through the delivery of consulting services to a wide range of enterprises and the income generated contributes to its sustainable operation.

生產力局透過行業協會接觸不同行業，藉此向業界轉移新技術及管理方法。  
Industry associations are important channels for HKPC to keep tabs on industry development and needs. They are also HKPC's key targets for transfer of technologies and management best practices.

生產力局的合作伙伴遍及多個範疇包括科研機構及研發中心，本局充份發揮伙伴的專長，以轉移技術和知識，進行合作研發項目並提供一站式綜合支援服務。  
HKPC leverages the strengths of a wide range of strategic partners such as research institute and R&D centres for technology and knowledge transfer, R&D collaboration, and to deliver our integrated services.

作為知識型的機構，員工是生產力局最寶貴的資產。  
As a knowledge-based organization, HKPC's greatest asset is its employees.

無論是發展新技術和業務，生產力局均需要專業團體和學術機構的緊密合作和支持。  
HKPC works closely with numerous professional bodies and academia as collaboration partners for new technology and business development.

生產力局許多活動涉及公眾利益，而公眾對本局的觀感，亦對建立正面品牌形象非常重要。  
Public perception of HKPC is crucial to the building of a positive brand image.



### 對生產力局的期望 What they expect of HKPC

以務實及針對性的支援服務及計劃，迅速回應政府的政策措施。  
Respond swiftly to government initiatives with specific and practical initiatives and programmes.

維持良好的企業管治，履行本局的公共使命，滿足社會需求。  
To maintain good corporate governance and deliver our public mission in response to stakeholders' needs through an effective and efficient organizational structure.

提供可靠及優質的服務，以獨立、專業的判斷，保障客戶的最大利益。  
To deliver reliable and high quality service as well as independent and professional judgment to safeguard the client's best interest.

與行業協會保持緊密聯繫，協助各界運用不同的資源，推動行業升級，並向政府反映業界的訴求。  
To maintain a close linkage with industry associations so as to help different sectors access various resources for business upgrading and to reflect their concerns to the government.

維持長期合作關係，定期提供合作機會。  
To provide regular cooperation opportunities and maintain a long-term relationship.

建立積極向上的工作環境，讓人員能盡展所長，在專業及個人能力上不斷成長。  
They expect HKPC to create a positive work environment in which people are empowered, enabling them to grow professionally and personally.

作為他們與各行業的橋樑，以轉移其技術及知識。  
To help them collaborate with various industry sectors to transfer their technologies and knowledge.

按照企業管治原則營運業務，並定期透過不同傳播媒介與公眾溝通。  
To conduct its business following the principles of good corporate governance and regularly communicate with the general public through various media.

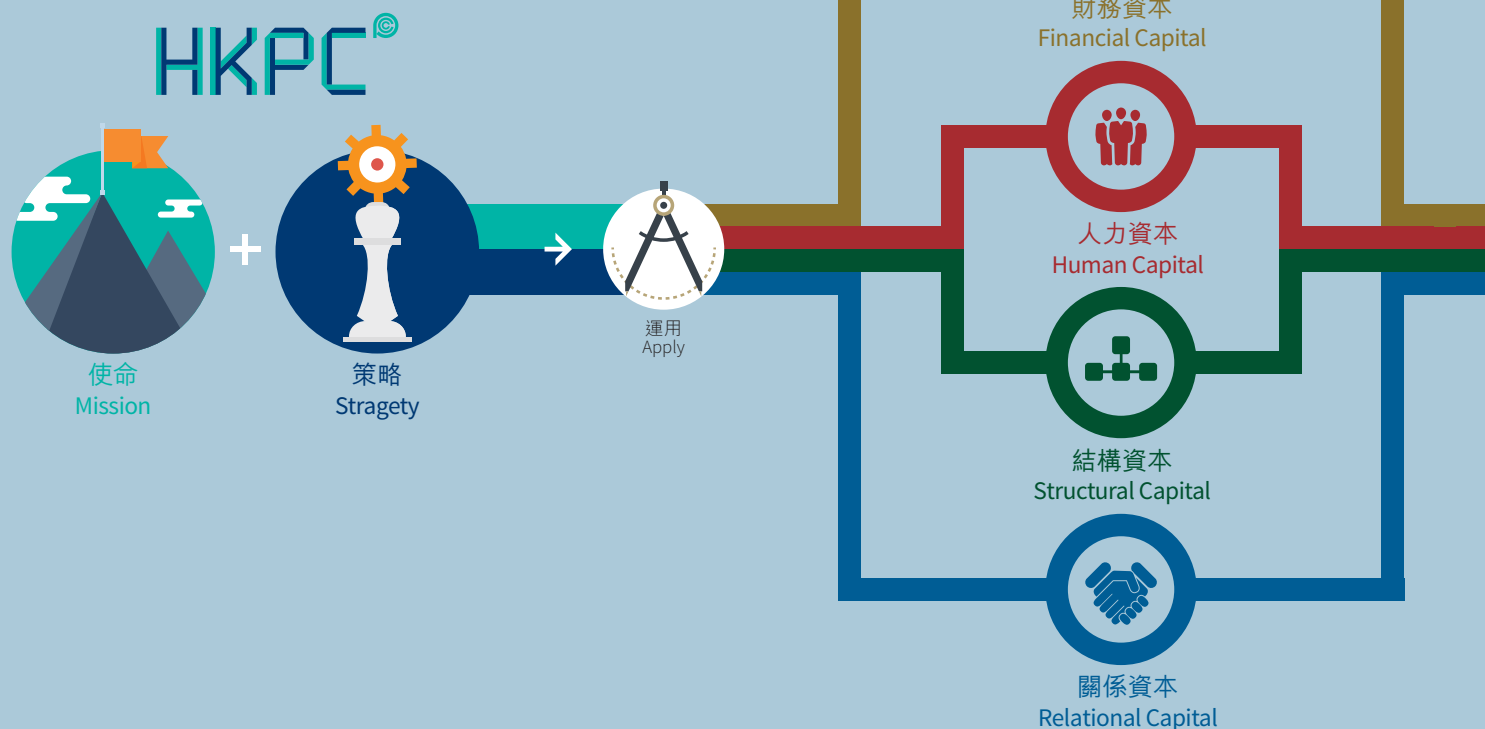


# 我們的業務模式 OUR BUSINESS MODEL

作為法定的工商業支援機構，生產力局的核心業務是協助企業和行業，提升競爭力及可持續性，以克服外圍環境的挑戰，包括：經濟狀況、技術轉變及環保挑戰。  
As a statutory industry support organization, HKPC's core business is to help companies and industry sectors enhance their competitiveness and sustainability to cope with the challenges of the external environment, including economic conditions, technological change and environmental problems.

為此，生產力局運用各種「資本」，包括：「財務資本」、「人力資本」、「結構資本」和「關係資本」。透過本局的產業支援平台和企業支援服務，將「資本」轉化為產品、服務、技術和知識，最終創造出經濟、環境和社會價值。

To do so, HKPC needs to draw on various "capitals" including financial capital, human capital, structural capital and relational capital, and convert them into products, services, technology and knowhow through HKPC's industry support platforms and enterprise support services. Economic, environmental and social values are then created as the final outcome.



## 產業支援平台

生產力局不能單靠一己之力服務香港工商業，為了擴大支援服務規模，必須借助本局以外的能力和資源。

因此，生產力局致力建立支援平台，不但為業界全面提供所需服務，更為其他主要持份者及業務伙伴創造新的商機。

### Industry Support Platform

HKPC can never serve Hong Kong's industries in isolation. In order to scale up its services substantively, HKPC has to leverage upon external capabilities.

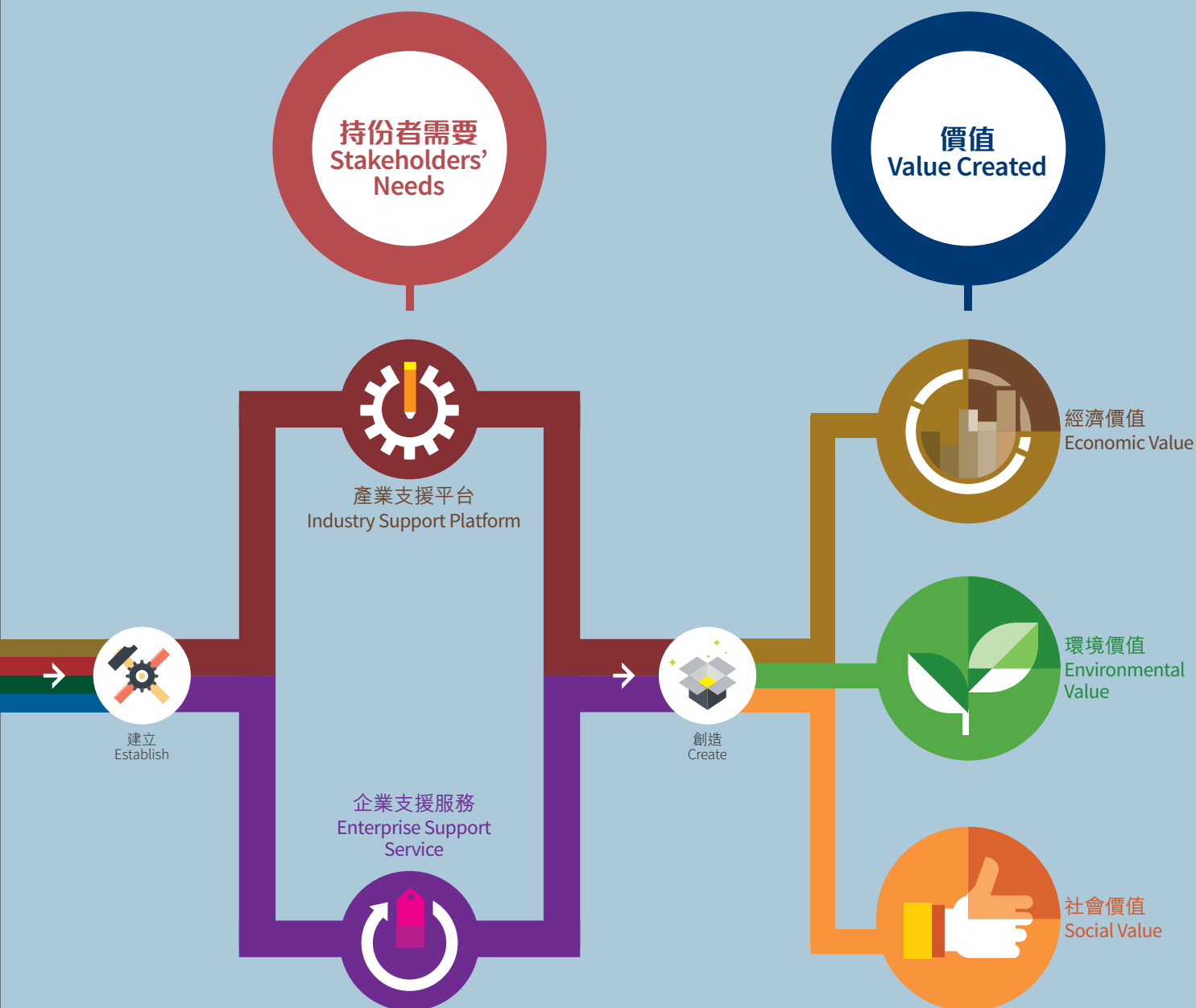
In the process, HKPC creates support platforms which not only provide comprehensive services to the industries in need but also create new business opportunities for all other key stakeholders and business partners.

## 企業支援服務

除了產業支援服務平台，生產力局亦提供個別企業支援服務，涵蓋整個業務價值鏈。從個別企業的支援服務所汲取的經驗，有助我們確保產業支援服務平台能切合業界的需要。

### Enterprise Support Service

Besides the one-to-many service platform, HKPC also provides one-on-one enterprise support service covering the entire business value chain. These one-on-one service projects complement the service platforms and the experience thus gained will ensure that the service platforms remain relevant to the industry.







主席前言

**MESSAGE  
FROM THE  
CHAIRMAN**

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# FROM ZERO TO ONE

我很榮幸首次以生產力局主席的身分向各位呈獻本局年報。衷心感謝前任主席陳鎮仁博士自2009至2015年間的策略領導，帶領本局強化機構管治，適時推出多項支援香港工商業特別是扶助中小企業的項目及創新方案。

I am very honoured to present my first Annual Report as the Chairman of HKPC. I felt much obliged to pay tribute to my predecessor Dr Clement Chen who strategically guided HKPC from 2009 to 2015, steering the Council to strengthen its corporate governance while bringing many timely initiatives and innovative solutions to support Hong Kong industry and businesses, in particular, small and medium enterprises (SMEs).

我對這機構毫不陌生，因為生產力局是我多年的合作伙伴。早在90年代，生產力局的顧問已助我的公司取得鐘表業的首個ISO 9000認證。當時，ISO 9000仍然是新事物，大部份本港行業仍未推行全面的質量管理體系，但很多全球大型買家已採納ISO 9000作為選擇業務伙伴的要求。

I am no stranger to this organization. HKPC has been a long time partner since its consultants helped my company obtain the first ISO 9000 certification in the watch and clock sector back in the 1990s when the standard was still a novelty. Most industries in Hong Kong did not have a good quality management system in place, yet many of the world's largest buyers were beginning to adopt ISO 9000 as a criterion for selecting business partners.



所有企業，無論是中小企或大型機構，同樣受到急速轉變的營商環境衝擊。他們須不斷提升管理和技術以維持競爭力。即使是大型機構也未必擁有業務轉型所需的資源和專門知識。

生產力局對推動全面質量管理的廣泛應用貢獻良多。透過提供ISO 9000顧問服務及培訓，不少工商機構成為其行業內獲得ISO認證的先行者，當中包括一所幼稚園。

回顧香港品質管理發展這段重要歷史，憑藉豐富的顧問經驗和專業知識，我們的專家能務實地解決業界的難題，本局作為提升生產力的機構，一直在傳播新技術和管理知識方面發揮重要作用，推動了香港經濟增長和發展。

生產力局亦積極進行應用科研項目，協助香港工商業推出創新的產品和服務，進軍高增值的市場。  
**HKPC is playing a unique role in applied research and development (R&D), which helps Hong Kong industries create innovative products or services for high-growth market sectors.**

All enterprises, SMEs or large corporations alike, are impacted by rapid changes in the business environment. They need to continuously undergo both management and technological upgrading to maintain their competitiveness. But many a times, even large enterprises may not possess the specific resources or knowhow to transform their business operations.

HKPC was instrumental in the widespread adoption of Total Quality Management (TQM) in Hong Kong. Through HKPC's ISO 9000 consultancy and training, many local enterprises, including a kindergarten, acquired the first ISO certification in their respective sectors.

Recounting this milestone in the quality movement of Hong Kong, we can see that as a productivity organization, HKPC has played a crucial role in the diffusion of new technology and management best practices conducive to economic growth and development. With their rich experience and expertise, HKPC consultants can solve the problems encountered by industries in a practical manner.



## 主席前言

## MESSAGE FROM THE CHAIRMAN

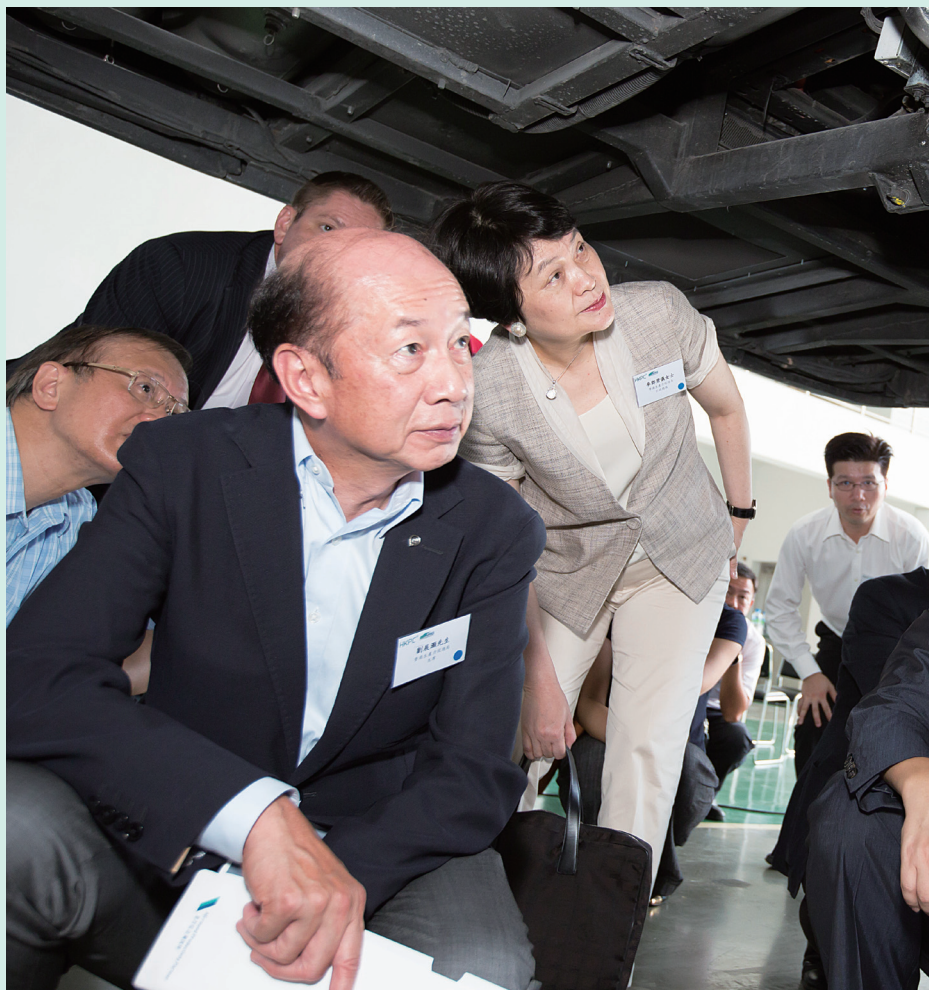
有別於區內其他生產力組織，生產力局亦積極進行應用科研項目，協助香港工商業推出創新的產品和服務，進軍高增值的市場。

據統計處最新調查，在2013年，香港超過一半的研發經費來自高等教育機構及政府機構。顯然，我們應該盡力鼓勵私人企業投資研發，其中一個方法是促進公營和私人企業之間的研發合作。

對於不少企業來說，創新研發就是從零到一、從無到有的過程。尤其是中小企資金有限，並且缺乏合資格的人才、設備和專門技術，面對的挑戰和風險更大。

由申請經費、專利檢索，以至工程設計、產品原型、精密模具以至測試，配合一系列先進設備，生產力局能夠針對企業不同研發階段的需要，提供全方位的協助。

**對於不少企業來說，創新研發就是從零到一、從無到有的過程。  
To many enterprises, engaging in innovative R&D is like going from zero to one, that is from nothing to something.**



Compared to other productivity organizations in the region, HKPC is playing a unique role in applied research and development (R&D), which helps Hong Kong industries create innovative products or services for high-growth market sectors.

According to the latest survey by the Census and Statistics Department, more than half of Hong Kong's R&D expenditure came from the higher education institutions and government sector in 2013, we need to make more effort to encourage private sectors' investment in R&D. One of the ways is promoting collaborative R&D between the public and private sectors.

To many enterprises, engaging in innovative R&D is like going from zero to one, that is from nothing to something. It is particularly challenging and risky for SMEs due to financial constraints, the lack of qualified personnel, equipment and knowhow.

From funding application, patent search to engineering design, prototyping, precision tooling to compliance testing, and supported by a full array of advanced facilities, HKPC's competence fits in different needs of enterprises along various stages of the R&D cycle.





生產力局 SME One 為中小企業提供一站式支援，幫助本地中小企業獲得不同資助計劃的資訊，協助他們開展業務和研發項目。在我們的協作網絡支援下，生產力局更可以利用本地、內地及海外合作伙伴的專業知識和新技術，以解決在研發項目不同的挑戰。

早於2006年，特區政府著手成立五個研發中心，涵蓋五個關鍵領域；其中，生產力局負責管理汽車零部件研究及發展中心，通過市場主導的研發項目，協助業界把握急速發展的內地汽車行業商機。

業界的贊助是量度業界對我們研發工作支持的重要指標之一。業界向汽車零部件研究及發展中心投入的贊助，從2006至2011年第一個五年期間的16.5%，上升至2011至2015年四年間的37.6%，是五所研發中心之冠。顯示業界對中心及本局技術能力的信任，也看好研發成果的市場潛力。

透過我們的支援，中小企業可以突破資源限制和降低創新研發項目的風險。  
**With our support, SMEs can break through bottlenecks and mitigate their risk exposure in innovative R&D projects.**



The SME One of HKPC offers one-stop support to help local SMEs access various sources of funding for their business development and R&D projects. Thanks to our collaboration network, HKPC can also draw on the expertise and new technologies from local, Mainland and overseas partners to address different challenges in the R&D projects.

Back in 2006 when the HKSAR Government proceeded to establish R&D Centres in five key areas, HKPC was commissioned to take charge of the Automotive Parts and Accessory Systems R&D Centre (APAS) to help the local industry tap business opportunities in the booming automotive industry on the Mainland through market-led R&D projects.

The level of industry contribution is one of the most important indicators to measure industry support to our R&D work. We are glad to report that the level of industry contribution to APAS has increased from 16.5% during the first five-year period (from 2006 to 2011) to 37.6% in the next four-year period (from 2011 to 2015), which is the highest among the five R&D Centres. This is indeed a vote of confidence of industry sponsors in HKPC and APAS's technical competence, as well as the promising market potential of our R&D results.





## 主席前言

## MESSAGE FROM THE CHAIRMAN

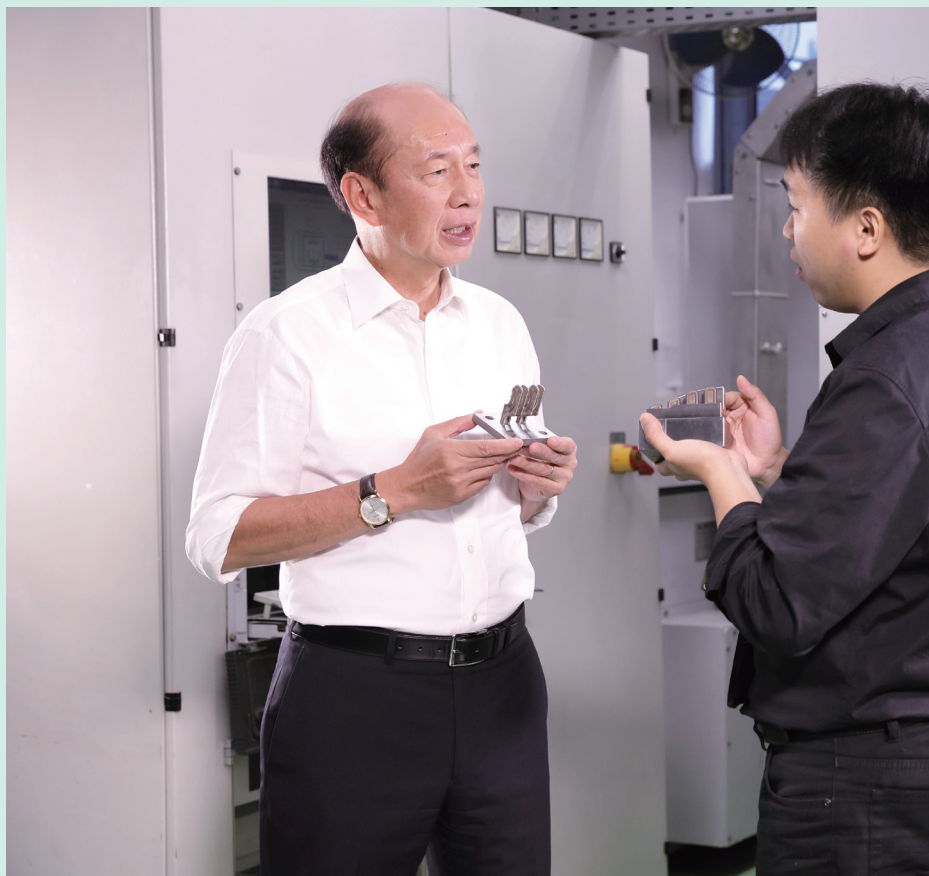


透過我們的支援，中小企業可以突破資源限制和降低創新研發項目的風險。本年報介紹多個案例，展示生產力局如何連繫業界、研發機構和政府，推動上游研發成果轉化為產品，為中小企帶來業務成長的機遇。

無論市場信心和社會環境如何反覆多變，我們應當留意，可持續的經濟發展是推動社會進步的先決條件。我們不要讓香港在長遠的科技、經濟發展中失去焦點，更要不斷尋找新的基礎，才可以支持我們不斷進步。在瞬息萬變的世界裡，香港的社會和企業需要不斷革新，才能在轉變的營商環境中與時並進。

在2007至08年爆發全球金融危機後，許多發達國家在製造業方面努力重拾競爭力，作為振興經濟的手段；當中，美國提出「先進製造合作伙伴」，德國開展「工業4.0」計劃。

這些計劃以智能製造技術為核心，例如智能機械人、增材製造和物聯網等。通過網絡連接全球不同公司、人、機器及資源，使數據實時流通由材料採購到零售的價值鏈，有利於生產訂製的產品，有效滿足個性化的消費需求。



With our support, SMEs can break through bottlenecks and mitigate their risk exposure in innovative R&D projects. In this Report, you will see real cases of how HKPC acts as a bridge between industries, research institutes and the Government to transform upstream R&D results into market-ready products, ultimately leading to business growth opportunities.

No matter how volatile market sentiment and social environment may have become, we should be mindful that sustainable economic growth is a prerequisite for social development. Let's not lose focus of the long term techno-economic development of Hong Kong as we continuously look for a foothold that could support our further progress. In an ever-changing world, our society and our businesses need to constantly re-invent themselves to keep pace with the fundamental shifts in the business environment.

After the global financial crisis in 2008, many developed countries made attempts to regain competitiveness in the manufacturing industry as a means to revitalize the economy. The "Advanced Manufacturing Partnerships" of the US and the "Industry 4.0" of Germany are some notable examples.

Intelligent manufacturing forms the core of these initiatives that leverage smart technologies such as intelligent robotics, additive manufacturing and "Internet of Things" (IoT). Connecting all companies, people, machines and resources on a global network, these smart technologies enable real time data flow across the entire value chain, from materials sourcing to retail, such that customized products could be produced more easily, effectively fulfilling individualized consumer requirements.



若這些計劃成功落實，香港工商業應該如何定位，從而把握這些變化所帶來的機遇？

對於發達國家來說，若「工業4.0」和其他智能製造計劃能提高生產力和資源效益，那麼在內地設有生產基地的港資企業將會在國際供應鏈上四面受敵，競爭不單來自低成本的新興國家，還有傳統高成本的國家。

當港商的海外客戶以「工業4.0」全面改革業務模式，他們的要求將很快波及供應鏈的下游。香港公司若仍未做好準備與海外買家以「工業4.0」的平台合作，有可能在全球市場失去競爭優勢。

受到德國「工業4.0」計劃的啟發，內地正進行「中國製造2025」計劃。「中國製造2025」的目標是全面提升內地工業，加強創新能力，推進製造業資訊化，從而搶佔高增值的市場領域。

香港公司若仍未做好準備與海外買家以「工業4.0」的平台合作，有可能在全球市場失去競爭優勢。

**Hong Kong companies would risk losing their relevance on the global market if they are not ready to integrate into the Industry 4.0 value chain of their overseas buyers.**

If these initiatives come to fruition, how should Hong Kong industry position itself in order to embrace opportunities stemming from this change?

If Industry 4.0 and other smart manufacturing initiatives mean higher productivity and resource efficiency to the developed countries, Hong Kong enterprises with manufacturing base in the Mainland would face stiff competition on the international supply chain. Challenges will come from all fronts, not just from low-cost, emerging countries but traditionally high-cost nations.

When our overseas customers extensively transform their business mode through Industry 4.0, their requirements will soon be cascaded downstream. Hong Kong companies would risk losing their relevance on the global market if they are not ready to integrate into the Industry 4.0 value chain of their overseas buyers.

Drawing inspirations from Germany's "Industry 4.0" plan, the "Made in China 2025" plan is also in the pipeline. Its goal is to comprehensively upgrade Mainland's industry, making it innovation-driven, more efficient and integrated so as to occupy the highest value-adding market sectors.



## 主席前言 MESSAGE FROM THE CHAIRMAN



在九十年代，當香港工商企業仍未熟悉全面品質管理，生產力局在香港啟動了品質管理系統的廣泛推行。

今天，生產工序的數碼化展開了第三次工業革命，生產力局繼續擔當先行者的角色，協助香港企業將業務轉型和升級，以有效應對智能科技帶來的顛覆性改變。

為此，我們已密鑼緊鼓，掌握所需的知識，舉辦德國考察團，與當地製造商和研究院交流有關「工業4.0」的最新資訊。生產力局將推出新的工業支援項目，向本地企業推廣及轉移「工業4.0」重要技術和概念，如：智能工廠、智能機械人、3D打印和物聯網的資訊保安。

著名企業家彼得·泰爾在他的《從無到有》("Zero to One") 書中提及：「未來的市場冠軍若在現有的市場激烈競爭將難以成功。他們會以獨創的業務，完全避開競爭。」

在近半世紀，生產力局一直伙拍本地企業探索未開發的領域。在「智能」新世代，我們將與工商業一起攜手共創無限商機。

最後，我衷心感謝所有理事會委員和全體同事對局方的鼎力支持和熱誠，為香港工商業提供卓越的服務。

主席  
劉展灝, SBS, MH, JP

In the 1990s, HKPC kick-started the widespread adoption of quality management systems in Hong Kong when TQM was still a foreign concept to Hong Kong businesses.

Now, with the unfolding of the Third Industrial Revolution driven by the digitization of manufacturing, HKPC will act as an agent of change to help Hong Kong enterprises transform and upgrade their business to effectively respond to disruptive changes brought by these smart technologies.

We have already laid the groundwork through strengthening our core competencies and organizing study missions to Germany to exchange views with manufacturers and research institutes on Industry 4.0. HKPC is set to launch new industry-wide initiatives to promote and transfer to Hong Kong enterprises "Industry 4.0" crucial technologies and concepts such as smart factory, intelligent robotics, 3D printing and information security for IoT.

In his book "Zero to One", famous entrepreneur Peter Thiel said, "Tomorrow's champions will not win by competing ruthlessly in today's marketplace. They will escape competition altogether because their businesses will be unique."

For almost half a century, HKPC has been partnering with Hong Kong enterprises to explore uncharted frontiers. Together, we will make the giant leap from zero to infinity in the new era of "Smart" everything.

Lastly, I sincerely extend my gratitude to all Members and staff of the Council for their continuous support, commitment and dedicated efforts in providing invaluable services to our industry.

**Stanley LAU Chin-ho, SBS, MH, JP**

Chairman







### 劉展灝, SBS, MH, JP

劉展灝先生在鐘表業的經驗豐富，是連年錶業集團董事總經理，現任廣東省人民政府決策諮詢顧問委員會企業家委員會委員、四川省政協常委。

另外，劉展灝出任多個政府諮詢組織，包括經濟發展委員會委員、勞工顧問委員會委員、標準工時委員會委員、創新及科技諮詢委員會委員、創新及科技基金一般支援計劃評審委員會主席及教育局資歷架構鐘錶業行業培訓諮詢委員會主席。

劉展灝於1994年獲頒「香港青年工業家獎」，並於2002至2003年擔任香港青年工業家協會會長、2000至2003年出任香港表廠商會會長、2005至2006年出任廉政公署道德發展諮詢委員會委員、2005至2007年出任香港工業專業評審局主席、2007至2011年出任香港貿易發展局鐘錶諮詢委員會主席、2001至2011年出任香港鐘表工業協會主席、2006至2011年出任康復諮詢委員會就業小組委員會委員、2006至2011年出任職業訓練局委員、2007至2013年出任強制性公積金計劃諮詢委員會委員、2006至2015年出任香港貿易發展局理事會理事及2013至2015年出任香港工業總會主席。

### Mr Stanley LAU Chin-ho, SBS, MH, JP

Mr Stanley LAU Chin-ho is a veteran industrialist with extensive expertise in watch and clock business. He is the Managing Director of Renley Watch Manufacturing Company Limited which he founded in 1983. Mr Lau is also a Committee Member of Development Research Center, The People's Government of Guangdong Province and the Executive Member of the Sichuan Provincial Committee of The Chinese Peoples' Political Consultative Conference.

Mr Lau has a long record of public and community service in the industry and labour sectors. He is a member of Economic Development Commission, member of the Labour Advisory Board, member of the Standard Working Hours Committee, member of Advisory Committee on Innovation & Technology, Chairman of Innovation and Technology Fund General Support Programme (GSP) Vetting Committee and Chairman of the Watch & Clock Industry Training Advisory Committee of the Qualifications Framework Education Bureau.

In 1994, Mr Lau was awarded the Young Industrialist Awards of Hong Kong and was elected as the President of the Hong Kong Young Industrialists Council for the term 2002-2003. He was also the President of the Hong Kong Watch Manufacturers Association from 2000-2003, member of the Ethics Development Advisory Committee, Independent Commission Against Corruption from 2005 to 2006, President of the Professional Validation Council of Hong Kong Industries from 2005-2007, Chairman of Watches & Clocks Advisory Committee of Hong Kong Trade Development Council from 2007-2011, Chairman of HK Watch & Clock Council - Federation of Hong Kong Industries from 2001-2011, Council member of the Vocational Training Council from 2006-2011, member of the Rehabilitation Advisory Committee-Sub-Committee on Employment from 2006-2011, Committee member of Mandatory Provident Fund Schemes Advisory Committee from 2007-2013, Council member of the Hong Kong Trade Development Council from 2006-2015, and Chairman of the Federation of Hong Kong Industries from 2013-2015.



## 理事會委員 COUNCIL MEMBERSHIP



主席  
Chairman

**劉展灝, SBS, MH, JP (1)**  
於2015年7月1日出任主席。劉先生現任  
連年錶業有限公司董事總經理

**Mr Stanley LAU Chin-ho, SBS, MH, JP**  
assumed chairmanship on 1 July 2015. Mr Lau is the Managing  
Director of Renley Watch Manufacturing Co. Ltd.  
陳鎮仁, SBS, JP  
Dr Clement Chen Cheng-jen, SBS, JP  
大興紡織有限公司執行董事  
Executive Director, Tai Hing Cotton Mill Ltd.

副主席  
Deputy Chairman  
**伍志強, MH (2)**  
**Mr Victor Ng Chi-keung, MH**

**區嘯翔, BBS (3)**  
**Mr Albert Au Siu-cheung, BBS**  
香港立信德豪會計師事務所有限公司主席  
Chairman, BDO Ltd.

**查逸超 (4)**  
**Prof John Chai Yat-chiu**  
福田集團控股有限公司董事總經理  
Managing Director, Fook Tin Group Holdings Ltd.

**鄭文聰, MH, JP (5)**  
**Ir Prof Daniel Cheng Man-chung, MH, JP**  
正昌環保科技(集團)有限公司董事總經理  
Managing Director, Dunwell Enviro-Tech (Holdings) Ltd.

**周博軒 (6)**  
**Mr Felix Chow Bok-hin**  
駁碼科技集團行政總裁  
Chief Executive Officer, Niche-Tech Corporation Ltd.

**李國本**  
**Dr Delman Lee**  
聯業製衣有限公司總裁兼首席科技總監  
President and Chief Technology Officer, TAL Apparel Ltd.

**梁廣泉 (7)**  
**Mr Leung Kwong-chuen**  
Director, Union Healthcare Ltd.

**梁任城 (8)**  
**Mr Leung Yam-shing**  
職業訓練局副執行幹事  
Deputy Executive Director, Vocational Training Council

**蒙美玲**  
**Prof Helen Meng Mei-ling**  
香港中文大學系統工程與工程管理學系教授及系主任  
Department of Systems Engineering & Engineering  
Management, The Chinese University of Hong Kong

**吳大釗 (9)**  
**Dr David Ng Tai-chiu**  
力寶亞洲有限公司董事  
Director, Lippo Asia Ltd.

**吳宏斌, BBS, MH (10)**  
**Dr Dennis Ng Wang-pun, BBS, MH**  
寶星首飾廠有限公司董事總經理  
Managing Director, Polaris Jewellery Manufacturer Ltd.

**顏吳餘英, MH, JP (11)**  
**Mrs Katherine Ngan Ng Yu-ying, MH, JP**  
美昌玩具製品廠有限公司副總裁  
Vice-President, May Cheong Toy Products Factory Ltd.

**黃志光 (12)**  
**Mr Patrick Wong Chi-kwong**

**楊傑傑 (13)**  
**Dr Jack Yeung Chung-kit**  
精英企業控股有限公司行政總裁  
Chief Executive Officer,  
ACE Corporation Holdings Limited



**林錦儀** (14)  
**Miss Lam Kam-yi**  
物流理貨職工會理事長  
Chairperson, Logistics Cargo Supervisors Association

**冼啟明**, MH (15)  
**Mr Sin Kai-ming**, MH  
港九電器工程電業器材職工會名譽會長  
Hong Kong & Kowloon Electrical Engineering & Appliances Trade Workers Union

**鄧燕梨** (16)  
**Ms Marilyn Tang Yin-lee**  
香港職工會聯盟培訓中心行政總監  
Executive Director, Hong Kong Confederation of Trade Unions Training Centre

**何淑兒**, JP  
**Miss Susie Ho Shuk-ye, JP**  
商務及經濟發展局常任秘書長(通訊及科技)  
Permanent Secretary for Commerce and Economic Development (Communications and Technology)

**王榮珍**, JP  
**Miss Janet Wong Wing-chen, JP**  
(蔡淑嫻於2015年8月19日  
出任創新科技署署長)  
(Ms Annie Choi Suk-han, JP  
assumed the post of Commissioner for Innovation and Technology on 19 August 2015)  
創新科技署署長  
Commissioner for Innovation and Technology

**麥靖宇**, JP (17)  
**Mr Kenneth Mak Ching-yu, JP**  
工業貿易署署長  
Director-General of Trade and Industry

**陳李藹倫**, JP (18)  
**Mrs Helen Chan, JP**  
政府經濟顧問  
Government Economist

**吳國強**, JP (19)  
**Mr Byron Ng, JP**  
勞工處副處長  
Deputy Commissioner for Labour

委員變動情況  
(2015年1月1日生效)  
Membership Changes  
(Effective Date 1.1.2015)

新任委員  
New Members

**查逸超**  
**Prof John Chai Yat-chiu**

**周博軒**  
**Mr Felix Chow Bok-hin**

離任委員  
Outgoing Members

**成小澄**, BBS, JP  
**Dr Elizabeth Shing Shiu-ching,**  
BBS, JP

**郭振華**, BBS, MH, JP  
**Mr Jimmy Kwok Chun-wah,**  
BBS, MH, JP

 資方 / 專業 / 學術界代表  
Management / Professional / Academic Representatives

 勞方代表  
Labour Representatives

 政府官員  
Public Officers

核數師  
Auditors  
羅兵咸永道  
會計師事務所  
PricewaterhouseCoopers (PwC)

法律顧問  
Legal Advisers  
高露雲律師行  
Wilkinson & Grist  
鄭黃林律師行  
CWL Partners

截至2015年3月31日 As at 31 March 2015







總裁匯報

# EXECUTIVE DIRECTOR'S REVIEW



# FROM ONE TO MANY

2014/15 年度香港經歷很多重大事件，工商界以至社會大眾亦面對不少挑戰。生產力局秉持專業及不偏不倚的精神，憑藉對關鍵資源、知識及技術的掌握，本局繼續專注協助企業及不同行業提升競爭力，推動業務持續發展。

The past year has been an eventful and challenging year to many Hong Kong people and businesses. Upholding our professionalism and impartiality, HKPC stays focused on helping enterprises and various sectors access vital resources and knowhow for enhancing their competitiveness and sustainability.

業界對生產力局服務的需求仍然強勁，2014/15 年度的整體服務收入 \$3.998 億元，較 2013/14 年度上升 6.6%。去年，本局共推行了 970 個顧問項目，客戶服務調查得分為 8.9 (10 為滿分)。

本局按照四大策略推展工商業支援服務，包括：發展策略伙伴、擴展產業支援平台、為中小企創富增值、強化核心能力，協助香港工商業應對瞬息萬變的科技發展及市場環境，進展理想。

The demand for services of HKPC remained robust in 2014/15. Our total service income was \$399.8 million, representing an increase of 6.6% over that of 2013/14. We have undertaken a total of 970 consultancy projects in the year, and scored 8.9 on a scale of 10 in our customer satisfaction survey.

Our industry support services are steered by a four-pronged strategy of developing strategic partnership, scaling up platforms, creating value for SMEs and sharpening core competencies. We have made marked progress in each of these strategic areas to meet the new demands of Hong Kong industry in response to the changing technology and market landscape.





## 發展策略伙伴

生產力局在技術轉移方面，繼續為本地業界擔當重要角色，透過全球策略伙伴網絡，搜羅各種創新技術及工藝，掌握相關的專門知識，並向業界推廣。

海外考察團為生產力局提供第一手資訊，讓本局成為香港工商企業的資訊及資源中心。藉此，生產力局充當橋樑，聯繫科研機構與產業界，促進相關機構合作，開拓本地及海外研發技術的龐大商業潛力。

經過近年多個科技考察活動，生產力局加強了與海外院校及科研機構的合作，並與德國、英國及澳洲多家著名科研機構展開多個研發項目。

在創新及科技基金的資助下，生產力局正與德國弗勞恩霍夫生產技術研究所合作，推行「激光輔助漸進成形技術」研發項目，旨在利用具成本效益的方法，提升本地廠商生產高強度金屬部件例如汽車零部件的能力。



## Developing Strategic Partnership

HKPC continued to play a pivotal role in technology transfer to local industry, first by identifying and sourcing innovative technologies and processes through our network of strategic partners all over the world, then gaining expertise in those technologies, and finally introducing them to industry.

Overseas study missions provide firsthand information for HKPC to build up a technology information and resource hub for ready access by Hong Kong industrialists. In doing so, HKPC is fulfilling its role in public mission by creating a linkage between the research institutes and industry, providing an interaction platform for relevant parties to gainfully exploit the commercial potential of technologies developed locally and overseas.

HKPC has made great strides in R&D collaboration with academic and research institutions in Australia, the UK and Germany after technology sourcing trips in the past couple of years, resulting in a number of joint research projects with some of these renowned institutions.

Supported by the Innovation and Technology Fund (ITF), HKPC has embarked on an R&D project on laser-assisted sheet metal progressive forming, together with the Fraunhofer Institute for Production Technology (IPT) of Germany. The project aims to enhance the capability of local manufacturers in producing high strength metal components such as automotive parts in a cost effective manner.

## 總裁匯報 EXECUTIVE DIRECTOR'S REVIEW

另外，生產力局亦分別與澳洲及英國的科研機構，探討在電動車電池技術、汽車零部件複合材料，以及雨水生物過濾系統等範疇的合作機會。

這些合作項目有助香港工商業緊貼世界最新科技、產品及材料的發展，不斷提升競爭力。

### 擴展產業支援平台

受資源和技能所限，任何工商業支援機構皆難以獨力有效服務所有企業。所以，較有效的方法是建立資源中心，為不同行業搜羅政府及私人機構所提供的各種各樣資助及技術支援服務，幫助更多企業。

商務及經濟發展局推出5,000萬元的「零售業人力需求管理科技應用支援計劃」（簡稱ReTAAS），並與生產力局共同合作，協助及鼓勵業界應用相關的資訊、通訊及其他科技提升生產力，以管理人力需求，紓緩零售業的人手緊絀問題。「計劃」亦為本地資訊科技方案供應商，締造商機。

### 商務及經濟發展局與 生產力局合作推出支援 零售業應用資訊及通訊科技 的ReTAAS計劃。

**The Commerce and Economic Development Bureau launched a \$50 million “ReTAAS” scheme in partnership with HKPC to help local retail industry adopt ICT solutions.**



HKPC had also identified other collaboration opportunities with institutes in Australia and the UK on electric vehicle battery technology, composite material for automotive parts and bio-filter system for storm water management.

Such collaborations and other projects in the pipeline would help keep Hong Kong industry abreast of the world's latest technological, product and material developments vital to enhancing their competitiveness continuously.

### Scaling Up Platforms

The number of enterprises that can be effectively served by an industry support organization is inevitably constrained by the availability of resources and knowhow. The most effective way to expand the reach is by setting up resource hubs for different industry sectors, through which a wide range of funding and technical support services from the public and private sectors are accessible to as many companies as possible.

To alleviate the manpower shortage problem of the retail industry, the Commerce and Economic Development Bureau of the HKSAR Government launched a \$50 million “Retail Technology Adoption Assistance Scheme for Manpower Demand Management” (ReTAAS) in December 2014 in partnership with HKPC. The Scheme aims to help the retail industry adopt relevant information and communications technology to enhance productivity and manage manpower demand. It also creates business opportunities for the local IT solutions providers.



憑藉多年來服務零售業的豐富經驗，以及與本地資訊科技界的緊密合作，生產力局大力推廣及執行該計劃。

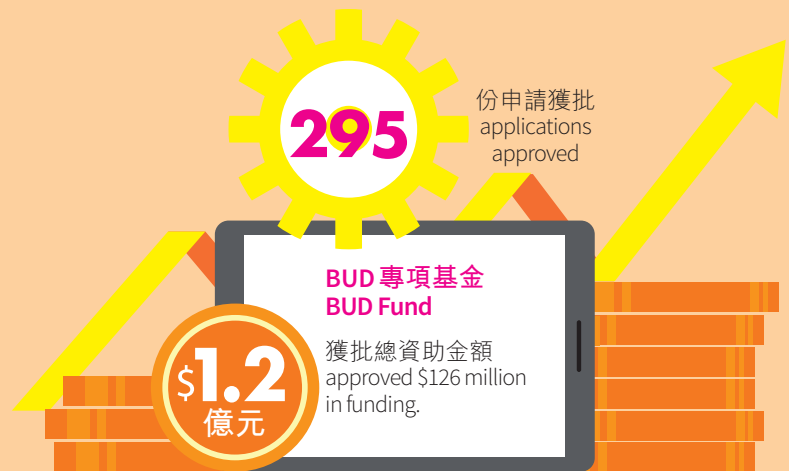
生產力局亦為2012年推出的「發展品牌、升級轉型及拓展內銷市場的專項基金」（簡稱「BUD專項基金」）旗下「企業支援計劃」，一直擔任秘書處。

「BUD專項基金：企業支援計劃」運作大致暢順，截至2015年3月底，秘書處共接獲1,203份申請，當中295份申請已獲批或有條件獲批，批出的總資助金額高達1.26億元。

獲批的項目範疇主要涵蓋品牌重塑、設立網上商店發展新產品，以及添置先進生產設備，協助企業開拓內地市場，實質幫助中小企擴展業務。

在可持續發展方面，憑藉30多年來在環境管理顧問服務的經驗，生產力局對於政府的可持續發展計劃和政策，一直擔當重要的支援角色。

本局自2008年起執行香港特區政府環境局的「清潔生產伙伴計劃」，協助香港和廣東省的港資工廠採用清潔生產作業方式，取得顯著成效。



Banking on our rich experience in serving the retail sector and close partnership with the local IT industry, HKPC has been delivering robust support for the promotion and implementation of ReTAAS.

HKPC has also been acting as the secretariat for the Enterprise Support Programme (ESP) of the Dedicated Fund on Branding, Upgrading and Domestic Sales (the BUD Fund) since its inception in 2012.

In general, the ESP scheme of the BUD Fund has been operating smoothly and up to the end of March 2015, the secretariat has received a total of 1,203 applications amongst which 295 applications were approved or granted conditional approval. The total amount of funding approved is about \$126 million.

The approved projects range from rebranding, setting up an online shop, to developing new products and employing advanced production machinery for the Mainland market, bringing tangible benefits to the business expansion of SMEs.

In the area of sustainable development, backed by our more than 30 years' experience in environmental management consultancy, HKPC has been playing a prominent role in supporting the sustainability initiatives and policy of the HKSAR Government.

Since 2008, we have been implementing the Cleaner Production Partnership Programme (CPPP) of the Environment Bureau, with admirable progress in helping Hong Kong-owned factories in both Hong Kong and Guangdong Province adopt cleaner production practices.



## 總裁匯報 EXECUTIVE DIRECTOR'S REVIEW

透過「伙伴計劃」，生產力局與製造業界、環境技術服務供應商、工商協會及內地政府部門，建立了合作網絡。生產力局作為公營機構身份，適合評估私營環境技術服務供應商的工作。

基於「伙伴計劃」的環保成效顯著，行政長官於2015年施政報告提出，將「伙伴計劃」延長5年至2020年3月31日，額外注資1.5億元，生產力局續任該計劃的執行機構。

另外，政府亦設立10億元的回收基金，推動回收業的可持續發展，生產力局獲環境局邀請，擔任基金的執行伙伴。生產力局將在項目管理、技術評估及宣傳等方面，提供支援服務。本局將於2015年下半年，與回收業及相關人士緊密合作，探討回收基金的運作方式。

負責維護香港資訊基建的香港電腦保安事故協調中心，是生產力局另一個備受讚譽的工商業支援平台。

2014年10月香港發生大規模電腦攻擊期間，該中心的電腦保安專家晝夜不停監察，處理發現的攻擊，確保及時向公眾和受影響的機構提供專業建議及解決方案。

協調中心去年加強了主動揭發及處理電腦保安個案，共處理約3,500宗保安事故，較2013年增加103%。

Through the programme, HKPC has built up a partnership network with the manufacturing sector, environmental technology (ET) service providers, trade and industry associations, and the Mainland authorities. As a public organization, HKPC is best positioned to assess the work of ET service providers from the private sector.

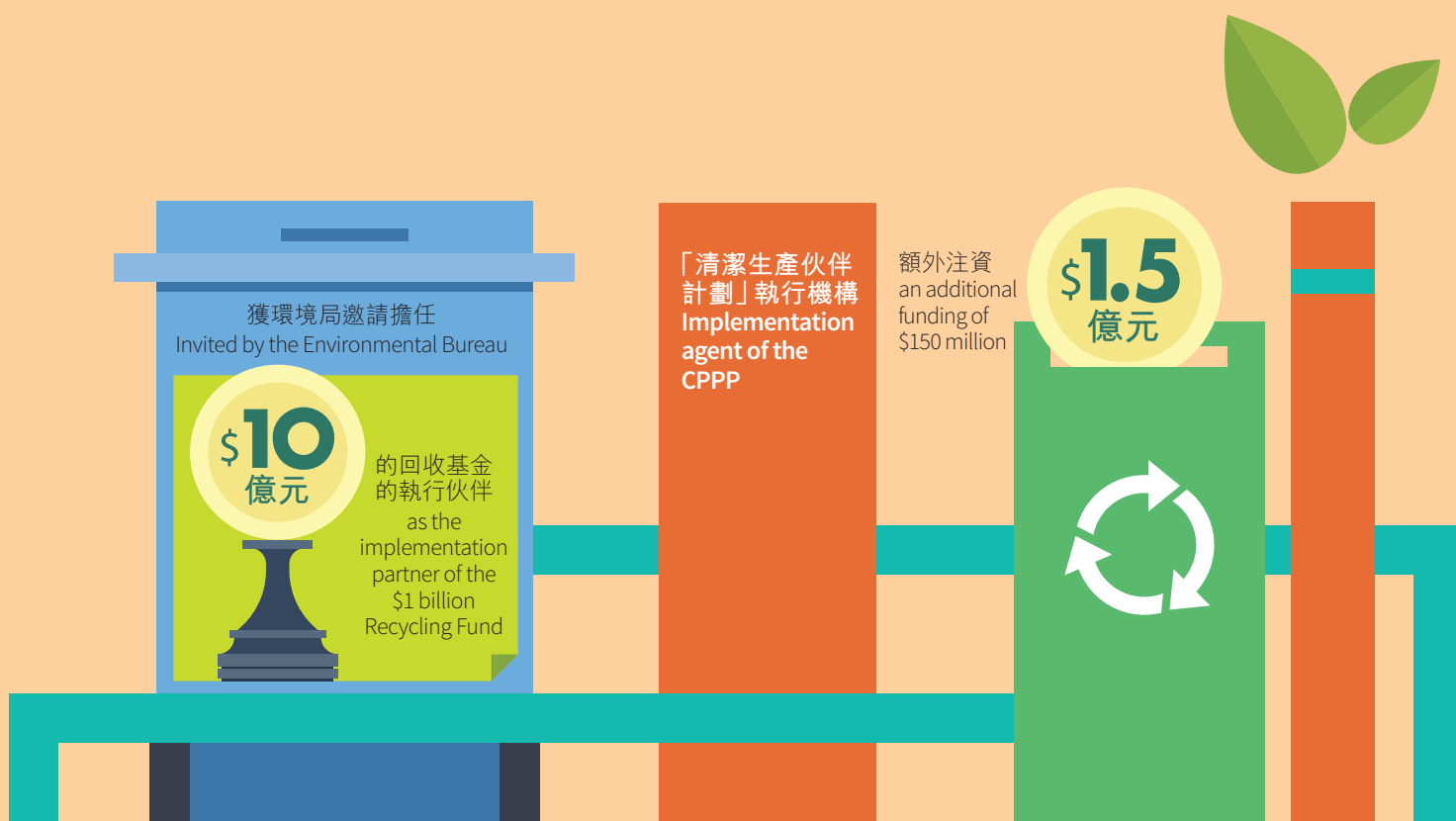
In view of its environmental benefits, as stated in the 2015 Policy Address, the programme will be extended, with an additional funding of \$150 million, for another five years up to 31 March 2020. HKPC will continue to be the implementation agent of the programme.

The Government will also introduce a \$1 billion Recycling Fund to promote the sustainable development of the recycling industry, and HKPC was invited by the Environment Bureau as the implementation partner. HKPC will provide support services in the area of programme management, technical evaluation and publicity. We will work closely with the recycling trade and relevant stakeholders on the operation of the Recycling Fund in the latter half of 2015.

Tasked with safeguarding the information infrastructure of Hong Kong, the Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT) is another acclaimed industry support platform of HKPC.

During the territory-wide cyber attacks targeting Hong Kong in October 2014, cybersecurity experts of HKPC's HKCERT worked around the clock to respond to the attacks and offered timely advice and solutions to the affected organizations and the general public in a timely fashion.

HKCERT's enhanced efforts in proactively uncovering and handling security cases such as "invisible bot machines" also paid off. HKCERT handled some 3,500 security incidents in 2014, representing a 103% increase over 2013.



## 為中小企創富增值

截至2015年3月，全港共有約32萬家中小企，佔全港公司數量超過98%，為接近130萬人提供工作機會。

為方便中小企搜尋發展資源，生產力局於2012年成立了「中小企一站通」(SME One)，提供一站式支援，協助本地中小企充份利用香港及珠三角的支援與資助計劃。

截至2015年3月，「中小企一站通」處理了超過7,000宗查詢，並轉介了合適的支援與資助計劃，建議企業申請，當中14份申請獲批核，總資助金額達1,564萬元。中心所舉辦的論壇、研討會及工作坊，共吸引逾13,000位中小企代表參與。



### 「中小企一站通」舉辦的論壇、研討會及工作坊 SME One's various forums, seminars and workshops

共吸引逾  
attracted participation from over

13,000

位中小企代表參與  
SME representatives

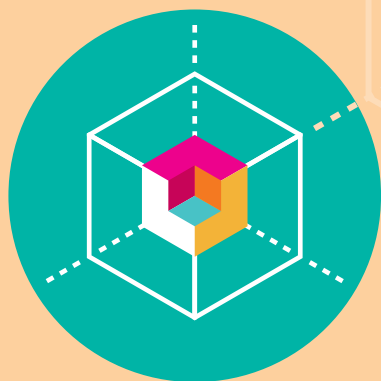
## Creating Value for SMEs

As at March 2015, there were about 320,000 SMEs in Hong Kong. They accounted for over 98% of the total business units and provided job opportunities to nearly 1.3 million persons.

Aiming to enhance SMEs' accessibility to development resources, SME One, a dedicated centre was established in 2012 by HKPC to provide one-stop support to help local SMEs utilize the variety of support and funding schemes available in Hong Kong and the Pearl River Delta region.

SME One has handled more than 7,000 enquiries and made referrals on funding and support scheme applications up to the end of March 2015. There were 14 approved applications, with total funding amounting to \$15.64 million. Its various forums, seminars and workshops also attracted participation from over 13,000 SME representatives.

## 總裁匯報 EXECUTIVE DIRECTOR'S REVIEW



**TecONE 重點為初創科技企業提供全面諮詢服務。**

**TecONE provides comprehensive advisory services to technology start-ups.**

憑藉生產力局在九龍塘生產力大樓管理「中小企一站通」的成功經驗，生產力局與香港科技園合作成立了一站式資源中心 TecONE，重點為中小型科技企業提供全面的諮詢服務，特別是初創科技企業發展需要的資源，例如：資助計劃、工商業支援計劃及企業融資方案等。

TecONE 自 2014 年 7 月運作以來，安排了 250 場免費諮詢會，處理了 514 宗查詢，以及轉介了 204 宗個案，協助中小型科技企業尋找合作伙伴及服務供應商。

年間，生產力局透過與工商協會的合作，展開了多個由「中小企業發展支援基金」及「創意智優計劃」所資助的項目，提升中小企及創意產業的能力，以繼續拓展業務。項目涵蓋最新法規標準、人才發展、資訊科技工具應用，以及拓展高增值行業商機，例如：航空、醫療設備及數碼娛樂。

Riding on HKPC's successful experience in running SME One, HKPC and the Hong Kong Science and Technology Parks Corporation (HKSTPC) jointly set up TecONE, a one-stop resource centre for SME technology start-ups, providing them with comprehensive advisory services essential to their growth, such as public funding schemes, industry support programmes and business financing.

Since TecONE commenced operation in July 2014, it has arranged 250 free consultation meetings, handled 514 enquiries and made 204 referrals to help technology SMEs source potential partners and service providers.

During the year, in collaboration with trade associations, HKPC also implemented and launched projects sponsored by the SME Development Fund and CreateSmart to enhance the competence of SMEs and creative industries startups for further growth and development. These projects covered the adoption of new regulatory standards, talent development, application of new IT tools, as well as capturing business opportunities in high value adding sectors such as aviation, medical devices and digital entertainment.







## 強化核心能力

自成立以來，生產力局一直是多個行業的製造技術及企業管理先驅。生產力局繼續添置先進設施，強化專業團隊的專門知識，有效地回應本地業界的新需求。

年間，本局的「隨形冷卻技術中心」（CCTC）投入運作。中心總投資額達1,100萬元，擁有全港首部混合式金屬3D打印設備。業界在中心的支援下，可縮短注塑週期，又能提高模具質素，並有效降低成本。

本局將於2015年8月，成立全港首個一條龍3D打印顧問服務支援中心－「3D打印體驗廊」（3D Printing One）。中心設有多部由入門級至專業級的3D打印機、軟件及設備，提供全方位的3D打印支援，向不同行業普及推廣3D打印的創新應用。

超精密自由曲面光學組件，集多功能及靈活的好處於一身，應用日趨廣泛，但本地中小企缺乏設備及技術知識，以捕捉蓄勢待發的市場。

生產力局屬下的精密光機電科技中心，在2015年3月添置了一台超精密五軸直立式加工設備，讓本局開展光學級自由曲面組件的超精密五軸加工服務。

新服務可協助中小企，縮短產品開發週期及節省開發成本，提升技術能力，以發掘高增值行業如汽車、生物醫學及光通訊的新商機。

年內，我們亦為不同行業設計最佳營運模式，包括：飲食及食品工業的食物生命週期管理模式，促進業界採用現代化的食物安全及衛生程序；醫療器材業的臨床試驗方案合規模式，協助業界評估其醫療設備的安全性及效力；建造業的ISO 50001能源管理體系推行工具。由這些最佳營運模式發展的新服務將於下一年度推出。

## Sharpening Core Competencies

Throughout its history, HKPC has been a pioneer in manufacturing technology and business management in sectors spanning across the value chain. HKPC does not cease to invest in advanced facilities and strengthening the expertise of its professional team so as to stay ahead of the game and respond to the emerging needs of the industry in a much effective and dynamic way.

During the year, our new Conformal Cooling Technology Centre (CCTC) commenced service. Featuring Hong Kong's first hybrid metal 3D printing system, this \$11 million facility can help manufacturers substantially shorten injection cycle time and improve mould quality at competitive costs.

We are also gearing up to launch a new one-stop 3D printing technology centre, 3D Printing One, in August 2015. As the first one-stop 3D printing support centre in Hong Kong, housing a wide range of 3D printing equipment, software and facilities, from elementary to professional levels, it will provide all round support to promote innovative applications of 3D printing technology to different sectors.

Precision freeform optics components are becoming popular because of their compact size and flexibility, but local SMEs lack the equipment or knowhow to cope with these rising market demands.

A new precision 5-axis vertical machine was thus installed in HKPC's Optics and Opto-mechatronics Technology Centre in March 2015, enabling us to provide new services on ultra-precision 5-axis machining of freeform optics components.

These new facilities and service will shorten the product development cycle and reduce the development cost for SMEs, upgrading their technological capabilities to explore new business opportunities in high value adding sectors such as automotive, biomedical and opto-communications.

During the year, we have also embarked on the development of best practices for various sectors including a food lifecycle management model to modernize the food safety and hygiene procedures for the food and catering sector; a clinical trial protocol compliance model for helping manufacturers to evaluate the safety and effectiveness of their medical devices; a toolkit of ISO 50001 for promoting the energy management system to the construction sector. New services based on these best practice models will be launched in the coming financial year to enhance our interaction with industries.





通過追求科學知識，  
成功激發學生  
對創新技術的興趣。  
Has successfully aroused  
students' interest in  
innovative technology  
through scientific pursuit.



## 良好公民

作為擁有不同界別專家的機構，本局致力利用廣泛的專業知識，回饋社會。

社會企業提供不少創新方案，以回應社會挑戰，為可持續發展作出貢獻。年間，生產力局與香港社會服務聯會（社聯）聯合推出「好社意」計劃，免費為社企在五大範疇下提供業務支援，透過五大免費專業服務，促進本港400多家社企的持續發展。

在社會培育朝氣蓬勃的創新文化，是香港可持續發展的關鍵。年間，生產力局很榮幸，承辦了由民政事務局及中國載人航天工程辦公室合辦的「香港中學生太空搭載實驗方案設計比賽」。

比賽鼓勵全港中學生設計適合於太空環境進行的科學實驗。本局樂見比賽反應踴躍，並通過追求科學知識，成功激發學生對創新技術的興趣。

## Good Citizen

As an organization with multi-disciplinary expertise, we strive to make use of our wide range of professional knowledge to advance social good.

Social entrepreneurship offers innovative solutions to social challenges and contributes to sustainable development. During the year, in collaboration with the Hong Kong Council of Social Service (HKCSS), we launched a dedicated support programme ("好社意"), featuring free advisory services, to facilitate the continuous development of 400 plus social enterprises in Hong Kong.

A vibrant innovation culture is key to the sustainable development of Hong Kong. During the year, HKPC was honoured to implement the Space Science Experiment Design Competition co-organized by the Home Affairs Bureau and the China Manned Space Agency.

The Competition encouraged secondary students across the territory to design experiments that are feasible for being carried out in space. We are glad that the competition received an enthusiastic response and has successfully aroused students' interest in innovative technology through scientific pursuit.

過去一年，本局能夠適時推出產業支援計劃和服務，固然有賴團隊豐富的技術知識和努力。然而，若缺欠完善和成熟的企業管治架構，這些成果亦難以實現。企業管治令所有企業活動均能井然有序、客觀及透明地執行。

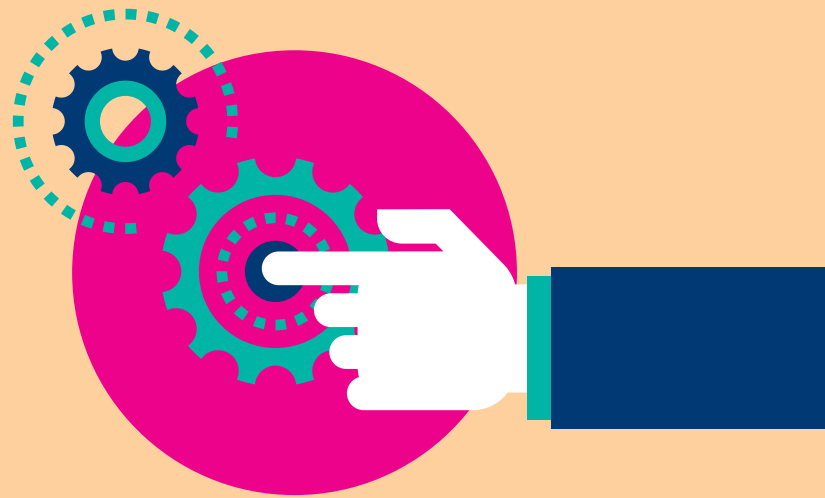
去年本局獲頒香港董事學會 2014 年度「傑出董事獎」及「董事會多元化卓越嘉許」，充份肯定本局致力優化內部系統及程序，在管治文化上與時並進。我們當然不敢自滿，這項殊榮實歸功一眾理事會委員付出寶貴時間和專業知識，帶領本局成為企業管治良好的優秀機構。

展望未來，內地和其他工業國進入產業轉型時期，為香港企業帶來新挑戰和機遇。本局將不斷革新服務，協助香港企業躍進新里程。

我衷心感謝前主席陳鎮仁博士對我及本局的寶貴指導，特別多謝理事會委員的全力支持。最後，感謝全體同事在過去一年發揮無比熱忱，協力服務業界及社群。

總裁

麥鄧碧儀, MH, JP



While our wealth of knowledge in technology innovation, and the dedication of our R&D team significantly contributed to the timely introduction of the host of industry support initiatives and services in the past year, all these were only made possible with a sound and sophisticated corporate governance structure. It serves as a solid foundation upon which all corporate activities function in an organized, transparent and objective manner.

The presentation of the “Directors of the Year Awards 2014” and “Recognition of Excellence in Board Diversity” by the Hong Kong Institute of Directors last year was indeed a fitting recognition of our tireless efforts and dedication in modernizing our internal systems and procedures. While we will not rest on our laurels, due credits should go to our Council members who have contributed their time and expertise to make HKPC an excellent organization with good corporate governance.

Moving forward, the industrial transformation in the Mainland and other industrialized countries will present new challenges and opportunities to Hong Kong companies. We will continue to update our capabilities to help Hong Kong businesses forge ahead with renewed energies.

Lastly, I would like to convey my heartfelt thanks to the former Chairman, Dr Clement Chen, for his guidance rendered to me and the organization, my special thanks also go to all Council Members for their unrelenting support. Last but not least, I would like to thank the staff of HKPC for their dedicated and concerted efforts made in the year.

**Agnes Mak, MH, JP**

Executive Director



## 年度剪影 YEAR IN PICTURES

# APR 4.2014

「協助香港中小企符合國際生態設計產品標準 ISO 14006」計劃技術論文，獲第 18 屆 International Conference of ISO & TQM 頒發本年度「最佳論文」獎項。  
The technical paper on helping SMEs adopt ISO 14006:2011 Environmental Management System programme garnered the "Best Sub-theme paper Award" at the 18th International Conference of ISO & TQM.



Mr. Joseph Poon

Director of Technology Development  
Hong Kong Productivity Council

Mr. Lo Kin Shun

Director  
South Horizons Plumbing & Electrical Co. Ltd.

# MAY 5.2014

生產力局研發中水回用系統，授權本港環境工程商生產及推廣。  
HKPC successfully developed a Greywater Recycling System and licensed the right to a Plumbing & Electrical company for applying the technology in production and marketing.



舉辦兩場「HKPC集思匯」探討回收再造業發展機遇。  
Convened two HK-INC sessions to explore the road ahead for recycling industry.

於「香港貿發局創業日」舉辦「創+造」配對展覽活動，共展出 80 個香港卡通人物插畫師、平面、產品及多媒體設計師和品牌代理授權商的創意作品。

Organized Cross Matching Pavilion at the Entrepreneur Day, displaying the works of 80 local character illustrators, graphic, product and multimedia designers, and licensing agents.



舉行「第五屆香港企業公民計劃」啟動典禮，並同時舉行「合作無界限 商界社會連一線」研討會，探討如何推行跨界別合作，以及社會責任的未來發展。  
Organized "The 5th Hong Kong Corporate Citizenship Program" and conducted a seminar with past winners sharing their successful experience in implementing CSR initiatives.



JUNE  
6.2014

本局協助特區政府渠務署撰寫的首份可持續發展報告 2012/13，不僅符合《全球報告倡議組織的（GRI）G3.1 指引》中最高「A」應用等級要求，更榮獲三項國際殊榮，以及 Communications Concepts, Inc. 主辦的 APEX 2014 Awards 之綠色年報組別的卓越獎。HKPC helped the Drainage Services Department of the HKSAR Government to compile its first sustainability report for 2012/13 in accordance with the Global Reporting Initiative (GRI) guidelines G3.1 application level "A", which wins three international awards; and the "Awards of Excellence – the Green Annual Reports Category" of the APEX 2014 Awards organized by Communications Concepts, Inc.



進行「香港智能手機應用程式業界調查」，全面了解本地智能手機應用程式行業的經營狀況，以協助企業訂立長遠目標。  
Conducted the Hong Kong Mobile Apps Industry Survey to give an overview on the business prospects, market analysis and technology adoption among local industry players.



舉辦「HKPC 集思匯」探討本地鞋業發展機遇。  
Organized the HK-INC to explore the roadmap for further development for the local footwear industry.

「滙智營商」高峰會 2014，探討最新的環球貿易及經濟形勢及不斷變化的營商環境所帶來的挑戰。  
Organized the Wise Business Summit 2014 to help SMEs understand the global economic trends, and the challenges and opportunities in the evolving business landscape.



舉辦第二屆「開心工作間」推廣計劃，提升工作快樂水平，建立愉快的工作環境。  
Organized the Happiness-at-work Promotional Scheme for the second consecutive year to promote a delightful working environment and raise the happiness-at-work level for staff.



# 年度剪影 YEAR IN PICTURES

# JUL 7.2014



SME One 中小企一站通成立兩周年，成功協助十多家中小企申請共 1,500 萬元資助，為業務發展提供重要的驅動作用。

Celebrated the 2nd Anniversary, SME One had successfully helped more than 10 SMEs apply for a total of \$15 million funding for business development



主辦「資訊保安研討會 2014」以「現今環境下的流動與雲端保安」為題，為業界提供一個信息及技術交流平台，介紹最新的方案和服务。

Organized the Information Security Showcase 2014 with the theme of "Mobile and Cloud Security in Today's Threat Landscape", to provide an exchange platform for the industry and to introduce the latest solutions and services.

舉辦「第二屆動畫支援計劃」，資助 15 家中小企製作原創動畫，支援本地初創和小型動畫企業。

Organized the 2nd Animation Support Program to provide funding support for 15 SMEs and support the development of local animation start-ups and small animation enterprises.



推出「優質服務網上學」電子學習平台，讓旅遊服務業從業員可隨時隨地學習最佳待客之道。

Launched an e-learning platform for local tourism service industry practitioners to hone their customer service skills anytime, anywhere.



成立全球首家最全面的「隱形冷卻技術中心」，提供一站式隱形冷卻模具製造顧問服務。

Opening of the Conformal Cooling Technology Centre, the first of its kind in the world and home to Hong Kong's first hybrid metal 3D printing system.

# SEPT 9.2014



主辦「創新科技應用」微電影比賽，透過故事性的微電影，加深市民及年青一代對創新科技的認識，並推動本地創意產業的發展。

Organized the "Innovation • Technology • Industries" Microfilm Competition to promote innovation and technology to the public and younger generation through this new medium.



OCT  
10.2014

在「香港秋季電子產品展」內設立展台，提供SME One「中小企一站通」免費諮詢及輔導服務。Staged a free consultation counter at the Hong Kong Electronics Fair (Autumn Edition) for our flagship one-stop support service, SME One.



Mr. Kelvin Chan  
Director  
Kodec Holdings Limited

Mrs. Agnes Mak  
Executive Director  
Hong Kong Productivity Council

本局研發新一代皮膚光學影像系統並成功授權業界生產及推廣該技術產品。HKPC's successfully developed the optical imaging system for skin cancer and licensed the manufacturing and marketing right to private sector.

舉辦「資訊保安高峰會 2014」以「提升企業管治迎接『萬物互聯』- 預測和應對保安風險」為主題。

Organized the "Information Security Summit 2014" under the theme of "Enhancing Business Governance to Embrace the Internet of Everything – Anticipating and Responding to Security Risks".



本局獲環境保護署委託在十八區舉辦地區簡介會，協助業界了解「全面推行塑膠購物袋收費」的法例要求及有關收費細節。Commissioned by the Environmental Protection Department to hold a series of briefings in 18 Districts to introduce the legal requirements and charging details of Plastic Shopping Bag Charging.

# 年度剪影 YEAR IN PICTURES

# OCT 10.2014

與民政事務局和中國載人航天工程辦公室合辦「香港中學生太空搭載實驗方案設計比賽」以加深中學生對國家航天發展的認識和推廣香港的創新科技文化。  
Jointly organized the Space Science Experiment Design Competition for Hong Kong Secondary Students with the Home Affairs Bureau and the China Manned Space Agency to enhance the understanding of secondary students on China's advances in aerospace science and foster a culture of innovation in Hong Kong.



本局屬下的香港電腦保安事故協調中心舉行全港性的網絡保安事故演習，以提升各界應對網絡攻擊的能力。

The Hong Kong Computer Emergency Response Team Coordination Centre of HKPC conducted a territory-wide security drill to enhance the readiness of local critical Internet infrastructure providers and mobile network operators against cyber attacks.

## An Industry Study on Electric Vehicle Adoption in Hong Kong



**HKPC** Hong Kong Productivity Council  
香港生產力促進局

October 2014

**APAS** Automotive Parts Research and Development Centre  
汽車零件研究及發展中心

生產力局編制《推廣電動車使用研究報告》，提出 13 項提升電動車使用率的建議，探索及建議香港電動車的發展方向。

HKPC published an Industry Study on EV Adoption in Hong Kong and proposed 13 recommendations to facilitate EV adoption locally and explore the direction and strategies for the development of EV in Hong Kong.



主辦「香港中小企業企業傳承以持續發展」項目，並出版《香港製造業傳承範例》一書，提供全面的企業傳承成功錦囊。

Organized a programme to facilitate business succession for the sustainable development of local SMEs, and compiled "The Practices of Succession Planning for Hong Kong Manufacturing Industries" to provide a useful reference.



NOV  
11.2014

出版檢測和認證業研究報告，為檢測和認證行業開拓具發展潛力的範疇。

Published an industry study on the testing and certification (T&C) sector to explore new development opportunities for the industry.



與科技園公司共同成立 TecONE 一站式資源中心，進一步加強對新創科技企業的支援。  
Jointly established TecONE, a one-stop resource centre with the Hong Kong Science and Technology Parks Corporation to strengthen support to technology start-ups.

「商界減碳建未來」計劃推出「碳管理實用指南」，提供網上平台協助企業了解更多能源管理和節能方案，節省減碳工作所需的成本。

A web-based Carbon Management and Best Practice Guide launched under the CarbonSmart Programme to help enterprises learning the best practice to reduce energy consumption.



於「創新科技嘉年華 2014」設置「生產力展館」，展示生產力局多項自行研發與「衣、食、住、行」相關的科研產品。

Staged a HKPC Pavilion at the InnoCarnival to showcase a variety of innovative technologies developed by HKPC that are closely related to the four necessities in daily living – clothing, eating, dwelling and transportation.



NOV  
11.2014

生產力局旗下的香港汽車零部件研究及發展中心成功研發 50 千瓦快速充電站，為現時內地和香港唯一取得 CHAdeMO 標準認證的本地研發電動車充電系統。

The Automotive Parts and Accessory Systems R&D Centre of HKPC successfully developed a 50kW fast charging station, the only locally developed EV fast charging station in Hong Kong and the Mainland that has passed the CHAdeMO international certification.



生產力局協助建築署獲 ISO 50001 能源管理認證。HKPC assisted Architectural Services Department to attain ISO 50001 Energy Management System certification.



本局2012/13年報榮獲七項國際本地獎項，嘉許本局年報在設計及披露企業管治資料的傑出成就。HKPC 2012/13 Annual Report has received recognition in seven international and local awards for its outstanding achievements in printing effect, design and corporate governance disclosure.



舉辦「HKPC 集思匯」業界諮詢會，徵詢業界對香港綠色運輸科技發展策略的意見。Convened the HK-INC consultation session to gauge the views of the industry on the development strategies of the local green transport sector.



DEC  
12.2014

生產力局研發的「矽膠產品防塵表面處理設備」，榮獲「2014 香港工商業獎」的「設備及機器設計優異證書」。HKPC developed an "Equipment for Anti-Dust Surface Treatment on Silicone Products" and has won the Equipment and Machinery Design Certificate of Merit at the 2014 Hong Kong Awards for Industries.

生產力局榮獲香港董事學會 2014「傑出董事獎」(法定/非分配利潤組織董事會類別)，以及「董事會多元化卓越嘉許」的殊榮，以肯定本局致力落實良好企業管治的工作。HKPC has won the "Directors of the Year Awards 2014" (Statutory/Non-profit-distribution Organization – Board category) and "Recognition of Excellence in Board Diversity" organized by the Hong Kong Institute of Directors in honour of our outstanding performance in implementing good corporate governance.



舉辦兩年一度的「香港國際生物醫學工程會議 2014」，以「生物醫學工程的未來 – 將願景變成現實」為主題。Organized the biennial BME2014 Hong Kong Biomedical Engineering International Conference, under the theme of "The Future of Biomedical Engineering – from Vision to Reality".



與香港工業總會和珠三角工業協會在惠州舉行第十三屆「香港珠三角工商界合作交流會」。Organized the 13th Hong Kong-PRD industry networking event in Huizhou with the Federation of Hong Kong Industries and PRD Council.



政府商務及經濟發展局推出總值五千萬元的「零售業人力需求管理科技應用支援計劃」(簡稱 ReTAAS)，計劃由生產力局擔任秘書處。The Commerce and Economic Development Bureau of the HKSAR Government launched a \$50-million Retail Technology Adoption Assistance Scheme for Manpower Demand Management (ReTAAS), HKPC is the Secretariat of the Scheme.



JAN  
1.2➡15

舉辦「亞洲知識論壇暨  
2014最受推崇知識型  
機構大獎」頒獎典禮。

Organized the Asian  
Knowledge Forum  
cum 2014 Most  
Admired Knowledge  
Enterprise (MAKE)  
Award Presentation  
Ceremony.

公布 2014 年第一季「渣打  
香港中小企領先營商指數」。  
Announced the 1st quarter  
of 2014 Standard Chartered  
Hong Kong SME Leading  
Business Index.

舉辦「HKPC 集思匯」業  
界諮詢會，探討香港 3D  
打印前景新機遇。  
Convened the HK-INC  
consultation session  
to explore the business  
opportunities of 3D  
printing for the local  
industry.





MAR  
3.2015

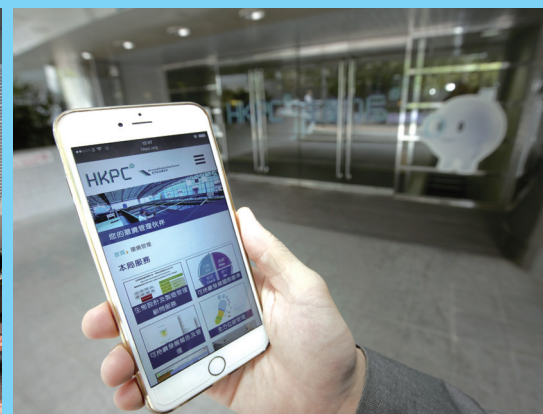
SME One「中小企一站通」推出「好社意」計劃，為社企提供業務支援。  
SME One launched a dedicated support programme ("好社意") to facilitate the continuous development of social enterprises in Hong Kong.



舉辦第四屆軟件質量保證會議，以「全面和主動的軟件質量保證」為題。  
Organized the 4th Hong Kong Software Quality Assurance Conference under the theme of "A Holistic and Proactive Approach for Software Quality Assurance".



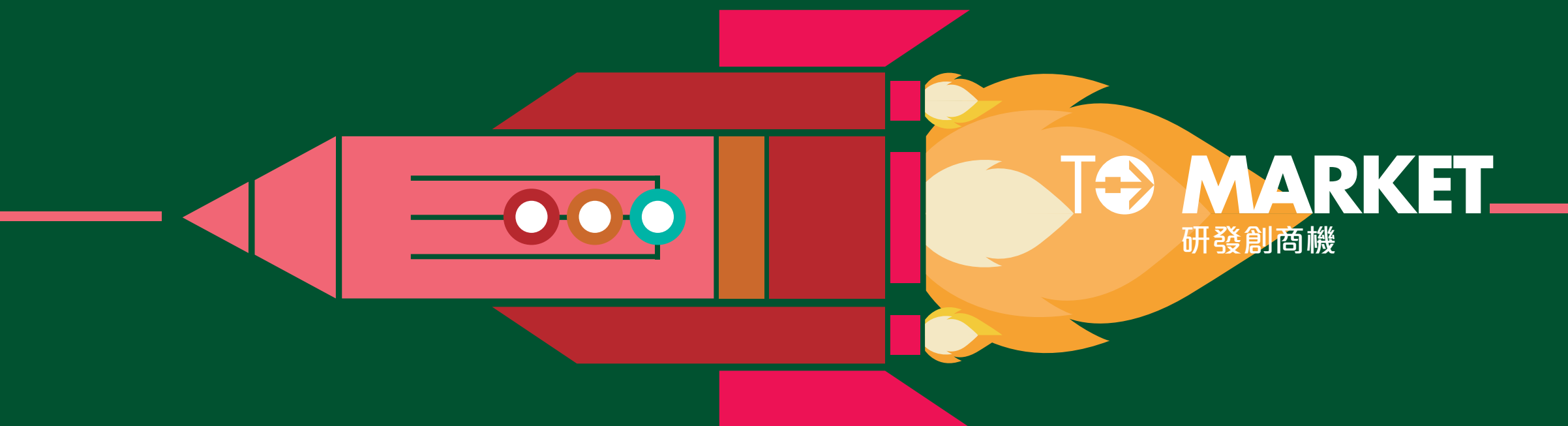
舉辦「HKPC集思匯」，探討智能自動化在製造企業中的應用前景。  
Conducted the HK-INC consultation session to explore the roadmap for applications of intelligent automation in manufacturing.



生產力局推出革新網站，全面支援流動裝置。  
HKPC launched the revamped website which fully supports mobile devices.

FROM  IDEA

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## 研發創商機

FROM  
IDEA TO  
MARKET

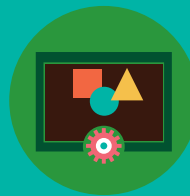
隨著市場環境快速轉變，創新能力是企業生存的關鍵。由於中小企資源有限，協助他們獲得外來資金和技術資源進行研發工作，可推動企業將創意轉化為產品或服務，滿足市場需求。

In this rapidly changing market, the capacity for innovation is a critical factor for the survival of enterprises. For SMEs, given their limited resources, facilitating their access to external financial and technical resources for R&D will provide the biggest impetus to transform their creative ideas into products or services that meet market needs.

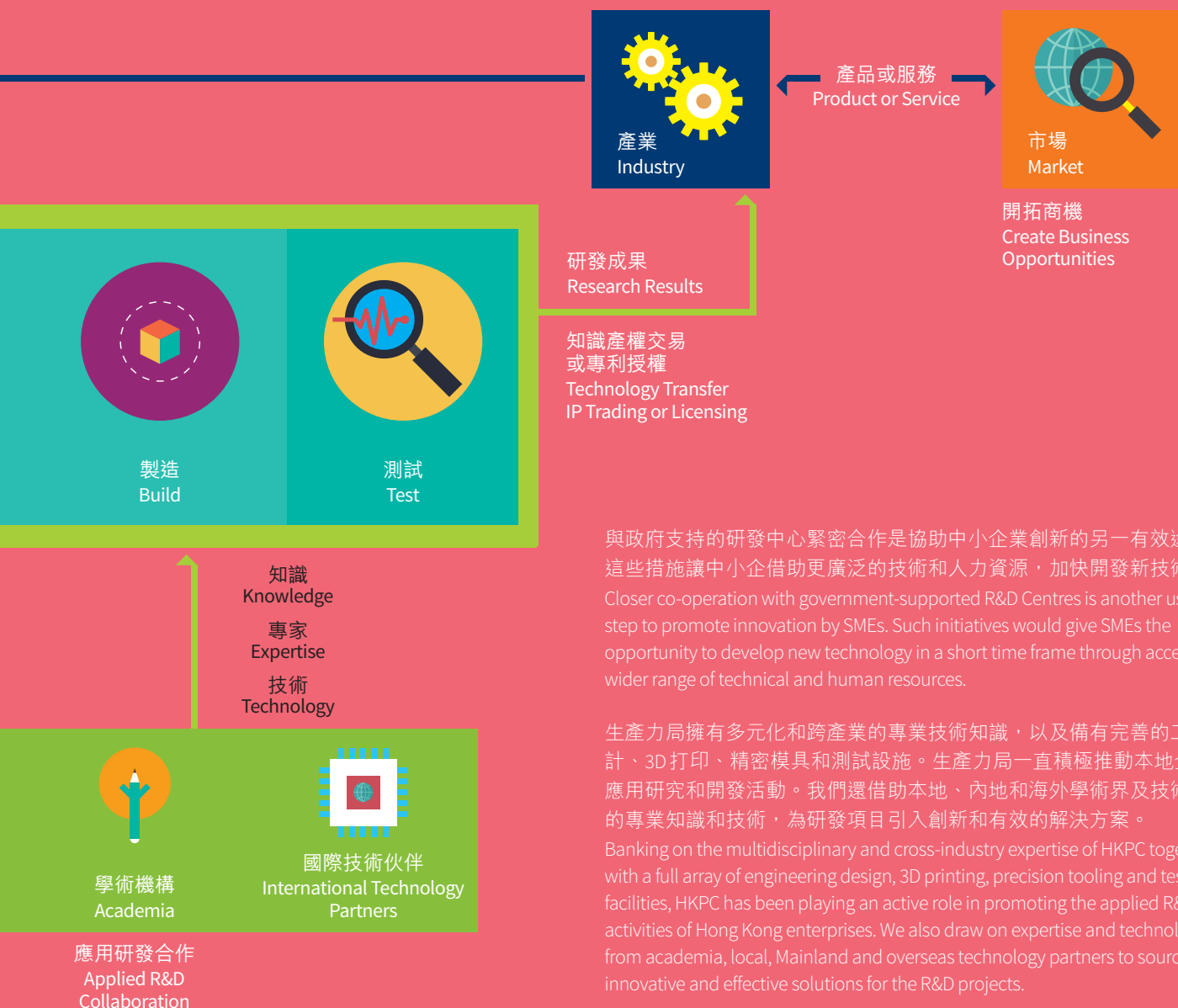
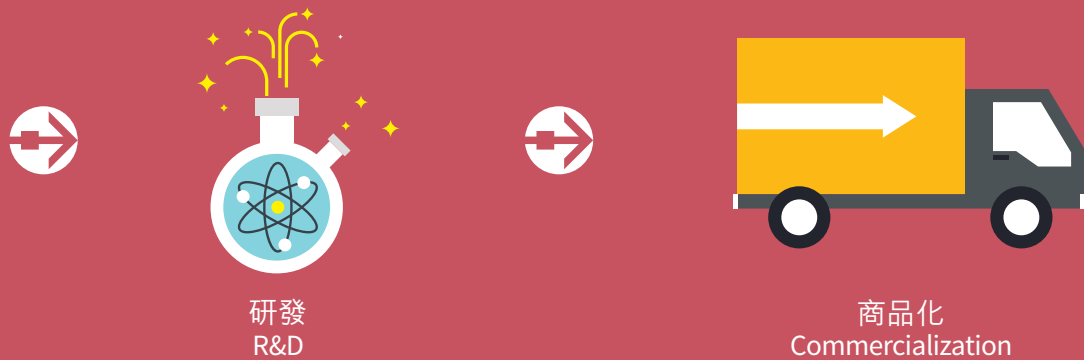
HKPC®

意念  
Idea市場需要  
Business Needs

HKPC®

構思  
Conceive設計  
Design資助  
Funding政府  
Government香港研發中心  
Hong Kong R&D Centres



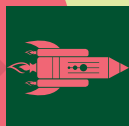


與政府支持的研發中心緊密合作是協助中小企業創新的另一有效途徑。這些措施讓中小企借助更廣泛的技術和人力資源，加快開發新技術。Closer co-operation with government-supported R&D Centres is another useful step to promote innovation by SMEs. Such initiatives would give SMEs the opportunity to develop new technology in a short time frame through accessing a wider range of technical and human resources.

生產力局擁有多元化和跨產業的專業技術知識，以及備有完善的工程設計、3D 打印、精密模具和測試設施。生產力局一直積極推動本地企業的應用研究和開發活動。我們還借助本地、內地和海外學術界及技術伙伴的專業知識和技術，為研發項目引入創新和有效的解決方案。

Banking on the multidisciplinary and cross-industry expertise of HKPC together with a full array of engineering design, 3D printing, precision tooling and testing facilities, HKPC has been playing an active role in promoting the applied R&D activities of Hong Kong enterprises. We also draw on expertise and technology from academia, local, Mainland and overseas technology partners to source for innovative and effective solutions for the R&D projects.

## 直通新市場 On the Fast Track



面對激烈的競爭和傳統的車載導航產品及 DVD 設備市場利潤率逐漸減少，本地製造商欲轉型發展，並向生產力局、汽車零部件研究及發展中心 (APAS) 尋求協助，探索發展新機遇。

Facing fierce competition and diminishing margin in the traditional in-car navigation products and DVD devices market, a manufacturer turns to HKPC and the Automotive Parts and Accessory Systems R&D Centre (APAS) to look for new development opportunities.



答案是「MOST」車用娛樂資訊系統的新興國際標準，為汽車零部件製造商帶來新機遇。

And the answer is "MOST" (Media Oriented Systems Transport). MOST is an emerging global standard for multimedia networking in automobiles.



「MOST150 車載娛樂資訊系統」是由生產力局開發、香港特區政府創新及科技基金撥款資助，並得到業界贊助。該產品不僅可以讓巴士乘客欣賞電影或收聽音樂，還提供了播放廣告和網上購物的多媒體平台。

The "MOST150 multimedia infotainment system" was developed by HKPC and funded by the HKSAR Government's Innovation & Technology Fund (ITF) and an industry sponsor. This system not only allows bus passengers to enjoy movies or listen to music, it also provides a multimedia platform for advertising and online shopping.



這平台創造了多方參與的商業模式，讓企業可以分享廣告收益，以及增加收入來源。The business model of multi-participants creates a more sustainable value chain that the company can share advertisement revenues and increase income streams.





由於得到生產力局專業研發人員的支援，為產品進行務實的可行性研究，協助製造商減省不必要的工序，在短時間內推出新產品。

Supported by professional R&D personnel, providing balanced theoretical and practical feasibility studies and directions for product development, HKPC has helped the manufacturer save unnecessary efforts and roll out new products in a short time frame.



在泰國，製造商已獲准於100輛長途客車上安裝MOST系統。

In Thailand, the manufacturer gained approval to install the product in 100 long-haul buses.

內地市場 Mainland

**MOST150**  
車載娛樂資訊系統  
multimedia  
infotainment

東盟 ASEAN

生產力局更協助客戶獲得本港運輸署的類型評定檢驗，可於200輛粵港跨境巴士安裝MOST系統。



巴士安裝  
MOST系統。

HKPC also helped the client obtain the type approval by the Transport Department of the HKSAR Government for the MOST system, which secured their order of installing the products in 200 Guangdong and Hong Kong cross-border buses.

## 研發焦點・R&D Spotlights

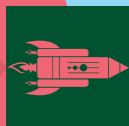
### 電動巴士動出商機 All the buzz on eBus



智能電動巴士由生產力局開發，香港特區政府創新及科技基金撥款資助，並得到業界贊助，於2015年第三季度在香港進行路面測試。這輛「香港品牌」的純電動巴士具有智能控制、車身輕、續航力強和高效率電機系統的特點，配合政府的綠色運輸政策，以減少路邊排放。

The Intelligent eBus, developed by HKPC and funded by ITF and an industry sponsor, is set for road test in Hong Kong in the third quarter of 2015. This first "Made by Hong Kong" pure electric bus features smart control, light weight, extended range and a high efficiency motor system will complement the government's green transport initiative to reduce roadside emission.

喝杯茶  
充充電  
How about  
some tea?



充電時間長和擔憂電池續航里程一直是阻礙電動汽車在社區應用的主要瓶頸。

Long charging time and battery range anxiety have been the major bottlenecks hindering electric vehicle (EV) adoption in the community.



20 分鐘 mins 80%

\*「CHAdEMO」為「CHArge de MOve」的縮寫，意即「為前進而充電」，和日語「不如趁充電時去喝杯茶吧」的發音相近。

“CHArge de MOve”, equivalent to “charge for moving”, also means “Let’s have a tea while charging” in Japanese.



足夠行駛  
to travel

15



公里  
km



中環  
Central

往返兩次  
two round-trips



這個快速充電站也是唯一本地開發的電動車充電方案，成功在日本通過嚴格的 CHAdEMO\* 產品認證，肯定了這充電站在維持電池壽命、行車安全，以及充電站的電網兼容性等方面的表現。

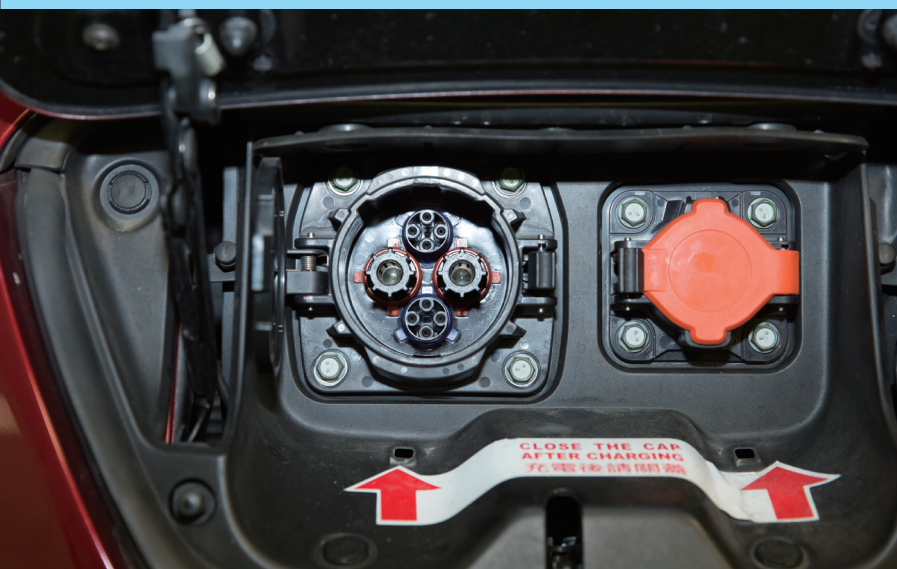
This fast charging station is also the only locally developed EV charging solution in Hong Kong and the Mainland that has attained the stringent CHAdEMO\* product certification in Japan, a proof of the charging station's performance in maintaining battery life, driving safety, as well as its compatibility with power networks.





汽車零部件研究及發展中心伙拍資訊科技服務公司開發出50千瓦的快速充電站，電動車最快只需充電20分鐘便能行駛150公里，大約是往返中環至香港國際機場兩次的距離。APAS collaborated with an IT services company to develop a 50kW fast charging station which only takes as fast as 20 minutes for an electric vehicle (EV) to get charged up to travel 150km, about two round-trips from Central District to Hong Kong International Airport.

香港國際機場  
Hong Kong  
International  
Airport

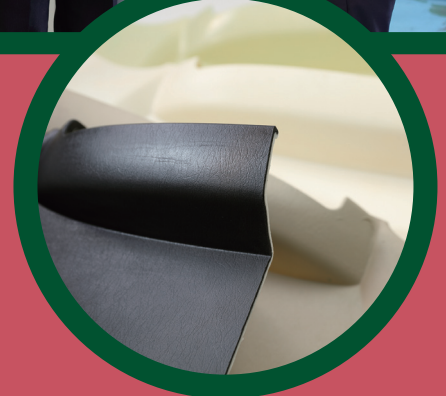
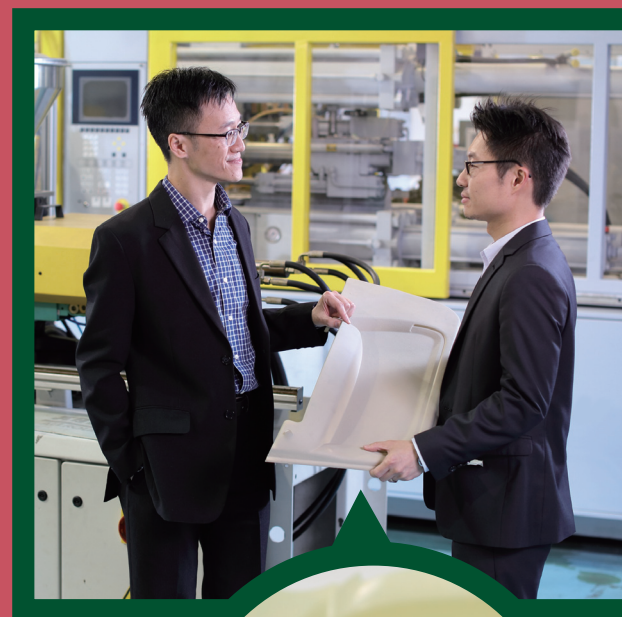


## 研發焦點 • R&D Spotlights

### 軟硬兼備 Soft and Rigid

汽車內飾嵌板的製造牽涉大量人工工序，將真皮與底材黏合。生產力局與塑膠機械廠獲創新及科技基金資助，合作開發了聚氨酯（PU）及熱塑性塑料的覆蓋串連注塑系統。利用全新的加工方案，觸感柔軟的PU仿皮橡膠，可直接覆蓋在堅硬的熱塑性塑料底層，減省組裝成本和整體加工時間。

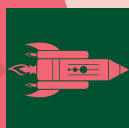
Production of automotive interior panel involves a labour-intensive process of mounting leather onto the base material with adhesives. A polyurethane (PU)-thermoplastic overmoulding tandem injection moulding system was developed by HKPC with a plastics machine manufacturer under an ITF funded project. With this new process, the soft PU skin can be overmoulded on the rigid thermoplastic base layer, reducing assembly costs and total manufacturing cycle time.





「刺繡焉  
用斧頭！」  
“Don’t use  
an axe to  
embroider!”

馬來西亞諺語  
Malaysian proverb



如諺語所言，斧頭未必是刺繡的最佳工具，但電腦刺繡機已令這費時的人手工藝變成自動化大量生產的工序。

As the proverb goes, an axe might not be a good tool for embroidery but computerized embroidery machines have brought this once time consuming art into mass production.

絲網印刷、刺繡、熱燙石是紡織及製衣業常見的三大表面裝飾過程，這些裝飾過程須由外發加工商分開進行，耗用大量人力及時間。

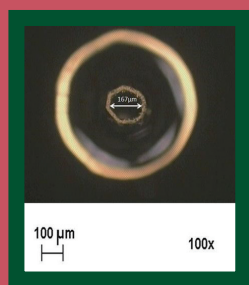
Silk screen printing, embroidery and rhinestone hot-fixing are the three common surface decorating processes for textile and apparel industry. These decorating processes have to be performed separately or by sub-contractors. These duties are excessively labour demanding and time consuming.

生產力局透過香港紡織及成衣研發中心獲得創新及科技基金資助，與紡織機械生產商合作，開發嶄新設計的「多功能表面裝飾機」，將市場上的數碼印花機、電腦刺繡機、超聲波燙石機連接一起，在三部機器之間裝設自動運輸路軌，由一部電腦控制運輸工序。操作員只須將服裝套上架架，並將設計圖像輸入電腦，機器便可自動完成既獨立而又連貫的傳送工序。

Supported by ITF's funding through The Hong Kong Research Institute of Textiles and Apparel (HKRITA), HKPC successfully developed a multi-function textile and apparel decoration machine in collaboration with a textile machine manufacturer. It utilizes a universal fixture for one-step loading and unloading of garment through the three decorating modules - digital printer, embroidery machine, and ultrasonic rhinestone welding machine, effectively replacing the conventional labour-intensive manual process.

## 研發焦點 • R&D Spotlights

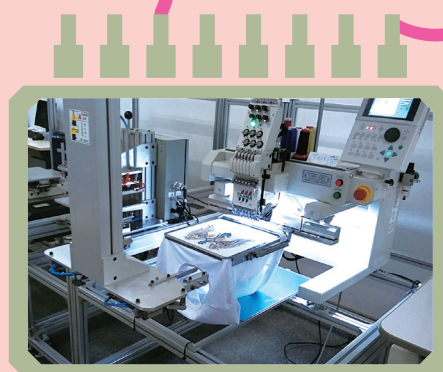
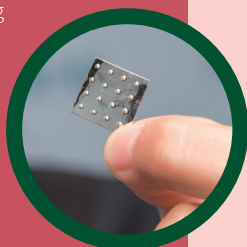
### 無痛打針 Needle Works



全球數百萬人每天都  
需要採用傳統打針方法  
注射藥物，既不方便，  
亦令患者痛苦。生產力  
局正開發低

成本和高效的方法，利用電鑄技術製造出創新的金屬空心微針陣列。這技術將可惠及患者，例如減輕疼痛，以及減少傳染疾病的風險。

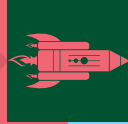
Millions of people worldwide require daily injection using conventional injection needle which is inconvenient and painful. Based on electroforming process, HKPC is developing an innovative, low-cost and efficient manufacturing methodology for fabricating metallic hollow micro-needle array. It will also bring enormous benefit to patients, such as reducing pain and less infectious risk.



生產力局擔當了成衣製造商、紡織機械製造商及自動化設備生產商之間的橋樑，深入了解多類裝飾工序的特定要求和技術困難，以改善傳統的生產模式。

HKPC acts as the bridge between garment manufacturers, textile machine manufacturers and automation equipment manufacturers, knowing the specific requirements of various decorating processes and technical difficulties in improving their traditional way of production.

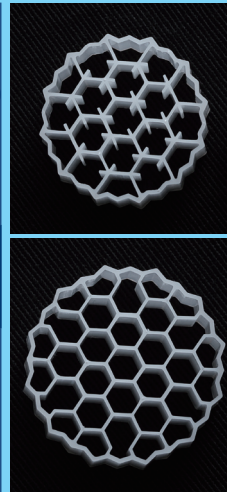
## 淨水科技 商機無限 Greatest Film



移動床生物膜反應器 (MBBR) 是一種先進的污水處理技術，利用微生物附著生長在特殊的塑膠填料上形成的生物膜，懸浮在反應器的污水中，使污染物得以降解。  
The Moving Bed Biofilm Reactor (MBBR) is an advanced wastewater treatment technology that utilizes specialized plastic carriers to create a surface on which microorganisms treating the wastewater are grown.

MBBR 以其處理效率高和佔地空間少見稱，由於技術主要針對都市的污水處理；但是在處理生活污水和高濃度工業廢水時，目前的 MBBR 技術在高載荷條件下往往出現堵塞問題。

MBBR is renowned for its high treatment efficiency and compactness, however, as the technology is designed mainly for municipal sewage treatment, existing MBBR technology still encounters carrier clogging problem under high loading condition for treating both domestic sewage and high-strength industrial wastewater.



此外，目前的 MBBR 填料由幾家大型海外環保公司提供，室礙了本地環保業廣泛應用 MBBR 技術。  
Moreover, the supply of MBBR carriers is controlled by a few large overseas environmental companies, hindering the widespread application of MBBR process by local environmental industry.

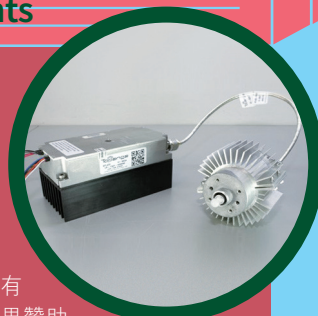
← 實物原大 Actual size

## 研發焦點 • R&D Spotlights

### 等離子節能照明新概念 Plasma Lights Up

作為下一代照明技術，等離子照明為大型戶外場地和高樓底應用，提供高功率、節能和光線自然的方案。生產力局透過納米及先進材料研發院有限公司獲創新及科技基金資助，與業界贊助商合作設計及發展等離子照明系統原型，適合高功率及高顯色度的應用。項目有助提升本地廠商的創新能力，以設計先進的照明產品。

Plasma lighting is the next generation lighting technology which provides a high power, energy saving and natural lighting for large outdoor areas and high ceiling applications. Supported by ITF funding through Nano and Advanced Materials Institute Ltd (NAMI), HKPC is partnering with an industry sponsor to design and fabricate plasma light prototypes for high power and high color rendering index applications. The project will enhance local manufacturers' innovation capabilities in designing advanced lighting products.



生產力局獲得創新及科技基金的撥款資助，現已開發出一種新穎的 MBBR 填料，具有設計更佳和性能更好的特性。在高載荷條件下，新的 MBBR 填料更適合用於處理高濃度工業污水。

Supported by ITF, HKPC has developed a novel MBBR carrier with improved design and enhanced performance. With greater and even void space, the new carrier would not be easily clogged under high loading conditions and would be more suitable for treating high-strength industrial wastewater.

生產力局將通過非專利授權方式，將研發的生物填料和 MBBR 處理技術轉移至本地環保業。

The developed MBBR carrier and the related know-how will be transferred to local environmental industry through granting of non-exclusive license so as to facilitate widespread application of the MBBR process by the local environmental industry.

FROM KNOWLEDGE

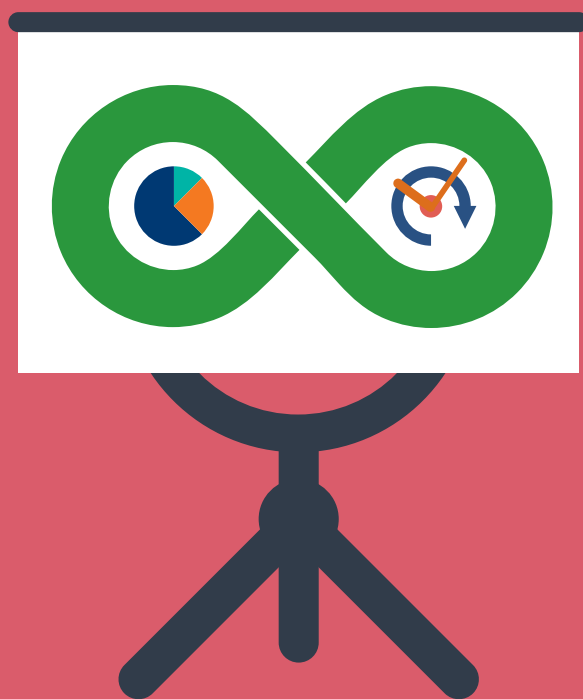


## 知識增效益

# FROM KNOWLEDGE TO PRODUCTIVITY

知識是帶動生產力及經濟增長的主要因素。透過分享管理典範及最新技術方案，生產力局協助企業提升效率及品質，學習新的技能，把握新商機。此外，生產力局亦伙拍不同行業商會，推廣高效營運方式及技術知識，協助企業持續發展。

Knowledge has been widely recognized as the key driver of productivity and economic growth. Through the sharing of best management practices and latest technology solutions, HKPC helps enterprises enhance their efficiency, quality and acquire new capabilities to seize rising business opportunities. HKPC also partners with industry associations to disseminate best practices and know-how to help enterprises achieve sustainable excellence.





## 瞬間冷卻 So Cool



生產力局透過提供共享的專業設施，減輕香港企業所需要的硬件投資，有效提升產品開發、製造及測試能力。

Through the provision of shared specialized facilities, HKPC helps reduce the capital investment of Hong Kong companies in upgrading their capability in product development, manufacturing and testing.

面對消費者對高度個人化及高精密產品的熱切需求，隨形冷卻技術中心（CCTC）擁有全港首部混合式金屬3D打印設備，總投資額達1,100萬元。

To satisfy the growing consumer appetite for highly customizable and high precision products, the new Conformal Cooling Technology Centre (CCTC) features Hong Kong's first hybrid metal 3D printing system.

總投資額達 **1,100** HK\$11 million facility **萬元**

業界在中心的支援下，可改進模具冷卻水道設計，縮短30%至40%注塑時間，並提升注塑件的質素。

CCTC can help manufacturers shorten injection cycle time by 30% to 40% and improve mould quality at competitive costs.

注塑時間縮短  
Injection Cycle Shortened

**40%**

隨形冷卻技術中心提供一套高效能、經濟的隨形冷卻水道製造綜合方案，大大降低技術門檻，協助廠商進入高速

增長的個人化設計及高精密產品市場，例如：精密模具、汽車零部件、醫療義肢、貴金屬珠寶及高端電器用品等。

CCTC is HKPC's latest initiative to raise the technology standard of the local industry. By offering an integrated solution for the fabrication of efficient and economical conformal cooling channels, it can significantly lower the technology barrier for manufacturers in tapping the fast growing markets of customized designs and high precision items such as automotive parts, medical prosthetics, precious metal jewellery and high-end electrical appliances.



## 精準的自由 Precisely Free

透過新添置的超精密五軸直立式加工設備，廠商可利用生產力局的超精密五軸加工服務，開發形狀更多變化及先進的光學級自由曲面組件，應用於市場高速增長的行業，例如：汽車、生物醫學、光通訊。

With this newly installed High Precision 5-axis Vertical Machine, manufacturers can now make use of HKPC's ultra-precision 5-axis machining service to develop higher degree polynomial and advanced freeform optics components for high-growth market sectors such as automotive, biomedical and opto-communications.



## 優化高效 Do things right



「生產力」就是以最優化的方法，完成最重要的工作，達到最大的效率及附加值。生產力局的顧問致力推廣最佳管理實務及技術方案，協助不同行業提升效率及成本效益。

Productivity is about doing the right things and doing things right to maximize efficiency and value creation. HKPC's consultants introduce best management practices and technology solutions to help enterprises of different sectors enhance their efficiency and cost-effectiveness.

# 6σ

面對高廢品率及高企的運作成本，一家衣架製造廠運用精益六西格瑪方法，將廢品率大幅降低40%。

Facing problems of high scrap rate and high operating cost, a garment hanger manufacturer reduced scrap by 40% through the application of Lean Six-sigma methodology.



而且整體設備  
效率亦改善了  
and improved its  
overall equipment  
effectiveness by

10%



面對款多量少的市場趨勢，東莞一家生產燈飾及裝飾品的廠商，在營運上遇到生產前置時間長及產品交付期嚴重延誤等問題。

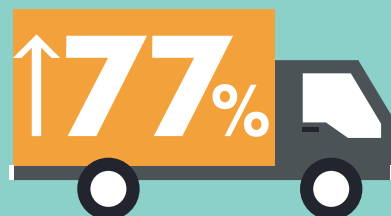
Due to the high-mix-low-volume business nature, a manufacturer of elegant lamps and decorative items in Dongguan experienced extremely long production lead time and serious delay in product delivery.



生產力局的顧問為客戶改革其製造系統，由原來支援傳統大量生產的系統，改造成靈活的製造系統

HKPC's consultants reengineered the client's manufacturing system from traditional mass production system to a new flexible manufacturing system

每月產量增加了  
Monthly production  
volume increased



非生產工時減少  
reduction in non-productive  
working hours



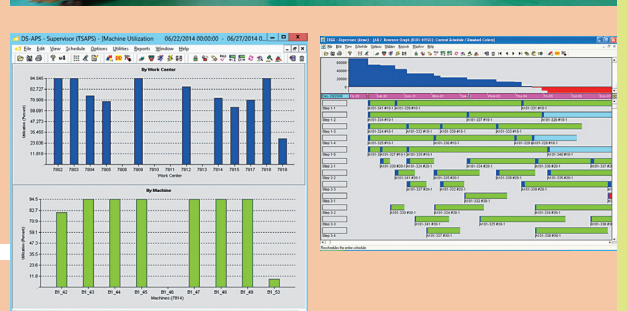
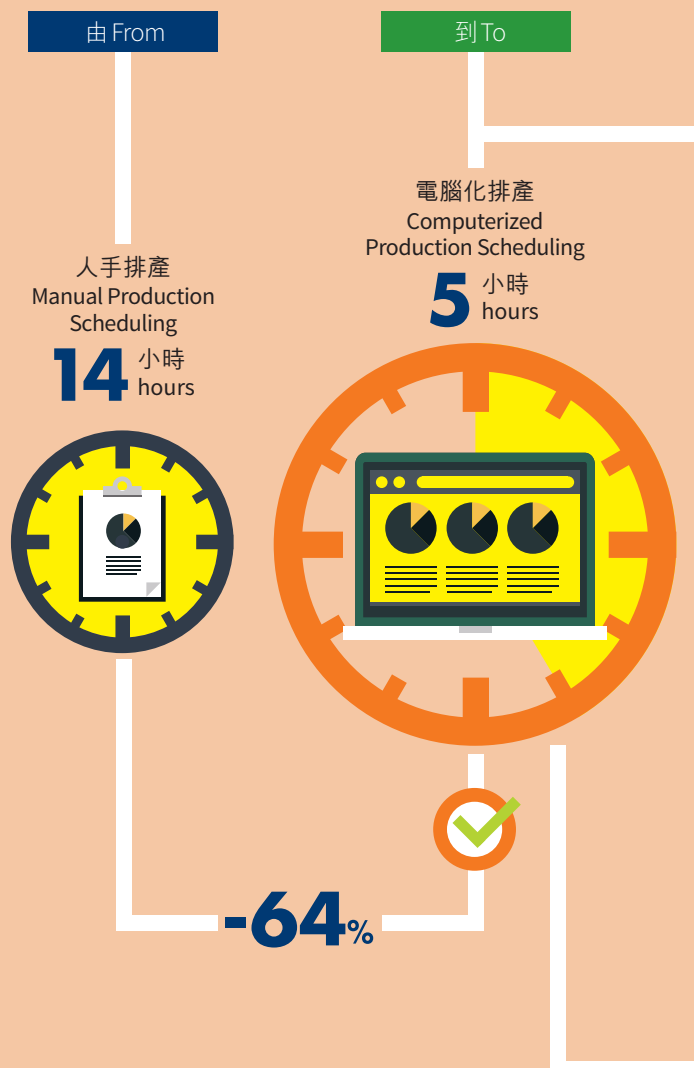


一家大型鎂、鋁及鋅合金壓鑄廠，計劃轉換原有的人手生產排程系統，以迎合款多量少、交貨期短的市場要求。

A leading company specializing in magnesium, aluminum and zinc alloys die-casting aimed to transform their manual-based production scheduling system in order to cope with the high-mix-low-volume and short lead time delivery requirements.

生產力局協助客戶建立了電腦化進階生產規劃及排程系統，隨著系統正式運作，生產排程變得標準化，並自動優化生產規劃，減少對排產人員技能的依賴，生產排程的處理時間，由原來14小時大幅縮短至5小時。

HKPC helped the client implement a computerized Advanced Planning & Scheduling System (APS), with the system in place, the processing time of production scheduling has been reduced by 64% from 14 hours to 5 hours, through the standardization of production scheduling, and an optimized production plan could be prepared with less reliance on staff competence.





## 全程追蹤 Track & Trace



隨著供應鏈的透明度不斷提高，可追溯性在企業的業務流程，已成為重要的元素。

Traceability is now taking centre stage as an essential component of an organization's business process, increasing the need for visibility along the supply chain.



嵌於模具的耐高溫  
(+250℃)RFID金屬標籤，  
實時跟蹤模具  
High temperature(+250℃)  
resistant RFID metal tag  
embedded in the mould for  
real time tracking



在倉庫出入口安裝 RFID 感應器，  
跟蹤模具移動及位置

Integrated RFID Reader mounted on the  
portal at the warehouse for tracking the  
mould movement and location

模具是塑膠、玩具和金屬行業的重要工件及固定資產之一。一家擁有約 5,000 件模具的小型玩具及禮品製造商，由於模具較為笨重，而且各個模具外形相似，因此搜尋起來相當費時。Moulds are one of the most important manufacturing toolings and capital assets for plastic moulding, toys and metal industries. A manufacturer of small toys and premium possesses about 5,000 moulds. It is a painstaking process for the manufacturer to locate the right plastic moulds due to their common appearance and enormous size.

搜尋模具時間縮短  
Mould locating time reduced

90%

生產力局制定了度身設計的「實時模具跟蹤方案」，利用現代化的耐高溫 RFID 金屬標籤，模具在生產車間及倉庫的實時位置一目了然，搜尋模具時間由以往 1 至 2 小時，大幅縮短 90%，只需 5 分鐘便完成。HKPC deployed a tailor-made "Real-Time Mould Tracking Solution," adopting contemporary high temperature resistant metal RFID tag, to enable real-time visibility of moulds' location in production floors and warehouses, shortening the mould locating time by more than 90% from 1 to 2 hours to 5 minutes.



透過推行食品生命週期追蹤系統，香港一家大型食米入口商加強資訊的可追溯性，有助符合食品安全規例，在發生事故時，可迅速制定緊急回收計劃及程序。

By deploying the best practice model of Food Lifecycle Management Traceability System, one of Hong Kong's largest rice importers enhanced its information traceability and food safety regulatory compliance and facilitated the establishment of a contingency recall plan and procedures to handle adverse incidents





## 從廚房 走入診所 From Kitchen to Clinic

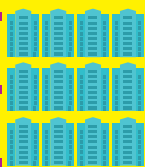


不少本地金屬零部件製造商擁有良好的管理和工程能力，生產高質素和精密零件產品。這些廠商有能力符合高附加值產品的嚴格要求，如醫療器材、汽車和航空零部件。雖然這類產品出口海外市場時要符合嚴格規定，但本地廠商卻可藉此在市場上突圍而出。

Many local metal parts manufacturers have possessed good managerial and engineering capabilities for supplying quality and precision components. These manufacturers are in a good position to fulfill the stringent requirements of high value-added products such as medical devices, automotive and aviation parts. These products face stringent regulations in overseas markets, but it also helps Hong Kong manufacturers differentiate themselves in the market.



生產力局聯同香港金屬製造業協會獲得中小企業發展支援基金的撥款資助，為



12家先導企業，在產品設計、建立製造系統以及運作指引，提供戰略發展建議，協助這些公司進軍高增值新業務。

Supported by the SME Development Fund, HKPC collaborated with the Hong Kong Metals Manufacturers Association (HKMMA) to provide strategic development advice for 12 pilot companies on product design, manufacturing set up and operation practices necessary for diversifying into high value-added industry sectors.



超過一半的先導企業已經踏出第一步，將業務作多元化發展。其中一家從事廚具生產的先導企業，在生產力局的協助下，選定以喉鏡作為首個進軍醫療器材市場的產品。

More than half of the pilot companies have taken the first step to business diversification. One of the pilot companies, a metal kitchenware manufacturer made its first foray into the medical devices market by developing a laryngoscope with the support of HKPC.

生產力局為製造商提供全面的顧問服務，包括：

HKPC provided comprehensive consultancy service to the manufacturer covering:



技術研發  
research and  
development



原型設計  
prototyping



工程樣品  
engineering  
samples



培訓  
training



製造系統的開發  
manufacturing  
system  
development



測試服務  
testing

## 創出未來 Creative Business



憑藉與創意產業及製造業的聯繫，生產力局在創意香港的資助下，與不同的行業協會推行了以下項目，藉以培育創意產業人才，以及支援行內初創企業的發展。

Leveraging on HKPC's connection with the creative and manufacturing industry and with funding support from CreateHK, HKPC collaborated with trade associations on the following projects to develop creative talents and support the business development of start-ups in the creative industry sectors.



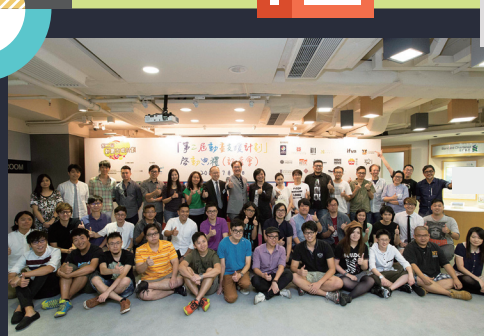
由香港數碼娛樂協會主辦、生產力局推行的香港漫畫研習營，於2014年6月至8月舉行，為約80位參加者提供漫畫創作的實用技巧、各地區市場的知識，促進粵、港、澳、台四地年青漫畫家的文化交流。

The Hong Kong Comic Camp, organized by Hong Kong Digital Entertainment Association (HKDEA) and implemented by HKPC, was held from June to August 2014 to provide training for around 80 participants with practical skills in comics creation and knowledge of the regional market as well as to promote cultural exchange among the young talents in the comics industry of Hong Kong, Guangdong, Macau, and Taiwan.



生產力局與香港數碼娛樂協會再度合作，舉辦第二屆動畫支援計劃，為15家新晉及小型動畫企業，提供資助、師友嚮導及技術培訓，以培育動畫人才，製作原創動畫。作品將參與本地和區內的展覽及比賽，例如「香港國際影視展」(FILMART)，推廣本地原創動畫，為初創及中小企業締造更多商機。

Collaborating with HKDEA again, HKPC implemented the 2nd Animation Support Program to help 15 start-ups and small animation companies nurture talents and create original animation content by providing subsidy, mentoring and training. The works are promoted through participating various local and regional exhibitions and award activities such as FILMART to attract more business opportunities for the start-ups and SMEs.





年間，生產力局協助香港互動市場商會，推行了微電影「創+作」支援計劃。作為香港首個同類的支援計劃，為15家初創廣告製作公司及15位年青歌手，在培訓、宣傳及製作資源方面提供支援，製作原創微電影。

During the year, HKPC assisted the Hong Kong Association of Interactive Marketing to implement the microfilm production support scheme. First-of-its-kind in Hong Kong, the scheme assisted 15 advertising production start-up companies and 15 young singers with support in training, promotion and production resources to create original microfilm works.



部份參與計劃的初創企業，成功與唱片公司達成協議，製作短片及電視廣告。而參與計劃的歌手，則在電影及電視廣告獲得更多演出機會。

Some participating start-ups have closed deals with music labels for producing videos and TV commercials, while the participating singers have gained further performance opportunities in feature films and TV commercials.

軟件工業是香港的主要創意產業之一。有鑑於流動應用程式的普及，香港軟件檢測和認證中心（HKSTCC）推出流動應用程式測試服務，以支援行業增長，協助從事流動應用程式開發的企業。中心更獲得多家主要流動設備供應商的支持，借出最新的流動設備，配合中心的新服務。

Software industry is one of the key components of the creative industries in Hong Kong. In view of the growing trend in mobile app development business, the Hong Kong Software Testing and Certification Centre (HKSTCC) launched mobile app testing service to promote the growth of this industry. HKSTCC has gained strong support from major mobile device suppliers who provide latest mobile devices on-loan for HKSTCC's initiative.

此外，為提升業界對軟件檢測方法的認識，中心亦於2015年3月舉辦「軟件質量保證講座2015及工作坊」，近百位軟件業界、企業及政府機構代表出席。年內亦舉辦了超過15個訓練課程，提升業內人士對質量保證、檢測、管理及管治的專業知識。

Furthermore, to raise industry's awareness of the software testing methodologies, HKSTCC organized the Hong Kong Software Quality Assurance Conference 2015 in March 2015, with close to 100 industry participants from ISVs, enterprises and government bodies. More than 15 training workshops were also organized in the year to enhance the technical capability of local practitioners in the areas of quality assurance, testing, management and governance.





## 顧客至上 Customer Focused



在競爭激烈的營商環境中，服務質素和專業水平對於維持香港競爭力極之重要。為此，生產力局一直支援本港不同行業，通過人才發展和服務質量認證計劃方面推廣優質服務。

In the competitive world of business, quality of service and professional standards are critical to maintaining Hong Kong's competitive edge. To this end, HKPC has been spearheading service excellence for various sectors in the territory through people development and service quality certification schemes.



優質旅遊服務協會 (QTSA) 獲得中小企業發展支援基金資助，並由生產力局開發提升旅遊業前線員工服務水平的電子學習平台。

Funded by the SME Development Fund and organized by the Quality Tourism Services Association (QTSA), HKPC developed a new digitalized learning platform for enhancing the service quality of frontline workers in tourism service industry.

「優質服務網上學」是一個高度互動的電子學習平台，內容涵蓋服務、銷售、投訴處理及領導技巧四個範疇，利用網上示範短片教授待客之道，而《優質服務網上學電子指南》則會分享優質服務心得及個案。除網上版外，亦備有智能手機應用程式版。

This fully interactive e-learning platform features scenario-based videos on various customer management skills, ranging from servicing, marketing, complaint handling to leadership. The e-Guidebook includes tips and case studies on quality tourism service. Apart from the online version, a smartphone app version is also available.

香港旅遊發展局委託生產力局擔任「優質旅遊服務」計劃的顧問，負責為零售、餐飲商戶及旅客住宿服務，進行專業評審。

The Hong Kong Tourism Board (HKTb) has commissioned HKPC as its QTS Scheme consultant responsible for conducting the assessments of the shopping and dining merchants and visitor accommodation premises.





## 服務創新 Service Innovation



服務創新並非為了解決舊有的問題，而是展望市場趨勢及未來客戶需求。

Service innovation is not about solving yesterday's problem but for anticipating upcoming market trends and future customer demand.

面對瞬息萬變的全球營商環境，一家大型的打印機售後耗材廠商，委託生產力局透過服務創新，引領其高級管理層發掘新商機，啟發創新營商意念。

To cope with changing business environment in the world, a famous aftermarket printer consumables manufacturer commissioned HKPC to facilitate its senior management team to identify new business opportunities through service design methodologies.

生產力局的顧問團隊挑選了三種創新工具，鼓勵客戶的高級管理層積極參與，協助客戶運用創新工具構思了超過20項嶄新營商意念，制定業務策略，發掘新商機。

HKPC's consultants selected three kinds of innovative tools

and facilitated active participation of the client's management team to apply the tools to generate more than 20 new business ideas, helping the client formulate business strategies to explore new opportunities.

在服務供應商與顧客之間的每一個接觸點上，皆有機會發掘服務創新空間。Service innovation can happen at every point of contact between a service provider and its customers.

澳門政府一個部門為了提升客戶服務水平，計劃改善由前線櫃檯到後勤辦公室的工作流程，以優化申請的處理程序。

With a view to enhance customer service quality, a Macau government department planned to improve the workflow between its front desk and back office to streamline its application handling process.

生產力局協助客戶檢討工作流程及效率。在前線櫃檯，辦事處大堂改善了指示牌，引導人流，為申請者提供更順暢的服務體驗。在後勤辦公室，透過簡化申請表設計，並在網站增加常見問題集，歸納整理問題，減少了員工回覆查詢的工作量。

HKPC assisted the client to review the workflow and efficiency of the application handling process. At the front desk, signage was refined to direct customer traffic flow in order to provide a hassle-free experience for applicants. In the back office, the customer enquiries were substantially reduced due to the improvement in the design of the application form and the addition of frequently asked questions which is well-summarized and organized to the client department's website.

小組創作：

Idea Box: 混合創作

盡情發揮想像，  
試試能連出多少新意念……

請每組分享最有價值的兩項新意念

Idea Box: 混合創作 (範例)

從現有產品，能造出新創作嗎？



商業模式圖 (Business Model Canvas)



**FROM WASTE**



**TREASURE**

廢物變寶物

## 廢物變寶物

# FROM WASTE TO TREASURE

「取用、製造、棄置」的經濟模式，不但造成大量浪費，更危害環境及健康。我們必須反思及改變目前耗用資源的方式。

國家總理李克強在2014年10月的世界經濟論壇上強調，中國決心「推進綠色、循環和低碳發展」以建立循環經濟。安全地再用或回收所有物料，已成為當前急務。

The linear “take-make-dispose” approach of our economy and industrial model creates massive wastage, extensive environmental damages and health hazards. We need to rethink and change the way we consume resources in our economy.

At the World Economic Forum meeting in October 2014, Premier Li Keqiang stressed the goal of China is “to pursue green, circular and low-carbon development.” The need to create a circular economy, one in which all the materials we use can be reused or returned safely to the earth has become more and more pressing.





## 推動回收業 Driving the Recycling Industry



回收業是循環經濟的重要部份，  
也是香港可持續發展的主要動力。

The recycling industry has become an integral part of the circular economy and is a key driver of Hong Kong's sustainable development.

行政長官於2014年度《施政報告》中，宣佈預留10億港元設立回收基金，預計於2015年投入運作。成立回收基金的主要目的是透過提升回收業的運作能力及效率，促進廢物再造及回收。

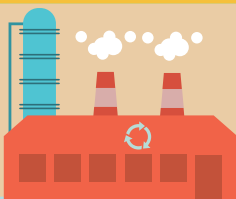
The Chief Executive announced in his 2014 Policy Address that HK\$1 billion had been earmarked for setting up a Recycling Fund, expected to commence operation in 2015. The primary objective of establishing the Recycling Fund is to promote the recovery and recycling of waste by facilitating the upgrading of the operational capabilities and efficiency of the recycling industry for sustainable development.



### 回收基金預期成果 Benefits of Recycling Fund



提升廢物回收的數量及品質  
Increase the **quantity** and **quality** of **recyclables** recovered from the waste stream



帶動**基建投資**，提升回收商的運作能力  
**Drive investment** in infrastructure to upgrade the operations of recyclers



拓展再造產品的**市場出路**  
Promote **market viability** for recycled products



讓回收商可**持續經營**  
Allow recyclers to become **self-sustaining**

生產力局獲環境局邀請，成為發展及推行基金的合作伙伴。憑藉在香港執行多個廢物管理項目的經驗，本局對廢物管理方面有着充份而深入的了解。此外，本局也熟悉不同層次的商業回收運作，這點對審批企業的基金申請十分重要。

HKPC was invited by the Environment Bureau to be the partner in the development and implementation of the Fund. Our experience in conducting various projects related to the management of waste in Hong Kong has given us the necessary and in-depth knowledge of the core issues in waste management and recycling. The vetting of funding applications from enterprises also requires our professional knowledge in different tiers of the industry's operations.



## 自備購物袋 Bring Your Own Bag



塑膠購物膠袋收費已於 2015 年 4 月 1 日全面推行，由於徵費涉及範圍廣泛，並影響所有服務行業，包括在香港的零售商，因此有必要協助業界在推行前作好準備。

The full implementation of Plastic Shopping Bag Charging (PSB Charging) would come into effect on 1 April 2015, since the PSB Charging is territory wide and affects all the retailers including service sectors providing sales of products in Hong Kong, it is necessary for the trade to get prepared before the implementation.



環境保護署委託生產力局支援全面推行塑膠購物袋收費的政策，生產力局為零售業準備實務指引，並解釋豁免及例外免收膠袋費的安排。指引有效促進政府及零售商順利推行塑膠購物膠袋的全面收費。

Therefore, Environmental Protection Department (EPD) has commissioned HKPC to support the implementation of PSB Charging. HKPC developed practical guidelines for the retail trade for different exceptional arrangements for four major different types of retail operations. The guidelines facilitate both the Government and the retail trade on the implementation of the PSB Charging.

生產力局亦舉辦簡介會闡明立法要求，並設立熱線即時解答業界查詢及疑問，協助業界符合法例。

To elucidate the legislative requirements to the trade, briefings were arranged and a hotline was set up to provide immediate feedback to enquiries of trade.

生產力局共舉行了  
HKPC has conducted

**76** 場  
briefings

地區及業界簡介會，**超過**  
and visiting briefings to the  
trade with **over**

**4,600**

位人士參與。  
attendants

本局亦協助環境保護署加強塑膠購物袋收費的推行，向**超過**  
HKPC also assisted EPD on the  
enforcement of the PSB Charging by  
conducting follow-up inspections to **over**

**4,000**

間零售商進行跟進巡查。  
retail outlets.



## 機場商戶凝聚綠色能量

### Airport Tenants Commended for Good Waste Management

42 家機場商戶獲頒「香港國際機場環境管理表揚計劃」獎項，計劃由生產力局制訂，為首個香港機場零售商及食肆之綜合環保認可計劃，旨在協助商戶應用最佳的環保管理作業。響應特區政府處理廢物問題的施政方針，今年的主題為「廢物管理」，協助參與者改善廢物管理。

42 airport tenants were presented with different awards under the Hong Kong International Airport (HKIA) Environmental Management Recognition Scheme, developed by HKPC, it is the first comprehensive environmental recognition scheme for retailers and restaurants at HKIA to help the tenants adopt best environmental management practices. "Waste Management" was selected as the theme of the Scheme this year to help the participants improve practices in waste management and to support the Government's policy to tackle waste management.





## 綠色皮革 Green Tannery



皮革製造被視為高污染行業，面對日益嚴峻的環保規例，皮革製造廠若未能達到環保條例要求可能無法繼續經營。Leather tannery industry is regarded as a heavily polluting industry. Facing increasingly stringent environmental regulations, leather tanneries that cannot meet the environmental requirements would be closed down.

內地水污染問題嚴重，加上國家「十二·五」規劃制定清晰嚴格的環保目標，市場急切需要可解決污染問題的新方案，特別是皮革製造廠。

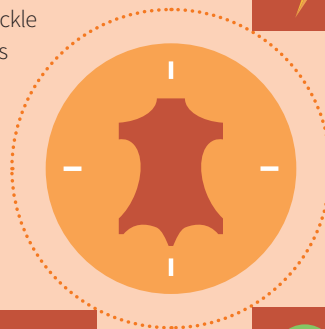
In view of the serious water pollution problem in the Mainland and the stringent environmental targets stipulated in China's 12th 5-year Plan, there is huge market demand for new solutions to tackle the pollution problems of the leather tanning industry in particular.



因此，在業界資助及組織下，生產力局為皮革業發展「全方位環保方案」，為行業建立可持續發展的運作模式，嶄新的解決方案可解決主要的環保問題，減少皮革

工業的營運成本和棄置廢物之費用。

Therefore, an industrial sponsor teams up with HKPC to develop a "Total Environmental Solution" for the leather industry in order to establish a sustainable operational model for that sector. The novel solution will be able to solve the major environmental problems, as well as reducing the operating cost and disposal cost of leather industry.



採用不同處理技術的試驗系統已安裝於江門廠房，系統成功達到排放目標，生產力局已為試驗系統進行優化工作，以加強成本效益。All the pilot systems for different treatment technologies have been installed in a leather factory in Jiangmen. The systems have successfully achieved the discharge targets and HKPC is optimizing the pilot plant to enhance the cost effectiveness.

## 清潔生產伙伴 Cleaner Production Partnership



為期五年的「清潔生產伙伴計劃」已於2013年1月完成，隨後特區政府再投入5,000萬港元，將計劃延長兩年，由2013年4月1日到2015年3月31日。After the successful completion of the government-funded 5-year Cleaner Production Partnership Programme (CPPP) in January 2013, the HKSAR Government provided additional funding of HK\$50 million to extend the Programme for two years from 1 April 2013 to 31 March 2015.

生產力局全面負責「計劃」的管理，在製造業、商貿及行業協會，以及內地部門，建立廣闊的網絡、互信和伙伴關係，對於有意參加計劃的企業而言，這是重要的信心保證。

HKPC was responsible for the overall management of the Programme as HKPC has built up a wide network, mutual trust and partnership with the manufacturing sector, trade and industry associations, and the Mainland authorities. These strengths are essential in securing the confidence of the prospective participants.



新一期「清潔生產伙伴計劃」加強資助廣東省及香港的港資廠商，落實節能減排項目。總結兩年計劃，獲批核的實地評估、示範項目和核證服務，數量均超越預定目標。

Enhanced funding support was offered in the extended phase to encourage more Hong Kong-owned factories in Guangdong and Hong Kong to adopt cleaner production technologies. At the conclusion of the Programme, the number of approved on-site assessment projects, demonstration projects and verification services exceeded the planned targets.



實地評估  
On-site  
Assessment

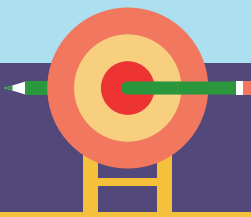


示範項目  
Demonstration  
Projects



核證服務  
Verification  
Service





「清潔生產伙伴計劃」的環境成效  
Environmental Benefits of  
Cleaner Production Partnership Programme



二氧化碳排放減少  
Reduction of Carbon Dioxide (CO<sub>2</sub>) Emission

1,500,000 = 65,000,000

噸  
tonnes

植樹  
Trees planted



每年節省能源  
Annual energy saving

10,700

萬億焦耳  
tera-joules

= 600,000

戶香港家庭每年耗電量  
Households' annual electricity consumption in Hong Kong

香港特區政府環境局與廣東省經濟和信息化委員會合辦第六屆「粵港清潔生產伙伴」標誌計劃，並由生產力局推行，以表揚各參與工廠和採購企業推動清潔生產的努力成果。

HKPC also implemented the Hong Kong-Guangdong Cleaner Production Partners Recognition Scheme jointly organized by the Environment Bureau of the HKSAR Government and Economic and Information Commission of Guangdong Province for the sixth year to give recognition to the achievements made by the participating factories and the sourcing enterprises in encouraging cleaner production practices through their supply chains.

過去兩年，共有 **206** 家企業  
In these two years, a total of **206** awardees comprising

包括 **165** 家廠商  
including **165** manufacturing enterprises

**7** 家採購商及  
sourcing enterprises and

**34** 家環境技術服務供應商  
ET service providers



分別獲頒製造業、供應鏈和技術服務類別的「粵港清潔生產伙伴」標誌，以表嘉許。  
were awarded the commendation under the category of Manufacturing, Supply Chain and Technical Services respectively.

## 晶瑩剔透 Crystal Clear



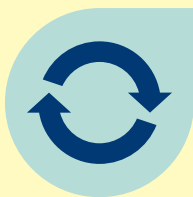
一家製衣廠擴展其東莞廠房的生產規模，為了符合東莞政府的要求，生產商需要提升廠房廢水處理的效能，以及建設新的廢水回收系統，處理新增的廢水量。

A garment manufacturer planned to expand its production capacity in its production plant in Dongguan, subsequently its existing wastewater treatment plant could not effectively handle the extra wastewater generated. To meet the requirements of the Dongguan government, the manufacturer had to upgrade their wastewater treatment plant and build a new wastewater recycling system.



客戶委託生產力局為新廢水廠的設計提供顧問服務，並監察隨後工程項目。

Therefore, the client commissioned HKPC to provide consultancy service on the design of the new plant and to oversee the subsequent project works.



同時，客戶亦計劃加強廢水處理廠及廢水回收廠的營運管理，因而委託生產力局為廢水設施制定運作及管理指引。

In parallel, the client also wanted to enhance the operational management of the wastewater treatment plant and the wastewater recycling plant. In this regard, the client commissioned HKPC to set up operation and management guidelines for the wastewater treatment facilities.

本局顧問協助客戶評估現有系統的效能和廢水的特性，並制訂新的廢水處理及循環再用系統的設計規格。生產力局並協助客戶對工程投標書進行技術評估，並就系統的設置、測試和運作提供顧問服務。生產力局更為企業引入先進的廢水處理和循環再用的程序。

HKPC provided consultancy service to the client on assessing the performance of existing systems and the wastewater characteristics. The design criteria of the new wastewater treatment and recycling systems were developed in the project. HKPC also helped the technical evaluation of bids for the client and provided consultancy service on system setting, testing and commissioning. In addition, HKPC introduced advanced treatment and recycling processes to the company.

生產力局為廢水處理和循環再用建立統一管理系統，並為不同的廢水處理廠制定年度表現評估系統，在生產力局的支援下，客戶廠房達到新的紡織廢水排放標準。

HKPC established a set of the unified management system on wastewater treatment and recycling. An annual performance report system was formulated for different wastewater treatment plants. With the support of HKPC, the client is able to comply with the new textile discharge standard.

因應項目的成功推行，客戶可應用系統化和一致的模式管理廢水處理廠，參照每年的表現評估數據，企業便能評估每一家廢水處理廠的表現。

With the success of the project, the client can apply a systematic and consistent model to manage its wastewater treatment plants. The corporate group is now capable of evaluating the performance of each waste water treatment plant by using the data in the annual performance report system.





## 渝港環保 科技合作 Sewage Treatment Works



為了保護國內的水質，國家持續收緊城鎮污水處理設施的排放標準，例如現有的污水處理設施必需提升去除污水養份的效率。

In order to protect the inland water quality, the Mainland continues to tighten up the effluent discharge standards for municipal sewage treatment works. For example, the existing municipal sewage treatment works are required to enhance their nutrient removal efficiency.



因此，內地不少污水處理設施正面對提升污水處理能力的挑戰。

Therefore, a lot of sewage treatment works are under great pressure to upgrade their treatment capability.

現時，精密的電腦數據模型工具能夠模擬不同類型的污水處理技術，以便找出處理設施設計和運作的不足之處。這些工具可模擬各種運作情況，以便制訂最佳設施升級計劃。

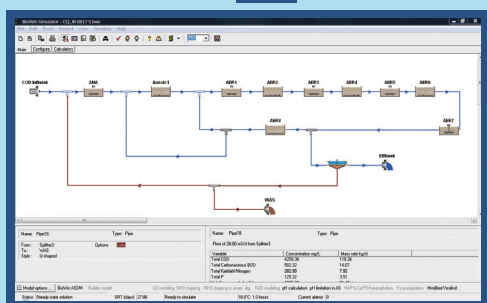
Nowadays, sophisticated numerical modeling tools can be used to simulate different types of sewage treatment technologies so as to identify critical shortcomings in the plant design and operation. Various operating scenarios can be simulated so that the optimum plant upgrade plan can be formulated.

重慶市環境監測中心負責監測環境參數及指定的污染物來源。該中心亦參與有關環境監測的技術研究。

The Chongqing Centre of Environmental Monitoring is responsible for monitoring the environment parameters, as well as the designated sources of pollutants. The Centre also participates in technology research on environmental monitoring.

該中心申請了國家科技部下設的「中國國際科技合作計劃」基金。通過這個項目，生產力局引進先進的污水處理工藝模擬技術，並共同開發針對內地環境的模型建立和校準的技巧，並利用模型模擬不同的場景，以便確定重慶市污水處理設施的改善範圍。

The Centre applied for a government fund “International S&T Cooperation Program of China” under Mainland’s Ministry of Science and Technology. Through this project, HKPC introduces state-of-the-art wastewater treatment process modeling technology and jointly develop the techniques of model building, model calibration for Mainland context. The model is used to simulate different scenarios so as to identify improvement areas of the sewage treatment works in Chongqing.





## 減碳更精明 Carbon Smart



CO<sub>2</sub>

為了鼓勵本地企業提升能源效益、減低碳排放，以及促進工商界和環保工業之間的合作，生產力局和工商界合作伙伴獲得環境及自然保育基金的資助，於2012年3月共同推出為期30個月的「商界減碳建未來」計劃，計劃內容包括「碳審計領航計劃」，資助不同行業的企業進行碳審計。

To encourage local enterprises to enhance energy efficiency, reduce carbon emission, and create synergy between businesses and environmental industries, HKPC and industry partners, supported by the Environment and Conservation Fund (ECF), launched a 30-month CarbonSmart programme in March 2012. The programme features a Carbon Audit Pilot Fund (CAPF) scheme which will subsidize companies of various industry sectors to conduct carbon audit.



計劃已圓滿完成並超越原定目標，包括批核了210個「碳審計領航計劃」的申請。隨著「商界減碳建未來」計劃的成功，環境及自然保育基金已批准生產力局將計劃延長一年至2015年9月，包括「碳審計領航計劃」繼續接受申請，以及為企業和能源服務公司舉辦合作伙伴配對會。

The Programme has achieved and exceeded all targets including 210 applications under CAPF. With the success of the CarbonSmart, the ECF has further approved HKPC to operate the Programme for one more year until September 2015. Major tasks of the Programme during the extended one year period include the continuation of Carbon Audit Pilot Fund (CAPF) and additional business match sessions for companies and energy solution providers.



批核了  
approved

210

個「碳審計領航  
計劃」申請  
applications  
under CAPF



一縷清煙  
Smoke free



生產力局為一家殯儀館設計了空氣污染控制系統「清煙環保化寶爐」，以盡量減少粒子排放，降低對附近環境的滋擾

HKPC designed a Smoke Controlled Paper Artifact Furnace with air pollution control system for a funeral parlour to minimize the particulate emission and reduce nuisance to the neighbourhood.

FROM  BUSINESS

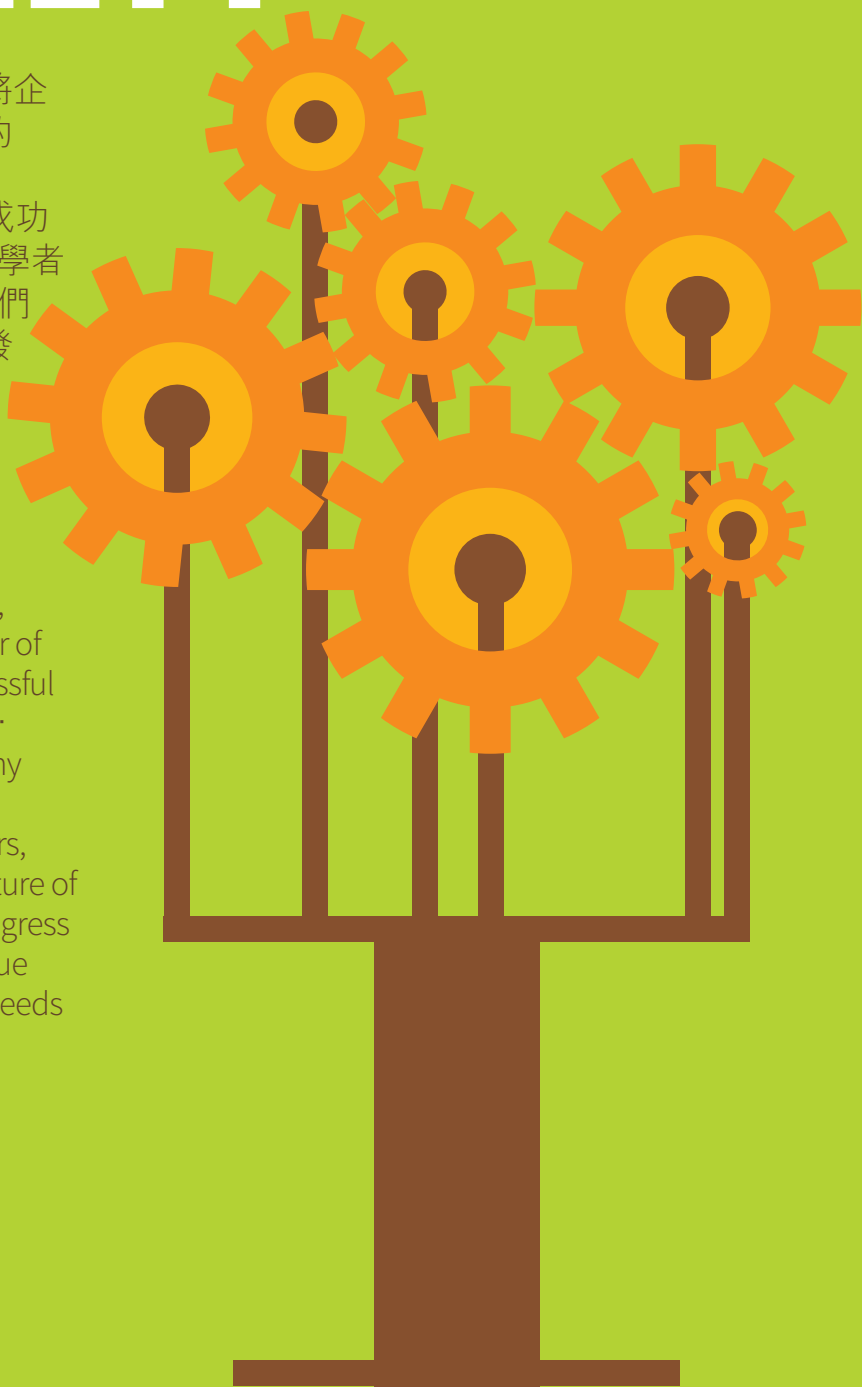


## 企業繫社群

# FROM BUSINESS TO SOCIETY

人們談到企業社會責任時，常常將企業和社會對立起來。哈佛商學院的米高·波特及馬克·克雷默指出：「成功的企業需要健康的社會……成功的社會亦需要健康的企業」。兩位學者提出「共享價值」的理念，有助我們瞭解企業社會責任的本質。社會發展和經濟發展本來是相輔相成，如能解決社會的需求和挑戰，亦能創造經濟價值。

Many approaches to corporate social responsibility (CSR) often focus on the tension between business and society, but as Michael Porter and Mark Kramer of Harvard Business School said, “Successful corporations need a healthy society … (and) a successful society needs healthy companies,” the concept of “Shared Value,” proposed by these two scholars, would help us understand the true nature of CSR, that is societal and economic progress are interdependent and economic value should be created by addressing the needs and challenges of the society.





## 有義有利 Doing Good Doing Well



社會企業體現了「共享價值」的理念，透過經營本身的業務，履行社會、文化和環境使命。  
Embodying this shared value concept, social enterprises strive to fulfill a social, cultural or environmental mission through their business activities.

許多社會企業屬於中小企，由創業至業務可以持續發展的過程，社企與同業一樣要面對各種營商挑戰。

Social enterprises, many of them being SMEs, face similar problems as their counterparts in the business world face when it comes to starting and running a self-sustaining business.

根據生產力局的一項調查顯示，超過七成回覆問卷的社企期望在市場推廣、資訊科技及人力資源管理等範疇獲得更多支援。此外，大部份社企均有意了解更多適合他們申請的資助計劃，以推動公司的發展，最終能達到改善社會的目標。

A survey conducted by HKPC revealed that over 70 per cent of responding social enterprises look for more support in marketing, information technology and human resource management. Also, most of them are interested in funding schemes that are conducive to their further development for social improvement.

為支援本港社會企業的持續發展，生產力局伙拍香港社會服務聯會，推出「好社意」計劃，旨在透過五大免費專業服務，促進本港 400 多家社企的成長。

Leveraging its professional knowledge in business development, partnering with the Hong Kong Council of Social Service (HKCSS), HKPC launched a dedicated support programme to facilitate the continuous development of 400 plus social enterprises in Hong Kong.



生產力局透過「好社意」計劃提供五大免費服務，包括

The programme offers five types of free services for social enterprises, including



為社企檢視業務模式及企業架構；  
business model and structure review;



幫助社企加強應用資訊科技，提高效率；  
advice on the use of information technology to increase efficiency;



評估社企的環保節能狀況，提高環保效益；  
environmental management assessment to raise green productivity;



向社企推介適合的政府資助計劃；及  
consultation on government-funded schemes; and



加強社企與工商業界的聯繫，促進合作  
forging partnership and collaboration with business and industry sectors

自計劃推出以來，本局已向不同行業的社企提供免費諮詢服務，包括製衣、傢俬回收、食品、有機耕種、零售及汽車服務等。

Since the launch of the programme, free advisory services have been provided to social enterprises from various sectors such as garment manufacturing, furniture recycling, food, organic farming, retail and automotive services etc.

## 企業公民 Corporate Citizen



為提升本地企業的企業公民意識，生產力局與公民教育委員會自2010年起合辦「香港企業公民計劃」，為不同企業提供平台，分享企業社會責任的典範，鼓勵更多工商機構實踐企業社會責任。

To raise the awareness of corporate citizenship among local enterprises, in collaboration with the Committee on the Promotion of Civic Education, HKPC has been organizing the “Hong Kong Corporate Citizenship Program” since 2010, providing a platform for different organizations to share their best practices in CSR and promote a wider adoption among the business community.

# 196

家本地公司獲得嘉許  
local companies were  
recognized in the award  
scheme

51家在履行及推廣企業社會責任表現傑出的企業、義工隊及社企，在「第五屆香港傑出企業公民獎」頒獎典禮上獲得嘉許。過去五年，共有196家本地公司獲嘉許。

Fifty-one companies, corporate volunteer teams and social enterprises with outstanding achievements in implementing and promoting corporate social responsibility (CSR) were recognized at The 5th Hong Kong Outstanding Corporate Citizenship Awards Presentation Ceremony. In the past five years, 196 local companies were recognized in the award scheme.

該計劃的活動之一是備受推崇的「香港企業公民嘉許計劃」，以表揚積極履行企業社會責任的工商企業。計劃還包括一系列的推廣活動，如經驗分享會和工作坊，以及發行有關企業社會責任典範的電子書。

The programme included a prestige award scheme called “Hong Kong Outstanding Corporate Citizenship Award” to recognize enterprises’ outstanding CSR achievements, together with a number of promotional events such as seminars, experience sharing and workshops, as well as the distribution of electronic booklet of CSR best practices.

在「計劃」下，今屆新增了「義工隊嘉許標誌」，鼓勵企業更積極回應社會需要；另外，亦設有「企業公民持續向前大獎」，以表揚曾經獲獎或嘉許三年或以上的企業及中小企，鼓勵企業不斷尋求進步。

Under the Award, a new category, “Corporate Citizenship Volunteer Team,” was introduced to encourage organizations to engage in volunteer work that serves social needs. Also, the “Corporate Citizenship Continuous Advancement Award,” aiming to encourage enterprises to strive for continuous improvement in CSR performance, was also launched to commend enterprises and SMEs which were awarded by the Scheme for at least three years.





## 開心工作間 Happy Workplace



面對市場的激烈競爭，企業須建立健康愉快的工作環境，藉此培養員工的正面思維、激發創新意念，提供真誠的優質客戶服務，才能加強企業的抗逆能力。  
When facing fierce market competitions, organizations can strengthen their resilience through building a healthy and happy working environment to promote positive mindset among workers, trigger innovative ideas and improve customer service.



生產力局企業管理副總裁老少聰（右）代表本局領取「開心機構」證書。

Mr Gordon Lo, Director of Business Management (right) receives the "Happy Organization" Label on behalf of HKPC.

為鼓勵本港企業及機構建立愉快的工作環境，提升員工工作的快樂水平，香港提升快樂指數基金會與生產力局聯合推出了「開心工作間」推廣計劃。

To encourage businesses and organizations to create a happy working environment, and to raise the happiness-at-work level of the local workforce, the Promoting Happiness Index Foundation and HKPC collaborated to launch the "Happiness-at-work Promotional Scheme."

參加單位需承諾支持建立愉快的工作環境，可獲頒「開心企業」或「開心機構」標誌，超過200家企業及機構已參加計劃。

By pledging their support to building a happy workplace, participants will be awarded the Happy Company or Happy Organization logo. Over 200 companies and organizations have been recognized as a Happy Company/Organization.

通過這個項目，生產力局期望可發揮牽頭作用，促使各界將開心工作間的理念融入管理措施，促進工作與生活平衡。

Through this Scheme, HKPC aims to inspire local businesses to integrate a "happy workplace" concept into management practices, and promote work-life balance.

超過  
Over

200

家已成為開心企業或機構  
companies have been  
recognized as a Happy  
Company/Organization



## 企業傳承 Bridging Gap



大多數 80 年代創業的工業家已屆退休年齡，他們都關注企業接班人問題，確保業務持續經營，並讓香港製造業得以持續長遠發展。

Most of the manufacturing businesses established in the 80s are reaching a critical stage of succession planning. Manufacturers are concerned about the methodology and approach on how to pass on and sustain their businesses during the succession period so as to enable the Hong Kong manufacturing industry to continue to flourish.



有見及此，香港創新科技及製造業聯合總會和生產力局向本地企業進行了深入研究，以了解他們在傳承方面所面對的問題，這些企業來自不同行業，包括：精密零部件、模具、鐘表、消費電子、服裝及玩具業等。

In view of this, the Hong Kong Federation of Innovative Technologies and Manufacturing Industries (FITMI) and HKPC jointly conducted an in-depth study on the succession planning

of manufacturers in selected industries such as precision components, mould & die, watches & clocks, consumer electronics, garments and toys Industry.

有關企業的傳承案例結集於《香港製造業傳承範例》一書之中，並免費派發供本港中小企參考。此外，該項目亦舉辦 7 個研討會及 14 個培訓課程，促進企業交流。

A guidebook consisting the findings and results from the interviews was published and free copies were distributed to the SMEs in the Hong Kong manufacturing sector as a handy reference. Moreover, 7 seminars and 14 training workshops related to the area were also organized to facilitate sharing among the manufacturers.

該項目為企業創辦人 and 接班人提供了平台，對行業持續發展分享見解。與此同時，新一代更可深入了解香港的製造業，鼓勵他們投身發展自己的事業。

The project serves as a platform for the current business owners and potential successors to share their pertinent insights in order to sustain the industry development. Meanwhile, the younger generation also gained a deeper understanding of the manufacturing industry, encouraging them to develop their career in the industry as well.





## 夜貓尋人 Hide and Seek



香港「隱蔽青年」的問題備受關注，這些青年較難於現實生活中表達自我，但在網絡世界卻十分活躍。  
The problem of “hidden youths” has aroused grave concern in Hong Kong, this cohort of young people find it difficult to express themselves in real life but many of them are very active in the cyber world.

香港小童群益會利用一系列互聯網應用程式，在網上建立了「夜貓遊樂會」服務平台，這套由生產力局設計的工具可協助香港小童群益會的社工識別和接觸潛在的「隱蔽青年」，如有需要更可透過網絡提供網上輔導，回應他們所面對的不同成長困難，鼓勵他們重新積極投入社區。

Operated by The Boys' and Girls' Clubs Association of Hong Kong, the Nite Cat Online-Pilot Cyber Youth Outreaching Project makes use of a series of internet apps on an online service platform named “Nite Cat Club”. Designed by HKPC, these tools help social workers of the Association identify and reach out to “hidden youths” through the web, providing online counselling where necessary. The aim is to help these youths overcome their developmental difficulties and empower them to re-connect with the community.

此項目與遊戲發展商、網吧公司合作，提供數碼娛樂行業的職業導向活動，及轉介網吧服務員的工作機會。

The project co-operates with game developers and cyber café groups to provide career-oriented activities in digital entertainment and also job referrals of cyber café assistant.

項目展示了如何創新整全地支援網絡世界的年青一族。

The project demonstrates an innovative and holistic approach to provide support.



2015 香港資訊及通訊科技獎：最佳數碼共融銀獎

Winner of Best Digital Inclusion Silver Award in Hong Kong ICT Awards 2015

## 關愛員工 Engaging our People



生產力局一方面積極向香港工商企業推廣企業社會責任，亦致力關懷員工，締造和諧的工作環境。

While striving to promote CSR to Hong Kong businesses, HKPC is committed to building a caring and accountable organization for our employees and the community.



作為香港其中一家最先在2009年推出侍產假的政府資助機構，生產力局一直透過推行家庭友善的措施，支持僱員平衡工作與家庭責任。

As one of the first government subvented organization introducing paternity leave back in 2009, we wholeheartedly embrace family-friendly employment practices to create a supportive working environment for our staff.



本局在年內設立了哺乳室，提供一個清潔舒適的私人空間，讓有需要的女員工使用。

To build a breastfeeding friendly workplace, a new lactation room was set up in the year to offer a clean, secure and comfortable space for our female staff members who need to express breast milk. The room provides a private space with a comfortable chair and an electric outlet for operating the breast pump for lactating employees. Refrigerator is also available for safe storage of expressed breastmilk.



本局職員康樂會舉辦了範圍廣泛的社交、體育和康樂活動，旨在提升團隊合作精神和促進工作與生活的平衡。新的職員康樂室亦於年內啟用，設有各類康樂及休息設施，讓員工可以舒展身心。

Employee wellness remains a priority for HKPC. To promote work-life balance, the Staff Recreation Club of HKPC organized a wide variety of social, sport and recreational activities aiming to enhance the team spirit. During the year, a new Staff Common Room was opened offering a relaxed and fun space with various amenities where staff can retreat to or socialize with their co-workers.



「生產力局義工隊」於2008年成立，鼓勵同事運用本身的專業知識，參與不同社區義務工作，以及提升業界的企業社會責任意識。

As a strong advocate of CSR, HKPC encourages its staff to apply their professional knowledge for good causes. HKPC Volunteers was established in 2008 to encourage active participation of HKPC staff in community services and enhance the industry's awareness of corporate social responsibility.







to learn about the working environment of various industries. In addition, HKPC's senior management shared their insights and career experience so as to inspire the students to properly equip themselves for their career path ahead.

義工隊善用本局的資源和網絡，與香港家庭福利會合作舉辦第五屆「工業科技青少年體驗計劃」。30位中學生在三天的體驗活動中，參觀了本地及內地製造企業，認識現代工業的工作環境，而本局管理層亦分享了個人見解和事業經歷，啟發同學們為未來裝備自己。

Leveraging HKPC's resources and network, the voluntary group cooperated with the Hong Kong Family Welfare Society to organize the 5th HKPC Teenager Experience Programme. Throughout the three-day Experience Programme, about 30 secondary students visited local and Mainland manufacturing companies



為促進管理層和員工之間的合作伙伴關係，本局鼓勵所有部門和職級的同事透過不同的溝通平台，例如：與總裁的早餐和午餐聚會、業務交流會、總裁簡報會、員工士氣調查等，討論與業務和機構相關的事項。此外，員工亦可隨時透過 i-exchange 網上討論區交流資訊。

To build up partnership between our senior management and staff members, HKPC employees of all ranks and divisions are encouraged to discuss business and organizational issues in all kinds of communication platforms such as the breakfast and lunch gathering with directors, business review meeting, director's briefing and staff morale index survey. Online discussions can also be conducted anytime through our i-exchange forum.

為支持傷健人士就業，生產力局參與了由勞工及福利局主辦的「《有能者·聘之約章》及共融機構嘉許計劃」，成為計劃的僱主機構和支持機構。

To support the employment of persons with disabilities, HKPC has joined the "Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme" organized by the Labour and Welfare Bureau as both an employer organization and a supporting organization.



## 聯繫持份者 Engaging our Stakeholders



過去一年，本局推出多項新活動，致力將接觸層面擴展至工商業界以至社區。

A host of initiatives were introduced during the year to extend our reach to the business organizations and the community at large.

生產力局與滙豐工商金融合作推出「滙智營商2014」，包括：專題系列報導、電視資訊廣告、中小企高峰會，以及由生產力局提供的免費諮詢服務，為中小企提供最新的市場資訊，以及影響其業務運作的熱門話題。

The "Wise Business 2014" programme was launched jointly with the Hongkong and Shanghai Banking Corporation, comprising a new series of print editorials,

TV infomercials, a SME Summit and free consultancy services offered by advisors of HKPC to provide local SMEs with latest market updates on current issues and hot topics affecting their business operation.

政府高級官員、知名企業家與商界領袖濟濟一堂，參與「滙智營商」中小企高峰會2014，分享他們對環球貿易、經濟發展趨勢及新興市場商機的見解，吸引超過500位來自不同界別及行業的管理人員及企業家出席。「滙智營商」高峰會2014的主題是「經濟新布局 啟動企業新力量」。



Senior government officials, prominent industrialists and business leaders gathered at the Wise Business SME Summit 2014 to share their insights on global trade, economic trends and business opportunities in emerging markets. More than 500 businesses and entrepreneurs from different sectors and industries attended the event. The theme of Wise Business Summit 2014 was "New Economic Landscape, New Business Opportunities".

為了讓更多人士認識生產力局的使命和服務，本局在過去一年共接待了超過2,900位訪客，以及157個內地、海外和本地代表團，加強他們對本局不同範疇的工業支援服務之了解。

Communicating our mission and services to a wider audience, during the year HKPC played host to over 2,900 visitors and 157 delegations from the mainland, overseas and locally, to enhance their understanding of our wide spectrum of industrial support services.

共接待了超過  
played host to over

**2,900**

位訪客  
visitors

**157**

個內地、海外和本地代表團  
delegations from the mainland,  
overseas and locally





## 推廣創意文化 Promoting Innovation Culture



香港創新科技的成功發展，有賴社群的認同和支持。因此，向社會大眾特別是年青一代推廣創新文化，亦是生產力局的重要使命。

The success of innovation and technology development in Hong Kong depends on community recognition and support. It is an important public mission of HKPC to promote a culture of innovation to the public, especially the younger generation.



「生產力展館」以生動和互動的形式，展示生產力局的創新科技及服務，讓社會各界加深認識創新及科技如何提升香港工商業競爭力及生活質素。「展館」亦可啟發年青一代對投身科學及工程事業的興趣。自2012年啟用以來，「展館」已接待逾11,000位來自學校及不同群體的訪客。

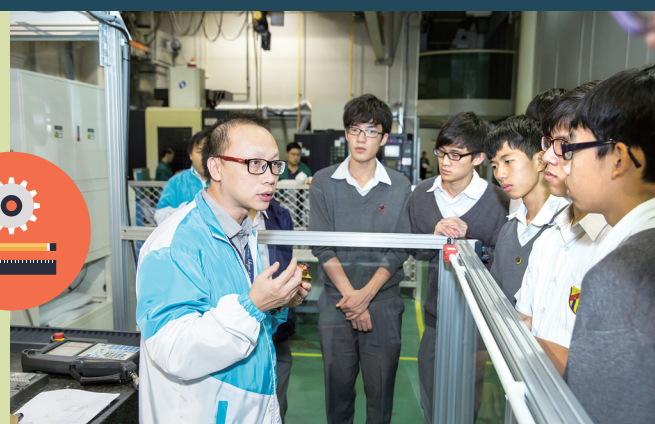
Through showcasing HKPC's innovative technology and services, the HKPC Gallery has been an important platform for enhancing the public's awareness of how innovation and technology can improve the competitiveness of local business and our quality of living. The Gallery helps inspire the young generation to pursue their future careers in science and engineering. The HKPC Gallery has received more than 11,000 visitors from schools and various community groups since its opening in 2012.



## 工程師的一天 An Engineer a Day

參加香港工程師學會舉辦「工程師的一天」的中學生考察生產力局，培養中學生對工程專業的興趣。

Secondary school students visit HKPC under the "Engineer for a Day" programme organized by Hong Kong Institution of Engineers which aims to stimulate secondary school students' interest in the engineering profession.





企業繫社群  
FROM BUSINESS  
TO SOCIETY

推廣創意文化  
Promoting  
Innovation  
Culture

為加深本港中學生對國家航天發展的認識及推廣香港的創新科技文化，民政事務局和中國載人航天工程辦公室合辦「香港中學生太空搭載實驗方案設計比賽」，比賽並由教育局協辦，生產力局擔任執行機構，國航天員科研訓練中心及中國空間技術研究院合作承辦。

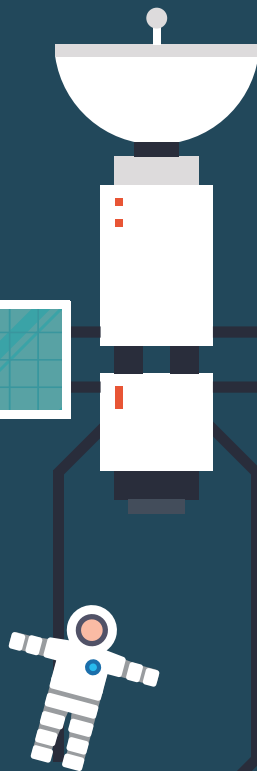
To enhance local secondary students' understanding of China's advances in aerospace science and foster a culture of innovation in Hong Kong, the Home Affairs Bureau and the China Manned Space Agency jointly organized the Space Science Experiment Design Competition for Hong Kong Secondary School Students. The competition was co-organized by the Education Bureau and implemented by HKPC, the China Astronaut Research and Training Center and the China Academy of Space Technology.



為提升市民對創新科技在日常生活應用的認知，創新科技署在香港科學園舉辦「創新科技嘉年華2014」，當中生產力局展示了多項由本局專家自行研發，與「衣、食、住、行」息息相關的科研產品。

To raise public awareness of the use of innovative technology in daily life, HKPC showcased fun-inspiring technologies developed by its experts at the InnoCarnival 2014 organized by the Innovation and Technology Commission at the Hong Kong Science Park.





比賽在 2014 年 10 月正式展開，旨在鼓勵中學生設計構思適合於太空環境進行的實驗設計，

Launched in October 2014, the competition encouraged secondary students across the territory to design experiments that are feasible for conducting in space.

47 間中學  
secondary schools

286

位同學  
students

70

份參賽作品  
entries

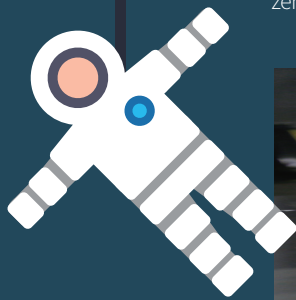
涵蓋物理及生物實驗，內容多元化且創意十足，大部分貼近日常生活的題材，如植物生長、動物行為、運動和娛樂，以至食物等。

Comprising physics and biology experiments, the entries feature diverse and creative themes; many are closely related to daily life such as plant growth, animal behaviour, sports and entertainment, as well as food.



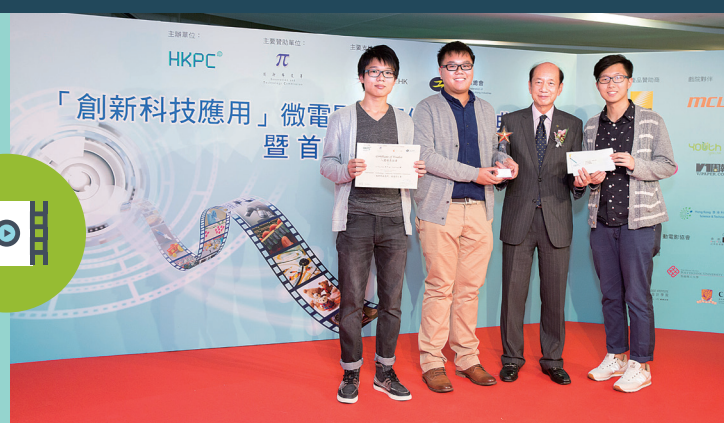
生產力局將協助得獎方案製成適合於太空環境進行的實驗品，設計經中國載人航天工程辦公室測試成功，將有機會於 2016 年由中國航天員在「天宮二號」太空實驗室在無重狀態下進行實驗示範。

HKPC will help construct the winning experiment designs into models that are feasible for being conducted in space. The designs that can pass the testing of the China Manned Space Agency will have the opportunity to be carried onboard Tiangong-2 in 2016 for demonstration by astronauts in zero gravity.



生產力局統籌的「創新科技應用」微電影比賽，旨在透過新媒體提升市民及年青一代對創新科技的認知，並同時培育本地創意人才。

HKPC organized the "Innovation • Technology • Industries" microfilm competition to promote innovation and technology to the public and younger generation through this new media while nurturing local creative talents.





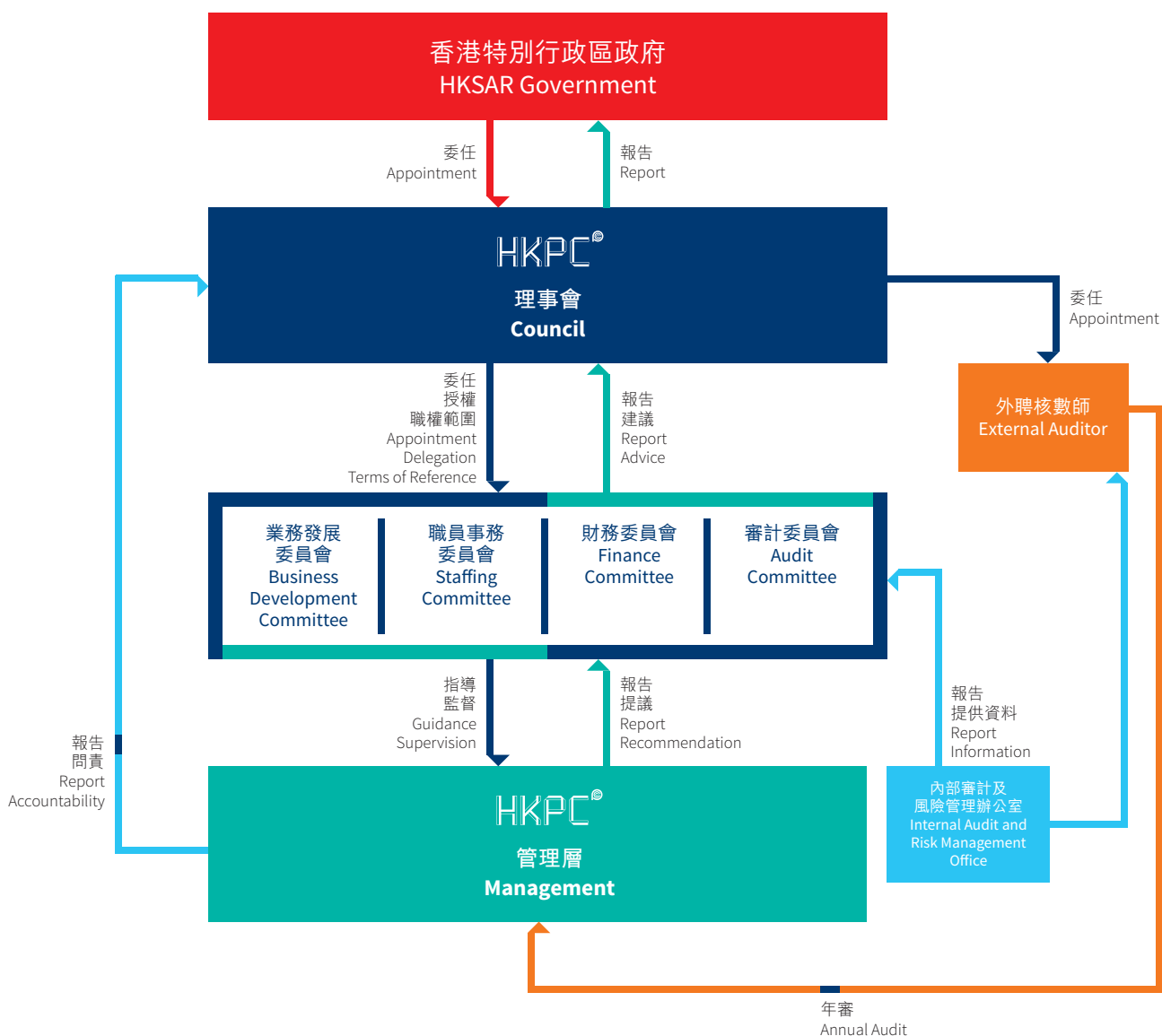
## 企業管治 CORPORATE GOVERNANCE

生產力局是受《香港生產力促進局條例》（香港法律第1116章）管轄的法定組織。生產力局致力維持良好企業管治，以履行公眾使命及滿足社會期望。本局高度重視問責性、透明度、公平及道德操守，以此作為企業管治架構的基石。

HKPC is a statutory organization governed by the Hong Kong Productivity Council Ordinance (Chapter 1116 of Laws of Hong Kong). HKPC is fully committed to maintaining good corporate governance as we strongly believe that good corporate governance is essential to accomplishing our public mission and meeting the expectations of our stakeholders. We attach paramount importance to adopting accountability, transparency, fairness and ethics as the cornerstones of our corporate governance framework.

### 企業管治架構

#### Corporate Governance Structure







## 理事會

理事會是生產力局的管治組織，為生產力局履行職能提供策略領導。

理事會成員最多23人，由香港特區行政長官任命，包括5位政府官員，並於其餘的非官守成員中（包括資方、勞方及專業/學術界代表）委任1位主席及1位副主席。

理事會主席及其他委員均屬非執行性質。在本年度內，理事會召開了三次會議。各委員的會議出席記錄刊載於第108頁。

理事會每年審批生產力局的三年預測、詳盡的年度計劃及預算，以及三年策略計劃。

## The Council

The Council is the HKPC's governing body, providing strategic leadership in the fulfillment of the functions of HKPC.

The Council comprises not more than 23 Members appointed by the HKSAR Government, of whom five shall be public officers. Among the non-official members (who represent management, labour and professional or academic interests), a Chairman and a Deputy Chairman shall be appointed.

The Chairman, and other Members, of the Council are non-executive in nature. In the year under review, the Council has convened three meetings. Attendance records of individual member are available on page 108.

The Council on an annual basis approved HKPC's Three Year Forecast, the detailed Programme and Estimates of HKPC and the Three-year Strategic Plan.

## 理事會多元化獲卓越嘉許 EXCELLENCE IN BOARD DIVERSITY

生產力局榮獲香港董事學會2014年度「傑出董事獎」（法定/非分配利潤組織董事會類別），以及「董事會多元化卓越嘉許」的殊榮，充份肯定本局致力落實良好企業管治的優秀表現，憑藉理事會廣泛而多元化的專業知識及經驗，以清晰務實的指引，帶領本局恪守支援業界的法定使命及願景，有效執行機構策略，更在管治文化上與時並進。

HKPC won the "Directors of the Year Awards 2014" (Statutory/Nonprofit-distribution Organization – Board category) and "Recognition of Excellence in Board Diversity" organized by the Hong Kong Institute of Directors in honour of its outstanding performance in implementing good corporate governance. Under the clear and practical guidance of the multi-disciplinary professional knowledge and experience of the HKPC Council, HKPC is committed to upholding its statutory mission and vision to support the industry, ensuring effective implementation of its corporate strategy.



## 理事會委員對帳目的責任

各理事會委員均得悉本身有責任確保本局週年會計帳目的編製，已遵照法例要求及適用會計準則。

生產力局核數師就本身對生產力局帳目審核報告的責任，刊載於獨立核數師報告及財務報告。

## 理事會委員會

理事會轄下成立了四個委員會，以處理不同範疇的事務。這四個委員會分別為：審計委員會、財務委員會、職員事務委員會，以及業務發展委員會。各委員會均對理事會負責。

理事會/委員會的會議記錄均以不具名方式刊載於生產力局網站（若討論事項涉及敏感或機密商業資料，以及審計委員會會議記錄則除外）。

## 審計委員會

審計委員會負責在財務報告、風險管理、內部監控，核數師的委任及表現，以及遵從相關法規等方面進行監察並提出建議，提升本局的企業管治水平。審計委員會並獲理事會授權，就責任範圍內的任何相關事項進行調查及協調。職員亦可向審計委員會主席舉報任何違規或不當行為。

本局設有內部審計及風險管理辦公室支援審計委員會的工作，並向委員會匯報工作進度，及行政上向總裁匯報。辦公室致力協助委員會保障及促進生產力局的企業管治水平。

審計委員會由一位理事會委員擔任主席，現時共有八位成員。在本年度內，委員會召開了四次會議。各成員的會議出席記錄刊載於第 108 頁。

### 主席

區嘯翔, BBS

### 委員會成員

李國本

梁廣泉

梁任城

吳大釗

吳宏斌, BBS, MH

黃志光

王榮珍, JP (蔡淑嫻於 2015 年 8 月 19 日

出任創新科技署署長)

麥鄧碧儀, MH, JP

## Council Members' responsibility for the Accounts

Council Members acknowledge their responsibility for ensuring that the preparation of the annual accounts of HKPC is in accordance with statutory requirements and applicable accounting standards.

The statement of the Auditor of HKPC about their reporting responsibilities on the accounts of the HKPC is set out in the Independent Auditor's Report and Financial Statements.

## Council's Committees

Under the auspices of the Council, four committees have been set up to look after different aspects of Council business. These four committees are the Audit Committee, the Finance Committee, the Staffing Committee and the Business Development Committee. All the Committees are accountable to the Council.

The minutes of the Council and Committees (except discussion items containing commercially sensitive or confidential information and the minutes of the Audit Committee) are made available on a non-attributable basis on HKPC's website.

## Audit Committee

The Audit Committee is established to monitor and make recommendations to enhance HKPC's healthy corporate governance in financial reporting, risk management, internal control, appointment and performance of the external auditor, and compliance with relevant laws and regulations. The Committee is authorized by the Council to investigate any activity and resolve any disagreement within its scope of duties.

Staff members can directly report to the Chairman of the Audit Committee on cases of malpractice or irregularities. The Committee is underpinned by an Internal Audit and Risk Management Office which reports functionally to the Audit Committee and administratively to the Executive Director. The Office is committed to assist the Audit Committee to safeguard and promote the healthy corporate governance of the HKPC.

The Audit Committee is chaired by a Council member and currently has 8 members. It met four times during the year under review. Attendance records of individual members are set out on page 108.

### Chairman

Mr Albert Au Siu-cheung, BBS

### Members

Dr Delman Lee

Mr Leung Kwong-chuen

Mr Leung Yam-shing

Dr David Ng Tai-chiu

Dr Dennis Ng Wang-pun, BBS, MH

Mr Patrick Wong Chi-kwong

Miss Janet Wong Wing-chen, JP

(Ms Annie Choi Suk-han, JP assumed the post of Commissioner for Innovation and Technology on 19 August 2015)

Mrs Agnes Mak Tang Pik-yee, MH, JP

## 財務委員會

財務委員會負責監督本局的財務表現，確保資金的運用恰當。委員會審批本局有關採購、大樓管理、固定資產管理、服務收費率及投資策略和指引等政策及守則的修改。

委員會提交給理事會審議本局的三年策略計劃、三年財政預算、年度計劃及預算，以及主要開支項目的編配調動。委員會並就本局的財務政策及對本局有重大財務影響的事宜向理事會提出意見。

財務委員會由一位理事會委員擔任主席，現有六位成員。在本年度內，委員會召開了三次會議。各成員的會議出席記錄刊載於第 108 頁。

### 主席

伍志強, MH

### 委員會成員

周博軒

吳大釗

吳宏斌, BBS, MH

陳李藹倫, JP

曾俊文

麥鄧碧儀, MH, JP

截至 2015 年 3 月 31 日

## Finance Committee

The Finance Committee monitors the financial performance of HKPC and ensures that funds made available are properly accounted for. The Committee approves changes to HKPC's policies and practices relating to procurement, building management, fixed asset management, charging levels of HKPC's services and investment strategy and guidelines.

The Committee recommends HKPC's three-year strategic plan, three-year forecast, an annual programme and estimates and the transfer of funds between major heads of expenditure, for consideration by the Council. The Committee also advises the Council on matters relating to HKPC's financial policies and matters that have a significant financial impact on HKPC.

The Finance Committee, which is chaired by a Council member, currently has six members. During the year in review, it met three times. Attendance records of individual members are set out on page 108.

### Chairman

Mr Victor Ng Chi-keung, MH

### Members

Mr Felix Chow Bok-hin

Dr David Ng Tai-chiu

Dr Dennis Ng Wang-pun, BBS, MH

Mrs Helen Chan, JP

Mr Frank Tsang

Mrs Agnes Mak Tang Pik-yee, MH, JP

As at 31 March 2015





## 職員事務委員會

職員事務委員會負責審批總經理級的委任。委員會監督職員人手情況，並於有需要時向理事會提出意見。委員會主要就人力資源發展政策向理事會提供意見。委員會還負責監察員工的服務條件，確保足以聘請及挽留能幹的職員，並於必要時向理事會提出修改建議。委員會可作為理事會與員工之間有關薪俸條件的溝通渠道，尤其是當雙方經磋商後仍無法解決問題。

職員事務委員會由一位理事會委員擔任主席，現時共有十位成員。在本年度內，委員會召開了四次會議。各成員的會議出席記錄刊載於第108頁。

### 主席

楊棕傑

### 委員會成員

林錦儀  
梁任城  
蒙美玲  
顏吳餘英, JP  
冼啟明, MH  
鄧燕梨  
黃志光  
吳國強, JP  
曾俊文  
麥鄧碧儀, MH, JP

截至2015年3月31日

## 業務發展委員會

業務發展委員會負責檢討生產力局的業務情況、審批對生產力局服務範疇作出的重大改動、探討新的業務發展機會，以及就生產力局在工業轉型下應擔當的角色及業務發展向理事會提出建議。此外，委員會亦負責監督生產力局附屬公司的表現。

業務發展委員會由一位理事會委員擔任主席，現時共有八位成員。在本年度內，委員會召開了三次會議。各成員的會議出席記錄刊載於第108頁。

## Staffing Committee

The Staffing Committee approves the appointment of General Managers. The Committee monitors the staffing situation and recommends changes to the Council where appropriate. It advises the Council on human resources development policies. The Committee also monitors HKPC's general terms and conditions of service, to ensure that these are adequate to recruit and retain competent staff, and recommends changes to the Council where necessary. The Committee provides a channel between the Council and staff for the communication of grievances about general terms and conditions of service, in situations where they cannot be resolved by consultation.

The Staffing Committee is chaired by a Council member and currently has ten members. It met four times during the year in review. Attendance records of individual members are set out on page 108.

### Chairman

Dr Jack Yeung Chung-kit

### Members

Miss Lam Kam-yi  
Mr Leung Yam-shing  
Prof Helen Meng Mei-ling  
Mrs Katherine Ngan Ng Yu-ying, MH, JP  
Mr Sin Kai-ming, MH  
Ms Marilyn Tang Yin-lee  
Mr Patrick Wong Chi-kwong  
Mr Byron Ng, JP  
Mr Frank Tsang  
Mrs Agnes Mak Tang Pik-yee, MH, JP

As at 31 March 2015

## Business Development Committee

The Business Development Committee reviews the business activities of HKPC, considers substantial changes to the HKPC's Services Audit Statement, explores new business opportunities, and advises the Council on the business development of HKPC in relation to HKPC's role in the changing industrial environment. The Committee also monitors the performance of HKPC's subsidiary companies.

The Business Development Committee is chaired by a Council member. It currently has eight members. During the year in review, it met three times. Attendance records of individual members are set out on page 108.

## 主席

陳鎮仁, SBS, JP

(劉展灝, SBS, MH, JP於2015年7月1日出任主席)

## 委員會成員

查逸超

鄭文聰, MH, JP

李國本

梁廣泉

蒙美玲

顏吳餘英, MH, JP

曾俊文

麥鄧碧儀, MH, JP

截至2015年3月31日

## Chairman

Dr Clement Chen Cheng-jen, SBS, JP

(Mr Stanley Lau Chin-ho, SBS, MH, JP assumed BDC chairmanship on 1 July 2015)

## Members

Prof John Chai Yat-chiu

Ir Prof Daniel Cheng Man-chung, MH, JP

Dr Delman Lee

Mr Leung Kwong-chuen

Prof Helen Meng Mei-ling

Mrs Katherine Ngan Ng Yu-ying, MH, JP

Mr Frank Tsang

Mrs Agnes Mak Tang Pik-yee, MH, JP

As at 31 March 2015

## 內部監控及風險管理

理事會非常重視維持高水準的企業管治、提高本身的透明度，以及對公眾問責，而外部和內部審計系統正可落實這宗旨。

## 外部審計

理事會委任羅兵咸永道為外聘核數師，為本局財務報告進行審計。

除了審查財務報告之外，外聘核數師在加強生產力局的內部監控，也發揮重要作用。如有需要，外聘核數師會在審計程序開始前，在管理層避席下與審計委員會討論審計的性質和範疇，以及查詢任何事項。外聘核數師致管理層的所有管理建議書，以及生產力局管理層的所有回應，均交由審計委員會審閱。

## 內部審計及風險管理

內部審計及風險管理辦公室由生產力局理事會審計委員會督導，協助處理生產力局的風險管理工作。

辦公室致力找出及評估潛在的營運風險，並提出相應的內部監控措施，以符合企業管治的要求。辦公室並制定和執行生產力局的審計政策和策略，以保障其資產，符合有關法律、法規，提高營運效率及效益，確保文件記錄的準確性和可靠性。

該辦公室直接向審計委員會匯報，並須在每次審計委員會會議上，就生產力局不同運作的監管和合規情況，向委員會報告其審計結果。

在本年度內，內部審計及風險管理辦公室審核了生產力局的十項運作，涉及生產力局的不同範疇。各項審計工作推行前，均經過審計委員會審批。

## Internal Control and Risk Management

The Council attaches significant importance to maintaining a high standard of corporate governance and the enhancing of its transparency and accountability to the public. The external and internal audit systems are instrumental in this regard.

## External Audit

The Council has appointed PricewaterhouseCooper as the external auditor to conduct an audit of its financial statements.

The external audit plays an important role in reviewing the financial statements as well as strengthening the internal controls of HKPC. Before the audit commences, the external auditor discusses the nature and scope of the audit with the Audit Committee if necessary, together with any matters the external auditor may wish to discuss in the absence of management. Any management letter from the external auditor and the management's response will be reviewed by the Audit Committee.

## Internal Audit

The Council's Internal Audit and Risk Management Office ("ARO") is directed by the Audit Committee of HKPC to assist the management with the risk management function of the Council.

ARO proactively identifies and examines any risky area in the operations and proposes appropriate internal control measure in line with the mandates for corporate governance. ARO also formulates and executes an overall audit policy and strategy of the Council to safeguard its assets, ensure compliance with relevant laws and regulations, promote operational efficiency and effectiveness and secure accuracy and reliability of its records.

The Office reports directly to the Chairman of the Audit Committee. At every Audit Committee meeting, the Office reports to the Committee its findings on auditing of control sufficiency and compliant situation of different operations of HKPC.

In the year under review, the ARO had audited 10 operations covering different aspects of HKPC. The audit job plans are reviewed and agreed by the Audit Committee in advance.

## 內部監控

為確保內部監控制度持之有效，管理層在本年報期內還執行了以下工作：

- 檢討內部監控制度的成效，並透過檢視內部審計報告的內容，向理事會報告審查結果和建議；
- 推行企業資源規劃系統，加強項目管理、財務及採購運作的標準化和透明度
- 在制定年度計劃和預算時，審視各部門的資源；
- 經常審視業務、外部環境和重大風險，作為制定年度計劃和預算的重要部份；及
- 連同審計委員會主席會見外聘核數師，並報告於審計委員會會議上所討論的各個監控弱點，以及財務報告的效益和符合規章的情況。

## 透明度

根據《香港生產力促進局條例》的規定，生產力局每年的年報連同財務報告及核數師報告，均須呈交立法會。為提高透明度，生產力局最高兩級行政人員的薪酬，詳列於獨立核數師報告及財務報告。

各理事會及委員會成員的會議出席記錄詳列於第 108 頁。

自 2009 年 11 月起，理事會及委員會的會議記錄均以不具名方式刊載於生產力局網站（若討論事項涉及敏感或機密商業資料，以及審計委員會會議記錄則除外）。

此外，理事會通過了一套「兩層式」利益申報制度，各委員必須在上任時及其後每年，申報所擁有的獨資或合資的公司，或出任董事的公司；除此之外，各委員還要披露有報酬的聘任、職位、行業、專業工作或職業，以及在各家上市和私人公司的持股量（如持有量佔公司已發行股本的 1% 或以上）。

公眾可要求查閱各項利益申報登記。此外，委員如意識到未來的議題中，有任何事項可能涉及其利益關係，必須在該議題正式商議前，盡快向主席（或理事會）披露。

## Internal Control

To ensure an effective system of internal control is in place, the Management has also performed the following tasks during the reporting period:

- review the effectiveness of the system of internal control and report to the Council through review of the findings and recommendations as set out in the reports of internal audit;
- deploy an enterprise resource planning system for the entire corporation to enhance standardization and transparency of project, finance and procurement-related operations;
- review the resources for all divisions during the annual Programme and Estimates exercise;
- conduct frequent review of the business, external environment and significant risks as part and parcel of the annual Programme and Estimates exercise; and
- meet with external auditors together with the Audit Committee Chairman and report any control weaknesses as well as the effectiveness of financial reporting and compliance as discussed during the meeting of the Audit Committee.

## Transparency

In accordance with the requirements of the HKPC Ordinance, the HKPC's Annual Report, with the statement of accounts and the auditor's report, is tabled at the Legislative Council each year. To enhance transparency, the annual emoluments of each and every senior executive at the top two tiers of the HKPC management are disclosed in independent Auditor's Report and Financial Statements.

The attendance of Members in Council and Committees is detailed on page 108.

Since November 2009, the minutes of the Council and Committees (except discussion items containing commercially sensitive or confidential information and the minutes of the Audit Committee) have been made available on a non-attributable basis on HKPC's website.

Separately, the Council adopted a two-tier reporting system for declarations of interest by Council Members, who are required to disclose upon first appointment and annually thereafter proprietorships, partnerships or directorships of companies. They are also required to disclose remunerated employments, offices, trades, professions or vocations as well as shareholdings in companies, public or private (being 1% or more of the company's issued share capital).

The register of declarations is made available for public inspection upon request. Furthermore, Members are required, as soon as practicable after they have become aware of it, to disclose to the Chairman (or the Council) their interest in any matter under consideration by the Council prior to the discussion.





## 最佳企業管治資料披露 EXCELLENCE IN TRANSPARENCY

生產力局獲得香港會計師公會主辦的「2014 年度最佳企業管治資料披露大獎」公營/非牟利機構組別評判嘉許，評審團對本局致力提升機構的透明度尤為讚賞，包括具名披露其管理層的薪酬，以及將理事會及各委員會的會議記錄上載至其網站，供公眾參閱，較同業及大多數上市公司更具透明度。

HKPC achieved a special mention in the Best Corporate Governance Disclosure Awards 2014 by The Hong Kong Institute of Certified Public Accountants. The judges appreciate the efforts made by the HKPC to increase its transparency by, for example, disclosing the remuneration of its senior management on an individual and named basis, which few of its peers and not many listed companies currently do. In addition, minutes of the HKPC's council and committee meetings were posted on its website.

## 舉報

理事會推行了舉報政策，為公眾提供舉報渠道和指引。任何人士如有合理懷疑，生產力局或任何員工出現違規、行為失當或舞弊情況，可通過信件或專用電郵地址 (whistleblowing@hkpc.org) 直接向審計委員會主席舉報事件，只有獲得審計委員會主席授權的指定人士，才可查閱有關電子郵件或信件。

審計委員會主席會檢視有關的投訴，並決定該如何處理，例如：提名一位合適的專員或成立特別委員會，獨立調查事件。

## 工作安全及保安管理

生產力局高度重視職業安全及機構保安，本局致力為員工及持份者提供安全及健康的工作環境。為妥善處理所有安全及保安風險，本局正推行國際標準職業健康及安全管理體系，更有系統地識別和管理安全及健康風險。

本局正預備獲取 OHSAS 18001 認證，年內，有關之職業健康及安全管理體系手冊、程序及指引等標準文件經已編製。本局亦按照 OHSAS 18001 標準及所有相關的法律要求來檢討及修訂現有的職業健康及安全政策。

在 2014-15 年度，生產力局完全符合所有職業健康及安全的法定要求，並編製了風險評估報告。本局亦舉行了不同的職業健康及安全訓練課程，637 名職員修讀。

本局亦於本年度完成職業安全健康局的持續進步安全管理確認計劃 (CISPROS) 的審核，職安局的審核員亦滿意本局推行職業健康及安全管理的表現。

## Whistle Blowing

The Council has a whistle blowing policy to provide the wider public with reporting channels and guidance on whistleblowing. Persons who have legitimate concern about irregularity, misconduct or malpractice of the Council or any staff member may raise the matter directly through mail or a dedicated email address (whistleblowing@hkpc.org) to the Audit Committee (AC) Chairman of the Council. Only persons who are designated by the AC Chairman will have access to such email or correspondence.

The AC Chairman will review the complaint and decide how it should be addressed such as nominating an appropriate investigating officer or set up a special committee to investigate into the matter independently.

## Safety and Security Governance

Safety and security remains a priority of the Council. We are committed to providing and preserving an inherently safe and healthy work environment for all staff and stakeholders. To ensure that safety and security risks are handled in a proper manner, we are pursuing international standard certifications to identify and manage safety and health risks systematically.

We are making preparations to attain OHSAS 18001 certifications. A set of documented Occupational Health & Safety Management System (OHSMS) Manual, Procedures and Instructions according to the requirements of the guidelines was established in the year. The existing HKPC occupational health and safety policy has been reviewed and revised according to the OHSAS 18001 guidelines and all relevant legal requirements.

HKPC achieved full legal compliance on occupational health and safety in 2014-15 and the Council Risk Assessment Report was compiled. Different OHSMS related trainings were conducted and a total of 637 HKPC staff attended these training.

HKPC successfully completed the Continual Improvement Safety Programme Recognition Of System (CISPROS) audit in 2014-15. The auditors from Occupational Safety and Health Council (OSHC) recognized and are satisfied with the implementation of HKPC OHSMS and its performance.



## 理事會及常務委員會會議出席紀錄

### Council and Standing Committee Meeting Attendance Record

4/2014 – 3/2015		Council 理事會	SC 職員事務	BDC 業務發展	FC 財務	AC 審計
陳鎮仁博士，SBS，JP	Dr Clement Chen Cheng-jen, SBS, JP	3/3		3/3		
伍志強先生，MH	Mr Victor Ng Chi-keung, MH	3/3			3/3	
區嘯翔先生，BBS	Mr Albert Au Siu-cheung, BBS	2/3				4/4
查逸超教授（由 1/1/2015）	Prof John Chai Yat-chiu (from 1/1/2015)	1/1		0/1		
鄭文聰教授，MH，JP	Ir Prof Daniel Cheng Man-chung, MH, JP	3/3		2/3		
周博軒先生（由 1/1/2015）	Mr Felix Chow Bok-hin (from 1/1/2015)	1/1			1/1	
郭振華先生， BBS，MH，JP（至 31/12/2014）	Mr Jimmy Kwok Chun-wah, BBS, MH, JP (till 31/12/2014)	2/2		2/2		2/3
李國本博士	Dr Delman Lee	3/3		1/3		3/4
梁廣泉先生	Mr Leung Kwong-chuen	3/3		3/3		4/4
梁任城先生	Mr Leung Yam-shing	2/3	3/4			1/1
蒙美玲教授	Prof Helen Meng Mei-ling	1/3	2/4	1/1		
吳大釗博士	Dr David Ng Tai-chiu	3/3			3/3	4/4
吳宏斌博士，BBS，MH	Dr Dennis Ng Wang-pun, BBS, MH	3/3			3/3	1/1
顏吳餘英女士，MH，JP	Mrs Katherine Ngan Ng Yu-ying, MH, JP	3/3	4/4	2/3		
成小澄博士，BBS，JP（至 31/12/2014）	Dr Elizabeth Shing Shiu-ching, BBS, JP (till 31/12/2014)	2/2	3/3			3/3
黃志光先生	Mr Patrick Wong Chi-kwong	3/3	1/1			3/4
楊傑傑博士	Dr Jack Yeung Chung-kit	1/3	4/4	1/2		
林錦儀女士	Miss Lam Kam-yi	3/3	3/4			
冼啟明先生，MH	Mr Sin Kai-ming, MH	3/3	4/4			
鄧燕梨女士	Ms Marilyn Tang Yin-lee	2/3	4/4			
商務及經濟發展局常任秘書長 （通訊及科技）或其候補委員	Permanent Secretary for Commerce and Economic Development (Communications and Technology) or her alternative members	3/3				
創新科技署署長或其候補委員	Commissioner for Innovation and Technology or her alternative members	3/3	4/4	3/3	3/3	4/4
工業貿易署署長或其候補委員	Director-General of Trade and Industry or his alternative members	3/3				
政府經濟顧問或其候補委員	Government Economist or her alternative members	3/3			3/3	
勞工處副處長或其候補委員	Deputy Commissioner for Labour or his alternative members	3/3	4/4			
香港生產力促進局總裁	Executive Director of HKPC		4/4	3/3	3/3	4/4

職員事務 – 職員事務委員會，業務發展 – 業務發展委員會，財務 – 財務委員會，審計 – 審計委員會

SC – Staffing Committee, BDC – Business Development Committee, FC – Finance Committee, AC – Audit Committee

# 主要表現指標

## KEY PERFORMANCE MEASURES

### 主要表現指標

#### Key Performance Measures

**2014/15**

2013/14

2012/13

2011/12

2010/11



#### 服務提供 Service Delivery

顧問項目數目 Number of consultancy projects	<b>970</b>	964	1,030	1,361	1,443
培訓課程學員人數 Number of training course participants	<b>3,041</b>	4,564	5,434	6,542	6,172
展覽/考察團/會議參加人數 Number of people attended exhibitions/ study missions/conferences	<b>3,969</b>	6,474	2,048	2,631	3,310



#### 財務 (百萬元) Financial Result (HK\$M)

顧問項目收入 Income from consultancy projects	<b>265.44</b>	260.252	260.619	232.925	202.206
培訓課程收入 Income from training courses	<b>12.898</b>	17.431	18.537	21.428	21.002
展覽/考察團/會議收入 Income from exhibitions/ study missions/conferences	<b>9.386</b>	7.18	10.348	13.833	7.74
製造支援項目收入 Income from manufacturing support projects	<b>26.027</b>	26.295	22.318	21.243	23.408



#### 效益 Effectiveness

市場推廣 Marketing effort	生產力局為行業協會舉辦的活動/ 聯繫活動/免費研討會 參加者人數 Number of people attended events/ networking activities for industry associations/free seminars	<b>23,531</b>	24,341	22,629	21,694	21,132
客戶滿意 Customer satisfaction	客戶滿意度指數 Customer satisfaction index	<b>8.9</b>	9.01	9.1	8.66	8.64





# 管理層 SENIOR MANAGEMENT



老少聰  
Mr Gordon Lo Siu-chung

潘永生  
Mr Joseph Poon Wing-sang

麥鄧碧儀  
Mrs Agnes Mak Tang Pik-yee

林植廷  
Mr Tony Lam Chik-ting





麥鄧碧儀女士從事資訊科技行業超過30年，經驗豐富，在加入香港生產力促進局前成立資訊科技顧問公司，歷任多家電訊公司、私人企業及公營機構的高層職位。

麥女士在成功發展個人事業的同時，亦積極參與公共事務，推動資訊科技的應用，包括香港電腦學會前任會長(1995-1998)、香港浸會大學理學院顧問委員會主席，亦是職業訓練局資訊科技培訓及發展委員會主席、創新科技基金一般支援計劃評審委員會副主席、僱員再培訓局副主席、香港科技園董事局成員、香港學術及職業資歷評審局成員及社會福利諮詢委員會委員。

此外，麥女士致力推動資訊科技教育，曾出任多間專上教育學院的顧問委員會主席，就課程的發展和評審給予專業意見。麥女士被委任為教育局轄下的資訊科技及通訊行業「行業培訓諮詢委員會」主席，與業界代表成功制定行業的能力標準說明。麥女士更參與香港資訊科技專業認證局，與業界共同開發及推廣專業認證計劃，以確立資訊科技從業員的專業地位。

麥女士於1995年獲選為香港十大傑出青年，1999年被授予香港電腦學會院士；2002年獲香港特區政府委任為「太平紳士」；2007年榮獲香港特區政府頒發「榮譽勳章」；2008年獲職業訓練局頒發榮譽院士。

Mrs Mak has over 30 solid years of experience in information technology. Prior to joining Hong Kong Productivity Council, Mrs Mak founded her own IT consultancy business. She also has extensive working experience in both private and public sectors having held key posts in various communication companies as well as statutory body.

Along with her full-time career, Mrs Mak has been very active within the Hong Kong IT Community. She was the President of Hong Kong Computer Society (1995-1998), Chairman of the Advisory Committee of Science Faculty of Hong Kong Baptist University, Chairman of Committee in Information Technology Training and Development of Vocational Training Council, Vice Chairman of the General Support Program Vetting Committee of the Innovation and Technology Fund, Vice Chairman of Employee Retraining Board, Board member of Hong Kong Science and Technology Parks Corporation, Member of Hong Kong Councils for Accreditation of Academic and Vocational Qualifications and Member of the Social Welfare Advisory Committee.

In addition to being an enthusiast in promoting the quality of higher education and enriching vocational education, Mrs Mak is also an advocate in advancing professional recognition for IT professionals in Hong Kong. She has assumed Chairman of the Information & Communications Technology/Industry Training Advisory Committee under the Education Bureau of HKSAR Government. Under her leadership, the Specification of Competency Standards for the IT industry was successfully developed. She has also taken up the position of Director In-charge of the Hong Kong Institute for IT Professional Certification which pioneers the first IT Professional credentialing scheme in Hong Kong.

In 1995, Mrs Mak was recognized as one of Ten Most Outstanding Young Persons in the Hong Kong community that made significant IT contributions. In 1999, she was conferred Distinguished Fellow of the Hong Kong Computer Society. In 2002, she was appointed as a "Justice of Peace". In July 2007, she was awarded "Medal of Honor" by the HKSAR Government. And in November 2008, she was conferred Honorary Fellow of Vocational Training Council.

## 管理層 SENIOR MANAGEMENT

林植廷先生曾於私人機構服務，其後於1991年加入政府出任政務主任，在加入香港生產力促進局前已擁有近20年公共行政經驗。林先生曾參與策劃及推行各個不同範疇的公共政策，他的經驗涵蓋衛生保健、市政服務和公共安全政策，此外，他亦曾參與在工業、貿易、創新和科技發展的政工作。

在加入香港生產力促進局之前，林先生參與了策劃和落實幾項大型跨境交通基建項目，包括港珠澳大橋、廣深港高速鐵路和港深機場聯絡線。

Having worked in the private sector, Mr Tony Lam joined the civil service as an Administrative Officer in 1991 gaining some 20 years of experience in public administration before joining the Hong Kong Productivity Council. Over the years, Mr Lam has been involved in the formulation and implementation of public policy in a very wide range of areas. His experience covers health care, municipal services and public security. Additionally, he has also been involved in the policy areas of industry, trade, innovation and technology development.

Prior to joining the Hong Kong Productivity Council, Mr Lam participated in the planning and implementation of several cross-boundary mega transport infrastructures including the Hong Kong–Zhuhai–Macao Bridge, the Guangzhou–Shenzhen–Hong Kong Express Rail Link and the Hong Kong–Shenzhen Airport Rail Link.



**林植廷**  
**Mr Tony Lam Chik-ting**  
副總裁（機構事務）  
Director, Corporate Services

林先生畢業於香港大學，獲社會科學學士（榮譽）學位，並於2009年8月出任香港生產力促進局副總裁（機構事務）。Mr Lam graduated from the University of Hong Kong with a Bachelor of Social Sciences (Honours) Degree. He joined HKPC as Director, Corporate Services, in August 2009.

潘永生先生具三十年管理及技術顧問經驗，範圍涵蓋汽車、創新、自動化、知識產權管理、專利及商標、智力資本管理，以及品牌和持續改善 (KAIZEN)。

潘先生加入生產力局之前，曾擔任一家機械製造廠的高層職位。他現為香港電子業商會執行委員會會員、香港壓鑄及鑄造業總會名譽顧問、香港模具協會執委會成員、香港科技協進會副會長、香港醫療及保健器材行業協會名譽理事、深港生產力基地有限公司董事。

Mr Joseph Poon has over 30 years of experience in business and consulting. His portfolio spans automotive, innovation, automation, intellectual property management, patent and trademark, intellectual capital management, to branding and Kaizen consulting.

Prior to joining HKPC, Mr Poon held a senior management position in a machinery manufacturing company. He is currently an executive committee member of the Hong Kong Electronic Industries Association; Honourary Advisor of the Hong Kong Diecasting and Foundry Association; committee member of the Hong Kong Mould & Die Council; Vice Chairman of the Hong Kong Association for the Advancement of Science and Technology; honorary board member of the Hong Kong Medical and Healthcare Device Industries Association; Director of the SZ-HK Productivity Foundation Co Ltd.



**潘永生**  
**Mr Joseph Poon Wing-sang**  
副總裁（科技發展）  
Director, Technology Development

潘先生畢業於英國倫敦大學，獲機械工程學士學位，其後獲英國斯特拉斯克萊德大學生產管理及製造科技理學碩士學位。潘先生於1986年加入香港生產力促進局。Mr Poon obtained a Bachelor's degree in Mechanical Engineering from the University of London, UK and a Master of Science degree in Production Management and Manufacturing Technology from Strathclyde University, UK. Mr Poon joined HKPC in 1986.





老先生具備資訊科技專業人員認證（項目總監）。他獲取英國倫敦大學理學碩士學位及帝國學院文憑，於1997年加入香港生產力促進局。

Mr Lo is a Certified Professional IT Project Director (CPIT(PD)). He obtained a Diploma of Imperial College and a Master of Science degree from University of London. Mr Lo joined HKPC in 1997.

老少聰先生具三十年管理及資訊科技顧問經驗，範圍涵蓋業務策略研究、方案評估、可行性分析、流程改造、系統整合、服務創新、供應鏈管理等。多年來主要的客戶有上市公司、製造商、零售商、銀行、電訊公司、公營機構及不同的政府部門等。

老先生在加入生產力局之前，曾在國際著名資訊科技顧問公司任職十多年。他現為香港貿易發展局「資訊及通訊科技服務委員會」委員、商務及經濟發展局「零售業人力發展諮詢委員會」委員、香港職業訓練局「資訊科技訓練發展委員會」委員、社會福利署「資訊科技聯合委員會」委員、香港工業貿易署「中小型企業委員會」委員、香港工業總會「科技發展委員會」顧問、香港總商會「數碼資訊及電訊委員會」委員及香港電腦學會理事會理事。

Mr. Gordon Lo has over 30 years of experience in business management and IT consulting. His portfolio spans strategic planning, solution evaluation, feasibility study, process improvement, system integration, service innovation and supply chain management, etc. Major clients include listed companies, manufacturers, retailers, banks, telecom companies, NGOs and various Government departments.

Prior to joining HKPC, Mr Lo worked in international IT companies for more than ten years. He is currently member of ICT Services Advisory Committee of Trade Development Council; member of Advisory Panel on Retail Manpower Development of Commerce and Economic Development Bureau; member of Committee of IT Training and Development of Vocational Training Council; member of Joint Committee on Information Technology for the Social Welfare Sector of Social Welfare Department; member of Small and Medium Enterprise Committee of Trade and Industry Department; advisor of Technology Development Committee of Federation of HK Industries; member of Digital, Information and Telecommunications Committee of Hong Kong General Chamber of Commerce and council member of Hong Kong Computer Society.

## 管理層 SENIOR MANAGEMENT



1



2



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6

### 部門主管 DIVISION HEADS

1

**張梓昌**

Dr Lawrence Cheung  
汽車及電子部總經理  
General Manager  
Automotive & Electronics  
Division

2

**雷致行**

Mr Derek Louie  
自動化科技部總經理  
General Manager  
Automation Service Division

3

**方湛樑**

Mr Raymond Fong  
環境管理部總經理  
General Manager  
Environmental Management  
Division

4

**李國強**

Mr Thomas Lee  
材料及製造科技部總經理  
General Manager  
Materials & Manufacturing  
Technology Division

5

**陳建中**

Mr Kim Chan  
企業創新部總經理  
General Manager  
Enterprise Innovation Division

6

**黃家偉**

Mr Wilson Wong  
資訊科技業發展部總經理  
General Manager  
IT Industry Development Division

7



9



10



11



7

何香凝

Ms Lilian Ho

人力資源及行政部總經理  
General Manager  
Human Resources &  
Administration Division

9

何富豪

Mr Jonathan Ho

企業傳訊及市場部總經理  
General Manager  
Corporate Communication  
and Marketing Division

11

朱國平

Mr Stanley Chu

內部審計及風險管理總監  
Head  
Internal Audit and Risk Management

8

林芷君

Ms Vivian Lin

財務及採購部總經理  
General Manager  
Finance & Procurement Division

10

陳偉業

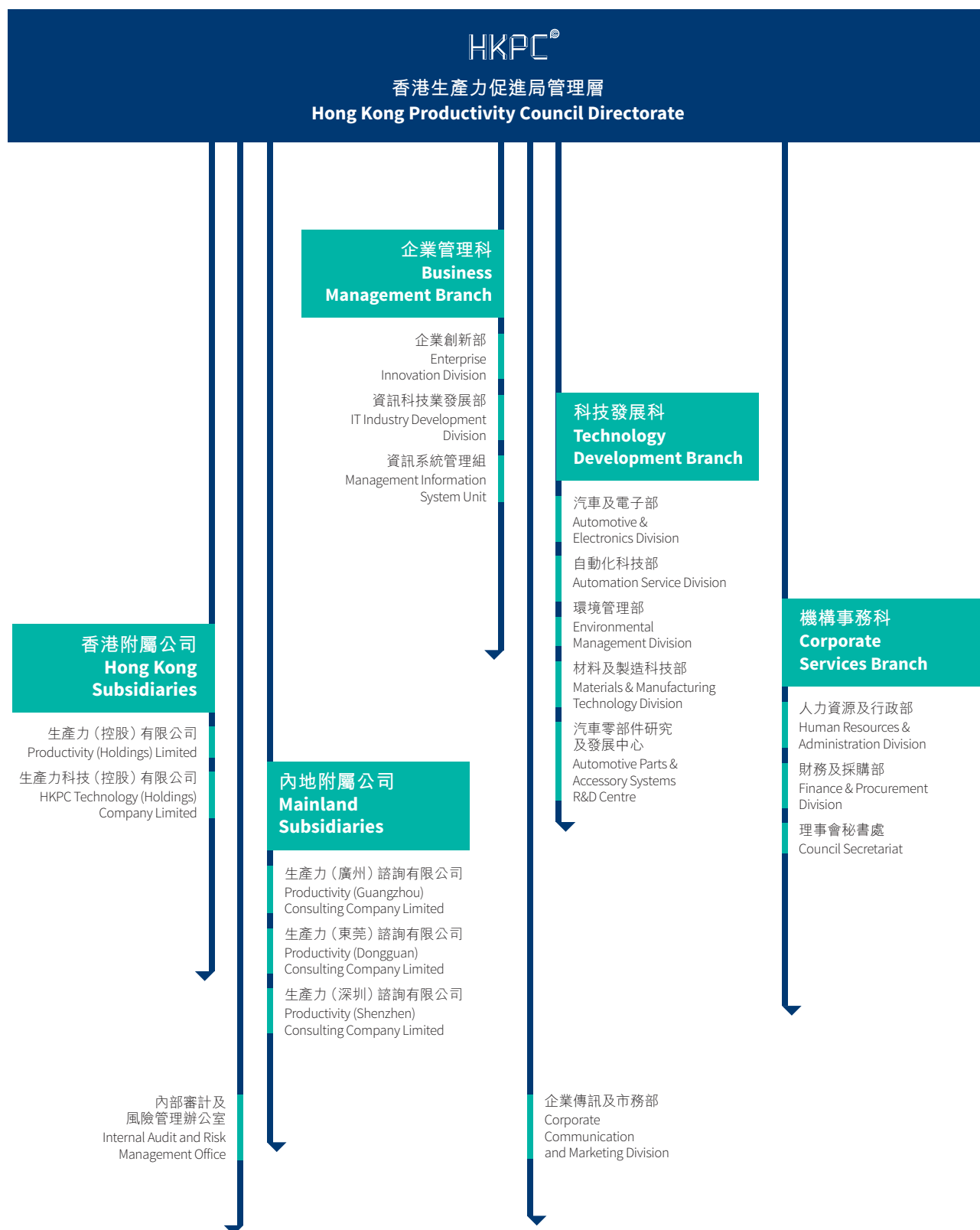
Mr Gilbert Chan

內地附屬公司總經理  
General Manager  
WFOEs



# 組織架構

## ORGANIZATION STRUCTURE



## 附屬公司 SUBSIDIARIES

### 生產力（控股）有限公司及珠三 角的獨資企業

生產力（控股）有限公司成立於2003年7月28日，為珠三角區內港資企業提供橫跨價值鏈的綜合支援，協助企業提升卓越生產力。

為了達成上述目標，生產力（控股）有限公司分別於2003及2004年在珠三角成立了生產力（廣州）諮詢有限公司、生產力（東莞）諮詢有限公司及生產力（深圳）諮詢有限公司等三家獨資企業。

### 生產力（控股）有限公司 董事局

陳鎮仁（董事局主席。劉展灝於2015年7月1日接任）、麥鄧碧儀、伍志強、王榮珍（蔡淑嫻於2015年8月19日接任）、楊棕傑

生產力（廣州）諮詢有限公司  
生產力（東莞）諮詢有限公司  
生產力（深圳）諮詢有限公司

### 董事局

林植廷（董事局主席）、林芷君、老少聰、麥鄧碧儀、潘永生、譚錫榮

### Productivity (Holdings) Limited and Wholly Foreign Owned Enterprises in the PRD

The Productivity (Holdings) Limited was established on 28 July 2003 with the objective to promote productivity excellence through the provision of integrated support across the value chain of Hong Kong firms operating in the Pearl River Delta (PRD).

This objective is achieved through incorporating 3 Wholly Foreign Owned Enterprises (WFOEs) in the PRD, namely Productivity (Guangzhou) Consulting Co. Ltd., Productivity (Dongguan) Consulting Co. Ltd., and Productivity (Shenzhen) Consulting Co. Ltd. in 2003 and 2004.

### Productivity (Holdings) Limited

#### Board of Directors:

Dr Clement Chen (Chairman of the Board, Mr Stanley Lau assumed chairmanship from 1 July 2015), Mrs Agnes Mak, Mr Victor Ng, Miss Janet Wong (Ms Annie Choi, effective 19 August 2015) and Dr Jack Yeung.

Productivity (Guangzhou) Consulting Co. Ltd.  
Productivity (Dongguan) Consulting Co. Ltd.  
Productivity (Shenzhen) Consulting Co. Ltd.

#### Board of Directors:

Mr Tony Lam (Chairman of the Board), Ms Vivian Lin, Mr Gordon Lo, Mrs Agnes Mak, Mr Joseph Poon and Mr Alfonso Tam.

**附屬公司**  
**SUBSIDIARIES****生產力科技（控股）有限公司**

生產力科技（控股）有限公司在2004年9月1日成立，以協助生產力局將具有市場潛力的專利、技術及項目成果轉化為商品。該公司為研發成果提供直接有效的商品化平台，致力促進香港發展科技密集的經濟活動。

生產力科技（控股）有限公司在本年度成功透過授權把四項科技商品化，包括薄膜過濾中水回用系統，AquaSed 建築地盤污水處理系統，Envirowash 建築地盤輪胎清洗機，以及皮膚光學影像系統。

**董事局**

陳鎮仁（董事局主席。劉展灝於2015年7月1日接任）、鄭文聰、麥鄧碧儀、王榮珍（蔡淑嫻於2015年8月19日接任）、楊棕傑

截至2015年3月31日

**HKPC Technology (Holdings) Co. Ltd.**

HKPC Technology (Holdings) Co. Ltd. (HKPCT) was established on 1 September 2004 as a vehicle for the commercialization of HKPC's patents, technologies and project deliverables with market potential. The Company aims to develop a new technology-based generation through providing a more direct and effective avenue to turn R&D deliverables into products.

During the year, HKPCT successfully commercialized 4 technologies developed via licensing. These included a greywater recycling membrane system, an AquaSed system for treating wastewater discharged from construction sites, an Envirowash system for automatic washing of truck wheels and an optical imaging system for skin application.

**Board of Directors:**

Dr Clement Chen (Chairman of the Board, Mr Stanley Lau assumed chairmanship from 1 July 2015), Ir Prof Daniel Cheng, Mrs Agnes Mak, Miss Janet Wong (Ms Annie Choi, effective 19 August 2015) and Dr Jack Yeung.

As at 31 March 2015



## 財務報告 FINANCIAL REVIEW

香港生產力促進局及其附屬公司全年截至二零一五年三月三十一日止的綜合賬目經由外部核數師「羅兵咸永道會計師事務所」審計，並獲發無保留審計意見書。綜合資產負債表、綜合收支賬目及綜合全面收益表詳載於後頁。

The consolidated accounts for the year ended 31 March 2015 of Hong Kong Productivity Council and its subsidiaries have been audited by the external auditor (PricewaterhouseCoopers) with a clean audit opinion and extracts of the Consolidated Balance Sheet, Consolidated Income and Expenditure Account and Consolidated Statement of Comprehensive Income are set out in the following pages.

## 綜合資產負債表

### Consolidated Balance Sheet

於 2015 年 3 月 31 日 as at 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

		2015	2014
<b>非流動資產</b>	<b>Non-current assets</b>		
固定資產	Fixed assets	\$ 196,252,828	\$ 186,191,339
無形資產	Intangible assets	11,549,265	12,949,578
於非控制全資公司 的投資	Investment in a non-controlled wholly-owned entity	10,000	10,000
聯營公司權益	Interest in an associate	1,514,930	1,543,530
按金	Deposits	4,463,335	12,985,450
		<b>\$ 213,790,358</b>	<b>\$ 213,679,897</b>
<b>流動資產</b>	<b>Current assets</b>		
應收賬款、預付款項 及按金	Accounts receivable, prepayments and deposits	\$ 55,622,700	\$ 45,661,390
銀行存款及現金	Cash at bank and in hand	264,945,175	242,772,928
		<b>\$ 320,567,875</b>	<b>\$ 288,434,318</b>
<b>流動負債</b>	<b>Current liabilities</b>		
應付賬款及應計費用	Accounts payable and accruals	\$ 211,946,106	\$ 181,464,672
應付非控制全資公司 款項	Amount due to a non-controlled wholly-owned entity	-	697,050
應付聯營公司款項	Amount due to an associate	812,536	827,061
應付稅項	Current taxation	137,410	168,363
		<b>\$ 212,896,052</b>	<b>\$ 183,157,146</b>
<b>流動資產淨值</b>	<b>Net current assets</b>	<b>\$ 107,671,823</b>	<b>\$ 105,277,172</b>
<b>淨資產</b>	<b>NET ASSETS</b>	<b>\$ 321,462,181</b>	<b>\$ 318,957,069</b>
<b>生產力局應佔資本 資助金及儲備</b>	<b>Capital subvention fund and reserves attributable to the Council</b>	<b>\$ 320,372,049</b>	<b>\$ 317,339,552</b>
<b>非控股股東權益</b>	<b>Non-controlling interests</b>	<b>1,090,132</b>	<b>1,617,517</b>
<b>資本資助金，儲備 及非控股股東權益</b>	<b>CAPITAL SUBVENTION FUND, RESERVES AND NON-CONTROLLING INTERESTS</b>	<b>\$ 321,462,181</b>	<b>\$ 318,957,069</b>

## 綜合收支賬目

## Consolidated Income and Expenditure Account

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

		2015	2014
<b>收入</b>	<b>Income</b>		
經常性活動的政府資助*	Government subvention for recurrent activities*	\$ 206,554,676	\$ 171,996,708
服務收入	Service income	399,795,215	374,977,639
其他收入	Other income	10,732,642	11,184,612
		<b>\$ 617,082,533</b>	\$ 558,158,959
<b>支出</b>	<b>Expenditure</b>		
職員薪俸	Staff emoluments	(343,504,002)	(329,204,184)
其他支出	Other expenses	(269,024,460)	(240,240,400)
應佔聯營公司虧損	Share of loss of an associate	(1,489)	(6,035)
		<b>\$ 4,552,582</b>	\$ (11,291,660)
所得稅	Income tax	(955,147)	(203,156)
		<b>3,597,435</b>	(11,494,816)
從資本資助金轉入	Transfer from capital subvention fund	32,682,611	24,979,940
<b>年內盈餘</b>	<b>Surplus for the year</b>	<b>\$ 36,280,046</b>	\$ 13,485,124
<b>歸屬於：</b>	<b>Attributable to:</b>		
生產力局	The Council	\$ 35,969,380	\$ 13,283,259
非控股股東權益	Non-controlling interests	310,666	201,865
		<b>\$ 36,280,046</b>	\$ 13,485,124

\* 2014/2015年度生產力局的政府資助全數於收支賬目的政府資助收入列賬，而2013/2014年度生產力局的政府資助分別於收支賬目的政府資助收入及資本資助金列賬。

\* The annual block grant of the Council for the year of 2014/15 was entirely accounted for as Government subvention income in the statement of comprehensive income whereas the annual block grant of the Council for the year of 2013/14 was accounted for as Government subvention income in the statement of comprehensive income and capital subvention fund.





## 綜合全面收益表

## Consolidated Statement of Comprehensive Income

截至2015年3月31日止年度 for the year ended 31 March 2015

(以港幣為單位 Expressed in Hong Kong dollars)

		2015	2014
年內盈餘	Surplus for the year	\$ 36,280,046	\$ 13,485,124
年內其他全面收益	Other comprehensive income for the year		
可能於其後重新歸類至 收支賬目的項目	Item that may be reclassified subsequently to income and expenditure account		
換算中華人民共和國 （「中國」）業務賬目的 匯兌差異	Exchange differences on translation of accounts of operations in the People's Republic of China ("PRC")	(259,603)	(206,968)
年內全面收益額	Total comprehensive income for the year	\$ 36,020,443	\$ 13,278,156
來自： 生產力局 非控股股東權益	Attributable to: The Council Non-controlling interests	\$ 35,715,108 305,335	\$ 13,257,825 20,331
年內全面收益	Total comprehensive income for the year	\$ 36,020,443	\$ 13,278,156



為消減本印刷品對全球氣候變化的影響，生產力局環境管理部顧問對本年報的印刷及分發過程進行碳足印分析，並以碳額度抵銷碳排放量。  
To minimize the impact of this publication on global climate change, HKPC's environmental management consultants have performed a carbon footprint analysis on the printing and distribution of this annual report. The total carbon emission is offset by means of carbon credits.

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獨立核數師報告及財務報告  
Independent Auditor's Report  
and Financial Statements

**2014-15**





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## 獨立核數師報告 Independent Auditor's Report

致香港生產力促進局理事會各委員  
(根據《香港生產力促進局條例》在香港註冊成立)

本核數師(以下簡稱「我們」)已審計列載於第04至52頁香港生產力促進局(以下簡稱「生產力局」)及其附屬公司(統稱「貴集團」)的綜合賬目,此綜合賬目包括於二零一五年三月三十一日的綜合及生產力局資產負債表與截至該日止年度的綜合及生產力局收支賬目、綜合全面收益表、綜合儲備變動表和綜合現金流量表,以及主要會計政策概要及其他附註解釋資料。

### 理事會委員就綜合賬目須承擔的責任

理事會委員須負責根據香港會計師公會頒佈的香港財務報告準則編製綜合賬目,以令綜合賬目作出真實而公平的反映,及落實其認為編製綜合賬目所必要的內部控制,以使綜合賬目不存在由於欺詐或錯誤而導致的重大錯誤陳述。

### 核數師的責任

我們的責任是根據我們的審計對該等綜合賬目作出意見,並按照《香港生產力促進局條例》第18條的規定僅向整體理事會委員報告,除此之外本報告別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。

我們已根據香港會計師公會頒佈的香港審計準則進行審計。該等準則要求我們遵守道德規範,並規劃及執行審計,以合理確定綜合賬目是否不存在任何重大錯誤陳述。

To the Council Members of Hong Kong Productivity Council  
(incorporated in Hong Kong under the Hong Kong Productivity Council Ordinance)

We have audited the consolidated accounts of the Hong Kong Productivity Council (the "Council") and its subsidiaries (together, the "Group") set out on pages 04 to 52, which comprise the consolidated and the Council's balance sheets as at 31 March 2015, and the consolidated income and expenditure account, the consolidated and the Council's statements of comprehensive income, the consolidated statement of changes in reserve and the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Council Members' Responsibility for the Consolidated Accounts

The Council Members are responsible for the preparation of consolidated accounts that give a true and fair view in accordance with Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants, and for such internal control as the Council Members determine is necessary to enable the preparation of consolidated accounts that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated accounts based on our audit and to report our opinion solely to you, as a body, in accordance with section 18 of the Hong Kong Productivity Council Ordinance and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

We conducted our audit in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated accounts are free from material misstatement.



## 獨立核數師報告 Independent Auditor's Report

### 核數師的責任 (續)

審計涉及執行程序以獲取有關綜合賬目所載金額及披露資料的審計憑證。所選定的程序取決於核數師的判斷，包括評估由於欺詐或錯誤而導致綜合賬目存在重大錯誤陳述的風險。在評估該等風險時，核數師考慮與該公司編製綜合賬目以作出真實而公平的反映相關的內部控制，以設計適當的審計程序，但目的並非對公司內部控制的有效性發表意見。審計亦包括評價理事會委員所採用會計政策的合適性及作出會計估計的合理性，以及評價綜合賬目的整體列報方式。

我們相信，我們所獲得的審計憑證能充足和適當地為我們的審計意見提供基礎。

### 意見

我們認為，該等綜合賬目已根據香港財務報告準則真實而公平地反映貴集團及生產力局於二零一五年三月三十一日的事務狀況，以及貴集團及生產力局截至該日止年度的盈餘及貴集團的現金流量。

羅兵咸永道會計師事務所  
執業會計師

香港 2015 年 7 月 29 日

### Auditor's Responsibility (continued)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated accounts. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of consolidated accounts that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council Members, as well as evaluating the overall presentation of the consolidated accounts.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the consolidated accounts give a true and fair view of the state of affairs of the Group and the Council as at 31 March 2015, and of the Group's and Council's surplus and Group's cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards.

PricewaterhouseCoopers  
Certified Public Accountants

Hong Kong, 29 July 2015



## 綜合資產負債表

### Consolidated Balance Sheet

於2015年3月31日 as at 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

		附註 Note	2015	2014
<b>非流動資產</b>	<b>Non-current assets</b>			
固定資產	Fixed assets	4	\$196,252,828	\$186,191,339
無形資產	Intangible assets	5	11,549,265	12,949,578
於非控制全資公司 的投資	Investment in a non-controlled wholly-owned entity	6	10,000	10,000
聯營公司權益	Interest in an associate	7	1,514,930	1,543,530
按金	Deposits	8	4,463,335	12,985,450
			<b>\$213,790,358</b>	\$213,679,897
<b>流動資產</b>	<b>Current assets</b>			
應收賬款、預付款項 及按金	Accounts receivable, prepayments and deposits	8	\$55,622,700	\$45,661,390
銀行存款及現金	Cash at bank and in hand	9	264,945,175	242,772,928
			<b>\$320,567,875</b>	\$288,434,318
<b>流動負債</b>	<b>Current liabilities</b>			
應付賬款及應計費用	Accounts payable and accruals	10	\$211,946,106	\$181,464,672
應付非控制全資公司 款項	Amount due to a non-controlled wholly-owned entity	11	–	697,050
應付聯營公司款項	Amount due to an associate	11	812,536	827,061
應付稅項	Current taxation	20(c)	137,410	168,363
			<b>\$212,896,052</b>	\$183,157,146
<b>流動資產淨值</b>	<b>Net current assets</b>		<b>\$107,671,823</b>	\$105,277,172
<b>淨資產</b>	<b>NET ASSETS</b>		<b>\$321,462,181</b>	\$318,957,069
<b>生產力局應佔資本 資助金及儲備</b>	<b>Capital subvention fund and reserves attributable to the Council</b>		<b>\$320,372,049</b>	\$317,339,552
<b>非控股股東權益</b>	<b>Non-controlling interests</b>		<b>1,090,132</b>	1,617,517
<b>資本資助金，儲備 及非控股股東權益</b>	<b>CAPITAL SUBVENTION FUND, RESERVES AND NON-CONTROLLING INTERESTS</b>	12	<b>\$321,462,181</b>	\$318,957,069

生產力局理事會委員於2015年7月29日核准並許可發出。

Approved and authorised for issue by the Council Members on 29 July 2015.

)  
) 主席 Chairman  
)  
  
)  
) 副主席 Deputy Chairman  
)

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

## 資產負債表 Balance Sheet

於2015年3月31日 as at 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

		附註 Note	2015	2014
<b>非流動資產</b>	<b>Non-current assets</b>			
固定資產	Fixed assets	4	\$195,803,947	\$185,511,291
無形資產	Intangible assets	5	11,515,701	12,936,832
於非控制全資公司 及附屬公司的投資	Investments in a non-controlled wholly-owned entity and subsidiaries	6	18,732,000	18,732,000
按金	Deposits	8	4,463,335	12,985,450
			<b>\$230,514,983</b>	\$230,165,573
<b>流動資產</b>	<b>Current assets</b>			
應收賬款、預付款項 及按金	Accounts receivable, prepayments and deposits	8	\$52,927,510	\$43,076,694
應收附屬公司款項	Amounts due from subsidiaries	11	727,993	4,843,109
銀行存款及現金	Cash at bank and in hand	9	249,354,672	225,884,901
			<b>\$303,010,175</b>	\$273,804,704
<b>流動負債</b>	<b>Current liabilities</b>			
應付賬款及應計費用	Accounts payable and accruals	10	\$205,498,997	\$173,995,370
應付非控制全資公司 及附屬公司款項	Amounts due to a non-controlled wholly-owned entity and subsidiaries	11	13,018,576	16,703,916
			<b>\$218,517,573</b>	\$190,699,286
<b>流動資產淨值</b>	<b>Net current assets</b>		<b>\$84,492,602</b>	\$83,105,418
<b>淨資產</b>	<b>NET ASSETS</b>		<b>\$315,007,585</b>	\$313,270,991
<b>資本資助金及儲備</b>	<b>CAPITAL SUBVENTION FUND AND RESERVES</b>	12	<b>\$315,007,585</b>	\$313,270,991

生產力局理事會委員於2015年7月29日核准並許可發出。  
Approved and authorised for issue by the Council Members on 29 July 2015.

)  
) 主席 Chairman  
)  
  
)  
) 副主席 Deputy Chairman  
)

第11至第52頁的附註屬本賬目的一部分。  
The notes on pages 11 to 52 form part of these accounts.



## 綜合收支賬目

## Consolidated Income and Expenditure Account

截至2015年3月31日止年度 for the year ended 31 March 2015

(以港幣為單位 Expressed in Hong Kong dollars)

		附註 Note	2015	2014
<b>收入</b>	<b>Income</b>			
經常性活動的政府資助	Government subvention for recurrent activities	13	\$206,554,676	\$171,996,708
服務收入	Service income	14	399,795,215	374,977,639
其他收入	Other income	15	10,732,642	11,184,612
			<b>\$617,082,533</b>	<b>\$558,158,959</b>
<b>支出</b>	<b>Expenditure</b>			
職員薪俸	Staff emoluments	16	(343,504,002)	(329,204,184)
其他支出	Other expenses	19	(269,024,460)	(240,240,400)
應佔聯營公司虧損	Share of loss of an associate	7	(1,489)	(6,035)
			<b>\$4,552,582</b>	<b>\$(11,291,660)</b>
所得稅	Income tax	20(a)	(955,147)	(203,156)
			<b>3,597,435</b>	<b>(11,494,816)</b>
從資本資助金轉入	Transfer from capital subvention fund	12(a)	32,682,611	24,979,940
<b>年內盈餘</b>	<b>Surplus for the year</b>		<b>\$36,280,046</b>	<b>\$13,485,124</b>
<b>歸屬於：</b>	<b>Attributable to:</b>			
– 生產力局	– The Council	12(b)	\$35,969,380	\$13,283,259
– 非控股股東權益	– Non-controlling interests	12(d)	310,666	201,865
			<b>\$36,280,046</b>	<b>\$13,485,124</b>

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.



## 綜合全面收益表

## Consolidated Statement of Comprehensive Income

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

	附註 Note	2015	2014
年內盈餘	Surplus for the year	\$36,280,046	\$13,485,124
年內其他全面收益	Other comprehensive income for the year		
可能於其後重新歸類至 收支賬目的項目	Item that may be reclassified subsequently to income and expenditure account		
換算中華人民共和國 (「中國」)業務賬目的 匯兌差異	Exchange differences on translation of accounts of operations in the People's Republic of China ("PRC")	(259,603)	(206,968)
年內全面收益額	Total comprehensive income for the year	\$36,020,443	\$13,278,156
來自：	Attributable to:		
- 生產力局	- The Council	\$35,715,108	\$13,257,825
- 非控股股東權益	- Non-controlling interests	305,335	20,331
年內全面收益	Total comprehensive income for the year	\$36,020,443	\$13,278,156

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.





## 收支賬目

### Statement of Comprehensive Income

截至2015年3月31日止年度 for the year ended 31 March 2015

(以港幣為單位 Expressed in Hong Kong dollars)

		附註 Note	2015	2014
<b>收入</b>	<b>Income</b>			
經常性活動的政府資助	Government subvention for recurrent activities	13	\$206,554,676	\$171,996,708
服務收入	Service income	14	385,437,933	368,382,372
其他收入	Other income	15	9,454,646	10,928,055
			\$601,447,255	\$551,307,135
<b>支出</b>	<b>Expenditure</b>			
職員薪俸	Staff emoluments	16	(341,064,705)	(324,142,810)
其他支出	Other expenses	19	(258,645,956)	(240,831,864)
			1,736,594	(13,667,539)
從資本資助金轉入	Transfer from capital subvention fund	12(a)	32,682,611	24,979,940
<b>年內盈餘及全面收益</b>	<b>Surplus and total comprehensive income for the year</b>		\$34,419,205	\$11,312,401

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

## 綜合儲備變動表

## Consolidated Statement of Changes in Reserves

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

		歸屬於生產力局 Attributable to the Council				非控股 股東權益 Non- controlling interests	儲備總額 Total reserves
	附註 Note	資本資助金 Capital subvention fund	收入資助儲備 Revenue reserve	換算儲備 Exchange reserve	總額 Total		
於2013年4月1日的結餘	Balance at 1 April 2013	\$231,304,031	\$68,366,108	\$2,682,725	\$302,352,864	\$1,597,186	\$303,950,050
年內盈餘	Surplus for the year	-	13,283,259	-	13,283,259	201,865	13,485,124
年內其他全面收益	Other comprehensive income	-	-	(25,434)	(25,434)	(181,534)	(206,968)
年內全面收益總額	Total comprehensive income	-	13,283,259	(25,434)	13,257,825	20,331	13,278,156
資本資助金淨變動	Net movement in capital subvention fund	12(a)	1,728,863	-	1,728,863	-	1,728,863
於2014年3月31日的結餘	Balance at 31 March 2014	\$233,032,894	\$81,649,367	\$2,657,291	\$317,339,552	\$1,617,517	\$318,957,069

		歸屬於生產力局 Attributable to the Council				非控股 股東權益 Non- controlling interests	儲備總額 Total reserves
	附註 Note	資本資助金 Capital subvention fund	收入資助儲備 Revenue reserve	換算儲備 Exchange reserve	總額 Total		
於2014年4月1日的結餘	Balance at 1 April 2014	\$233,032,894	\$81,649,367	\$2,657,291	\$317,339,552	\$1,617,517	\$318,957,069
年內盈餘	Surplus for the year	-	35,969,380	-	35,969,380	310,666	36,280,046
年內其他全面收益	Other comprehensive income	-	-	(254,272)	(254,272)	(5,331)	(259,603)
年內全面收益總額	Total comprehensive income	-	35,969,380	(254,272)	35,715,108	305,335	36,020,443
註銷附屬公司	Deregistration of a subsidiary	-	-	-	-	(832,720)	(832,720)
資本資助金變動	Movement in capital subvention fund	12(a)	(32,682,611)	-	(32,682,611)	-	(32,682,611)
轉移	Transfer		(7,946,280)	7,946,280	-	-	-
		(40,628,891)	7,946,280	-	(32,682,611)	(832,720)	(33,515,331)
於2015年3月31日的結餘	Balance at 31 March 2015	\$192,404,003	\$125,565,027	\$2,403,019	\$320,372,049	\$1,090,132	\$321,462,181

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

## 綜合現金流量表

### Consolidated Statement of Cash Flows

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

	附註 Note	2015	2014
<b>營運活動</b>	<b>Operating activities</b>		
營運現金流入淨額	Net cash inflow from operations	\$60,076,916	\$38,132,260
已付中國企業所得稅	PRC Corporate Income Tax paid	(986,100)	(40,287)
<b>營運活動的現金流入淨額</b>	<b>Net cash inflow from operating activities</b>	<b>\$59,090,816</b>	<b>\$38,091,973</b>
<b>投資活動</b>	<b>Investing activities</b>		
已收利息	Interest received	\$798,043	\$936,063
新增三個月以上定期存款	Increase in fixed deposits with maturity over 3 months at acquisition	(179,120,942)	(107,241,345)
三個月以上定期存款到期所得款項	Proceeds from matured fixed deposits with maturity over 3 months at acquisition	184,148,693	128,497,944
出售固定資產所得款項	Proceeds from disposal of fixed assets	22,851	120,499
支付購入固定資產款項	Payment for the purchase of fixed assets	(32,417,640)	(21,349,931)
支付購入無形資產款項	Payment for the purchase of intangible assets	(4,176,793)	(5,135,198)
<b>投資活動的現金流出淨額</b>	<b>Net cash outflow from investing activities</b>	<b>\$(30,745,788)</b>	<b>\$(4,171,968)</b>
<b>融資活動</b>	<b>Financing activities</b>		
就註銷附屬公司向非控股股東權益提供的現金結算	Cash settlement to non-controlling interests for deregistration of a subsidiary	21(b) \$(832,720)	\$-
用作購入固定資產及無形資產的政府資助	Government subvention for the purchase of fixed assets and intangible assets	-	26,708,803
<b>融資活動所得的現金流(出)／入額</b>	<b>Cash (outflow)/inflow from financing activities</b>	<b>\$(832,720)</b>	<b>\$26,708,803</b>
<b>現金及現金等價物增加淨額</b>	<b>Net increase in cash and cash equivalents</b>	<b>\$27,512,308</b>	<b>\$60,628,808</b>
<b>於4月1日的現金及現金等價物</b>	<b>Cash and cash equivalents at 1 April</b>	<b>205,761,991</b>	<b>145,395,342</b>
<b>匯率變動的影響</b>	<b>Effect of foreign exchange rate changes</b>	<b>(312,310)</b>	<b>(262,159)</b>
<b>於3月31日的現金及現金等價物</b>	<b>Cash and cash equivalents at 31 March</b>	<b>\$232,961,989</b>	<b>\$205,761,991</b>

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

## 賬目附註

### Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

#### 1 香港生產力促進局的狀況

香港生產力促進局(「生產力局」)是一家政府資助機構，於1967年根據《香港生產力促進局條例》成立。生產力局的註冊辦事處和主要經營地點為香港九龍達之路78號生產力大樓。

生產力局及其附屬公司(統稱「集團」)的主要業務是致力鼓勵本港工商界採用更有效的營運方式，以提高香港的生產力。

#### 2 主要會計政策

##### (a) 遵例聲明

本財務報表是按照香港會計師公會頒佈的所有適用的《香港財務報告準則》(此統稱包含所有適用的個別《香港財務報告準則》、《香港會計準則》和詮釋)及香港公認會計原則的規定編製。以下是本集團採用的主要會計政策概要。

香港會計師公會頒佈了若干新訂和經修訂的《香港財務報告準則》。這些準則在集團及生產力局的當前會計期間首次生效或可供提早採納。首次應用此等適用於集團及生產力局之新訂和經修訂的準則所引致於當期及以往會計期間之任何會計政策變動已於本財務報表內反映，有關資料列載於附註3。

##### (b) 賬目編製基準

截至2015年3月31日止年度的綜合賬目涵蓋生產力局和某些附屬公司(參閱附註6)的賬目和集團在聯營公司權益。

賬目的編製基準採用歷史成本會計法。管理層在編製符合《香港財務報告準則》的賬目時需要作出判斷、估計和假設，足以影響會計政策的應用，以及資產、負債、收入和支出的報告數額。這些估計和相關假設是根據以往經驗和管理層因應當時情況認為合理的多項其他因素作出的，其結果構成了管理層在無法從其他途徑輕易獲得有關資產與負債賬面值時所作出判斷的基礎。實際結果可能有別於該等估計數額。

#### 1 Status of the Council

The Council is a subvented body corporate established in 1967 under the Hong Kong Productivity Council Ordinance. Its registered office and principal place of operations is HKPC Building, 78 Tat Chee Avenue, Kowloon, Hong Kong.

The principal activities of the Council and its subsidiaries (together referred to as the "Group") are to promote increased productivity, and the use of more efficient methods throughout Hong Kong's business sectors.

#### 2 Significant accounting policies

##### (a) Statement of compliance

These accounts have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards ("HKFRSs"), which collective term includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("HKASs") and Interpretations issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and accounting principles generally accepted in Hong Kong. A summary of the significant accounting policies adopted by the Group is set out below.

The HKICPA has issued certain new and revised HKFRSs that are first effective or available for early adoption for the current accounting period of the Group and the Council. Note 3 provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group and the Council for the current and prior accounting periods reflected in these accounts.

##### (b) Basis of preparation of the accounts

The consolidated accounts for the year ended 31 March 2015, comprise the Council and certain of its subsidiaries (see note 6) and the Group's interest in an associate.

The measurement basis used in the preparation of the accounts is the historical cost basis. The preparation of accounts in conformity with HKFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.



## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

## 2 主要會計政策 (續)

## (b) 賬目編製基準 (續)

管理層會持續審閱各項估計和相關假設。如果會計估計的修訂只是影響某一期間，其影響便會在該期間內確認；如果修訂對當前和未來期間均有影響，則在作出修訂的期間和未來期間確認。

關鍵會計估計和判斷在附註26中披露。

## (c) 附屬公司及非控股股東權益

附屬公司指集團擁有控制權的所有實體。當集團因參與實體而承受或有權享有可變回報，且有能力透過其對實體的權力影響該等回報，則集團對該實體有控制權。附屬公司從控制權轉移至集團之日起綜合入賬，並於控制權終止之日起停止綜合入賬。

於附屬公司的投資由控制開始當日至控制終止當日在綜合賬目中綜合計算。集團內部往來的結餘和交易，以及集團內部交易所產生的任何未變現利潤，會在編製綜合賬目時全數抵銷。集團內部交易所引致未變現虧損的抵銷方法與未變現收益相同，但抵銷額只限於沒有證據顯示已出現減值的部分。

非控股股東權益是指附屬公司中並非直接或間接由生產力局享有的權益份額，而本集團並沒有與這些權益的持有人訂立任何額外條款，從而有可能導致本集團整體就這些權益負有符合金融負債定義的合約責任。對於企業合併，本集團可選擇按照公允價值或按比例應佔附屬公司可辨認淨資產份額，對任何非控股股東權益進行計量。

非控股股東權益在綜合資產負債表的儲備項目中列示，並與生產力局應佔的儲備分開列示。集團業績內的非控股股東權益在綜合收支賬目和綜合全面收益表中，分為非控股股東權益與生產力局於年內盈利或虧損總額及全面收益總額。

## 2 Significant accounting policies (continued)

## (b) Basis of preparation of the accounts (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The critical accounting estimates and judgements are disclosed on note 26.

## (c) Subsidiaries and non-controlling interests

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

An investment in a subsidiary is consolidated into the consolidated accounts from the date that control commences until the date that control ceases. Intra-group balances and transactions and any unrealised profits arising from intra-group transactions are eliminated in full in preparing the consolidated accounts. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains but only to the extent that there is no evidence of impairment.

Non-controlling interests represent the equity in a subsidiary not attributable directly or indirectly to the Council, and in respect of which the Group has not agreed any additional terms with the holders of those interests which would result in the Group as a whole having a contractual obligation in respect of those interests that meets the definition of a financial liability. For each business combination, the Group can elect to measure any non-controlling interests either at fair value or at their proportionate share of the subsidiary's net identifiable assets.

Non-controlling interests are presented in the consolidated balance sheet within reserves, separately from reserves attributable to the Council. Non-controlling interests in the results of the Group are presented on the face of the consolidated income and expenditure account and the consolidated statement of comprehensive income as an allocation of the total surplus or deficit and total comprehensive income for the year between non-controlling interests and the Council.

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

2 主要會計政策 (續)

(c) 附屬公司及非控股股東權益 (續)

集團於附屬公司的權益變動，如不會導致喪失控制權，便會按儲備交易列賬，並在綜合儲備項目中調整控股及非控股股東權益的數額，以反映相對權益的變動，但不會調整商譽，亦不會確認損益。

當集團喪失於附屬公司的控制權時，按出售有關附屬公司的全部權益列賬，由此產生的收益或虧損在收支賬目中確認。在喪失控制權日期當日仍保留的前附屬公司權益，按公允價值確認，此金額在初始確認金融資產時當作公允價值，或（如適用）在初始確認於聯營公司（參閱附註2(d)）或合資公司的投資時當作成本。

生產力局資產負債表所示於附屬公司的投資，是按成本減去減值虧損（參閱附註2(h)）後入賬。

(d) 聯營公司

聯營公司是指集團或生產力局對其具有重大影響力，但沒有控制或共同控制其管理層的實體，重大影響力包括參與其財務和經營決策。

於聯營公司的投資是按權益法記入綜合賬目。按照權益法，有關投資以成本初始入賬，並就集團於收購日所佔被投資公司可辨別資產淨值的公允價值超過投資成本的數額（如有）作出調整，然後就集團所佔聯營公司資產淨值的收購後變動以及與這些投資有關的任何減值虧損作出調整（參閱附註2(h)）。於收購日超過成本的任何數額、集團年內所佔聯營公司的收購後稅後業績，以及任何減值虧損在綜合收支賬目中確認，而集團所佔聯營公司的收購後稅後其他全面收益項目則在綜合全面收益表中確認。

當集團分擔聯營公司的虧損額超過其在聯營公司的權益時，集團不再確認額外虧損；但如集團須履行法定或推定責任，或代被投資公司作出付款則除外。就此而言，集團所佔權益是以按照權益法計算投資的賬面金額，加上實質上構成集團在聯營公司投資淨額一部分的長期權益。

2 Significant accounting policies (continued)

(c) Subsidiaries and non-controlling interests (continued)

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as reserve transactions, whereby adjustments are made to the amounts of controlling and non-controlling interests within consolidated reserves to reflect the change in relative interests, but no adjustments are made to goodwill and no gain or loss is recognised.

When the Group loses control of a subsidiary, it is accounted for as a disposal of the entire interest in that subsidiary, with a resulting gain or loss being recognised in the income and expenditure account. Any interest retained in that former subsidiary at the date when control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset or, when appropriate, the cost on initial recognition of an investment in an associate (see note 2(d)) or joint venture.

In the Council's balance sheet, an investment in a subsidiary is stated at cost less impairment losses (see note 2(h)).

(d) Associates

An associate is an entity in which the Group or the Council has significant influence, but not control or joint control, over its management, including participation in the financial and operating policy decisions.

An investment in an associate is accounted for in the consolidated accounts under the equity method. Under the equity method, the investment is initially recorded at cost, adjusted for any excess of the Group's share of the acquisition-date fair values of the investee's identifiable net assets over the cost of the investment (if any). Thereafter, the investment is adjusted for the post-acquisition change in the Group's share of the associate's net assets and any impairment loss relating to the investment (see note 2(h)). Any acquisition-date excess over cost, the Group's share of the post-acquisition, post-tax results of the associate and any impairment losses for the year are recognised in the consolidated income and expenditure account, whereas the Group's share of the post-acquisition post-tax items of the associate's other comprehensive income is recognised in the consolidated statement of comprehensive income.

When the Group's share of losses exceeds its interest in the associate, the Group does not recognise further losses except to the extent that the Group has incurred legal and constructive obligations or made payments on behalf of the investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method together with the Group's long-term interests that in substance form part of the Group's net investment in the associate.

## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

## 2 主要會計政策 (續)

## (d) 聯營公司 (續)

集團與聯營公司之間交易所產生的未變現損益，均按集團於被投資公司所佔的權益抵銷；但如有未變現虧損證明已轉讓資產出現減值，則會即時在收支賬目中確認。

當集團不再對聯營公司有重大影響時，按出售有關被投資公司的全部權益列賬，由此產生的收益或虧損在收支賬目中確認。在喪失重大影響力日期當然仍保留的前被投資公司權益，按公允價值確認，此金額在初始確認金融資產時當作公允價值。

生產力局資產負債表所示於聯營公司的投資，是按成本減去減值虧損（參閱附註2(h)）後入賬。

## (e) 固定資產

固定資產以成本減去累計折舊和減值虧損（見附註2(h)）。

固定資產的折舊是將固定資產的成本減其估計剩餘價值（如有），於以下的估計可用年限內以直線法撇銷計算：

香港生產力促進局大樓 （「生產力大樓」）	50 年
租賃樓宇改善工程	
– 辦公室	10 年
– 非辦公室	3 年
傢具及設備	3 至 10 年

生產力局會每年審閱固定資產的可用年限和殘值（如有）。

報廢或出售固定資產所產生的收益或虧損是以出售所得款項淨額與該資產的賬面金額之間的差額所釐定，並於報廢或出售日在收支賬目中確認。

## 2 Significant accounting policies (continued)

## (d) Associates (continued)

Unrealised profits and losses resulting from transactions between the Group and its associates are eliminated to the extent of the Group's interest in the investee, except where unrealised losses provide evidence of an impairment of the asset transferred, in which case they are recognised immediately in the income and expenditure account.

When the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in that investee, with a resulting gain or loss being recognised in the income and expenditure account. Any interest retained in that former investee at the date when significant influence is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset.

In the Council's balance sheet, an investment in an associate is stated at cost less impairment losses (see note 2(h)).

## (e) Fixed assets

Fixed assets are stated at cost less accumulated depreciation and impairment losses (see note 2(h)).

Depreciation is calculated to write off the cost of items of fixed assets, less their estimated residual value, if any, using the straight-line method over their estimated useful lives as follows:

Hong Kong Productivity Council Building （“HKPC Building”）	50 years
Leasehold improvements	
– Office	10 years
– Non-office	3 years
Furniture and equipment	3 to 10 years

Both the useful life of an asset and its residual value, if any, are reviewed annually.

Gains or losses arising from the retirement or disposal of an item of fixed assets are determined as the difference between the net disposal proceeds and the carrying amount of the item and are recognised in the income and expenditure account on the date of retirement or disposal.

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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2 主要會計政策 (續)

(f) 無形資產

無形資產包括電腦軟件及專利。

(i) 電腦軟件

所購入電腦軟件之成本按購入及使用該特定軟件所產生的成本為基準資本化，並按成本減累計攤銷於資產負債表列賬。

電腦軟件之攤銷乃按資產估計可使用的3年年期於全面收益表中以直線法扣除。年度攤銷於收支賬內計提。

(ii) 專利

分開收購之專利按歷史成本列賬。

如專利的可使用年期被評估為不確定，則不作攤銷。對專利的可使用年期評定為不確定的結論，須每年作出檢討，以確定是否有任何事件或情況持續支持該資產屬於沒有確定的可使用年期。如沒有，則對可使用年期的評估從不確定變更為有確定年期時，須自變更的日期起入賬，並根據有確定年期的專利政策進行攤銷。

(g) 租賃資產

租賃安排指集團於一宗交易或連串交易中，獲賦予權利可於協定的期間內透過付款或連串付款使用特定資產。釐定一項安排是租賃與否乃基於該安排之本質而不是基於該安排之法律形式。

(i) 集團租賃資產的分類

對於集團以租賃持有的資產，如果租賃使所有權的絕大部分風險和回報轉移至集團，有關的資產便會劃歸為以融資租賃持有。如果租賃不會使所有權的絕大部分風險和回報轉移至集團，則劃歸為經營租賃，但下列情況除外：

- 以經營租賃持作自用的土地，如在租賃開始時無法將其公允價值與建於其上建築物的公允價值分開計量，按作為融資租賃持有方式入賬，除非該建築物同時清晰地以經營租賃持有。就此而言，租賃的開始時間是指集團首次訂立租賃時，或自前承租人接收該租賃時。

2 Significant accounting policies (continued)

(f) Intangible assets

Intangible assets comprise computer software and patents.

(i) Computer software

Computer software costs are capitalised on the basis of the costs incurred to acquire and bring to use the specific software and are stated in the balance sheet at cost less accumulated amortisation.

Amortisation of computer software is charged to the statement of comprehensive income on a straight-line basis over the assets' estimated useful lives of 3 years. Annual amortisation is charged against the income and expenditure.

(ii) Patents

Separately acquired patents are shown at historical cost.

Patents are not amortised while their useful lives are assessed to be indefinite. Any conclusion that the useful life of the patents is indefinite is reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment for that asset. If they do not, the change in the useful life assessment from indefinite to finite is accounted for prospectively from the date of change and in accordance with the policy for amortisation of patents with finite lives.

(g) Leased assets

An arrangement, comprising a transaction or a series of transactions, is or contains a lease if the Group determines that the arrangement conveys a right to use a specific asset or assets for an agreed period of time in return for a payment or a series of payments. Such a determination is made based on an evaluation of the substance of the arrangement and is regardless of whether the arrangement takes the legal form of a lease.

(i) Classification of assets leased to the Group

Assets that are held by the Group under leases which transfer to the Group substantially all the risks and rewards of ownership are classified as being held under finance leases. Leases which do not transfer substantially all the risks and rewards of ownership to the Group are classified as operating leases, with the following exception:

- Land held for own use under an operating lease, the fair value of which cannot be measured separately from the fair value of a building situated thereon at the inception of the lease, is accounted for as being held under a finance lease, unless the building is also clearly held under an operating lease. For these purposes, the inception of the lease is the time that the lease was first entered into by the Group, or taken over from the previous lessee.



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## Notes to the Accounts

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## 2 主要會計政策 (續)

## (g) 租賃資產 (續)

## (ii) 經營租賃費用

如果集團是以經營租賃獲得資產的使用權，則根據租賃作出的付款會在租賃期所涵蓋的會計期間內，以等額在收支賬目中列支，但如有其他基準能更清楚地反映租賃資產所產生的收益模式則除外。從租賃中收取的優惠均在收支賬目中確認為租賃淨付款總額的組成部分。或有租金在其產生的會計期間內在收支賬目中列支。

以經營租賃持有的土地的收購成本是按直線法在租賃期內攤銷。

## (h) 資產減值

## (i) 權益證券投資和其他應收款項的減值

本集團在每報告期末日審閱按成本或攤銷成本入賬的權益證券投資和其他應收款項，以確定是否有客觀的減值證據。客觀的減值證據包括集團注意到有關以下一宗或多宗損失事件的可觀察資訊：

- 債務人出現重大的財務困難；
- 違反合約，如拖欠或未履行利息或本金付款；
- 債務人很可能面臨破產或其他財務重組；
- 技術、市場、經濟或法律環境出現對債務人構成負面影響的重大變動；以及
- 於權益工具投資的公允價值顯著或長期跌至低於成本。

## 2 Significant accounting policies (continued)

## (g) Leased assets (continued)

## (ii) Operating lease charges

Where the Group has the use of assets held under operating leases, payments made under the leases are charged to the income and expenditure account in equal instalments over the accounting periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased asset. Lease incentives received are recognised in the income and expenditure account as an integral part of the aggregate net lease payments made. Contingent rentals are charged to the income and expenditure account in the accounting period in which they are incurred.

The cost of acquiring land held under an operating lease is amortised on a straight-line basis over the period of the lease term.

## (h) Impairment of assets

## (i) Impairment of investments in equity securities and other receivables

Investments in equity securities and other receivables that are stated at cost or amortised cost are reviewed at the end of each reporting period to determine whether there is objective evidence of impairment. Objective evidence of impairment includes observable data that comes to the attention of the Group about one or more of the following loss events:

- significant financial difficulty of the debtor;
- a breach of contract, such as a default or delinquency in interest or principal payments;
- it becoming probable that the debtor will enter bankruptcy or other financial reorganisation;
- significant changes in the technological, market, economic or legal environment that have an adverse effect on the debtor; and
- a significant or prolonged decline in the fair value of an investment in an equity instrument below its cost.

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2 主要會計政策 (續)

(h) 資產減值 (續)

(i) 權益證券投資和其他應收款項的減值 (續)

如有任何這類證據存在，便會釐定減值虧損並按以下方式確認：

- 對於附屬公司及聯營公司的投資（包括按權益法確認的投資（參閱附註2(d)），減值虧損按附註2(h)(ii)將該投資的可收回數額與其賬面金額作比較而計量。如果按附註2(h)(ii)用以釐定可收回數額的估計數額出現了正面的變化，有關的減值虧損便會轉回。
- 對於攤銷成本列賬的應收賬款和其他流動應收款，如折現影響重大，減值虧損以資產的賬面金額與以其初始實際利率（即在初始確認有關資產時計算的實際利率）折現的預計未來現金流量現值之間的差額計量。如金融資產具備類似的風險特徵（例如類似的逾期情況）及未有個別地被評估為減值，則有關的評估會合併進行。被合併評估減值的金融資產的未來現金流量根據與該合併組別具有類似信貸風險特徵的資產的過往虧損情況計算。

如果減值虧損在其後的期間減少，而且客觀上與減值虧損確認後發生的事件有關，則應通過收支賬目轉回該減值虧損。減值虧損的轉回不得導致資產的賬面金額超過其在以往年度如沒有確認任何減值虧損的情況下而應已確定的金額。

除已就應收賬款而確認的減值虧損外（此等應收賬款的可收回性被視為呆賬但並非完全沒有可能收回），其他減值虧損直接沖銷相應的資產。在這種情況下，呆賬的減值虧損採用準備賬記錄。當集團認為賬款收回的可能性極低時，被視為不可收回的金額便會直接沖銷應收賬款，而在準備賬內與該債務有關的相關數額也會轉回。其後收回早前已計入準備賬的數額和其後收回早前已直接沖銷的數額均在收支賬目內確認。

2 Significant accounting policies (continued)

(h) Impairment of assets (continued)

(i) Impairment of investments in equity securities and other receivables (continued)

If any such evidence exists, any impairment loss is determined and recognised as follows:

- For investments in subsidiaries and an associate (including those recognised using the equity method (see note 2(d))), the impairment loss is measured by comparing the recoverable amount of the investment with its carrying amount in accordance with note 2(h)(ii). The impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount in accordance with note 2(h)(ii).
- For trade and other receivables carried at amortised cost, the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition of these assets), where the effect of discounting is material. This assessment is made collectively where financial assets share similar risk characteristics, such as similar past due status, and have not been individually assessed as impaired. Future cash flows for financial assets which are assessed for impairment collectively are based on historical loss experience for assets with credit risk characteristics similar to the collective group.

If in a subsequent period the amount of an impairment loss decreases and the decrease can be linked objectively to an event occurring after the impairment loss was recognised, the impairment loss is reversed through the income and expenditure account. A reversal of an impairment loss shall not result in the asset's carrying amount exceeding that which would have been determined had no impairment loss been recognised in prior years.

Impairment losses are written off against the corresponding assets directly, except for impairment losses recognised in respect of accounts receivable, whose recovery is considered doubtful but not remote. In this case, the impairment losses for doubtful debts are recorded using an allowance account. When the Group is satisfied that recovery is remote, the amount considered irrecoverable is written off against accounts receivable directly and any amounts held in the allowance account relating to that debt are reversed. Subsequent recoveries of amounts previously charged in the allowance account and subsequent recoveries of amounts previously written off directly are recognised in the income and expenditure account.

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## Notes to the Accounts

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## 2 主要會計政策 (續)

### (h) 資產減值 (續)

#### (ii) 其他資產的減值

集團在每個報告期末日審閱內部和外來的信息，以確定固定資產是否出現減值跡象，或是以往確認的減值虧損已經不再存在或可能已經減少。

如果出現任何這類跡象，便會估計資產的可收回金額。

#### – 計算可收回金額

資產的可收回金額是其淨銷售價與使用價值兩者中的較高者。在評估使用價值時，預計未來現金流量會按照能反映當時市場對貨幣時間價值和資產特定風險的評估的稅前折現率，折現至其現值。如果資產所產生的現金流入基本上並非獨立於其他資產所產生的現金流入，則以能產生獨立現金流入的最小資產類別（即現金產出單元）來確定可收回金額。

#### – 確認減值虧損

當資產或所屬現金產出單元的賬面金額高於其可收回金額時，減值虧損便會在收支賬目中確認。分配現金產出單元所確認的減值虧損時，是按比例減少該單元（或該組單元）內資產的賬面金額，但資產的賬面值不得減少至低於其個別公允價值減去出售成本後所得的金額或其使用價值（如能確定）。

#### – 轉回減值虧損

如果用以釐定可收回數額的估計數額出現正面的變化，有關的減值虧損便會轉回。

所轉回的減值虧損以在以往年度假若沒有確認任何減值虧損而應已釐定的資產賬面金額為限。所轉回的減值虧損在確認轉回的年度內計入收支賬目中。

## 2 Significant accounting policies (continued)

### (h) Impairment of assets (continued)

#### (ii) Impairment of other assets

Internal and external sources of information are reviewed at the end of each reporting period to identify indications that the fixed assets may be impaired or an impairment loss previously recognised no longer exists or may have decreased.

If any such indication exists, the asset's recoverable amount is estimated.

#### – Calculation of recoverable amount

The recoverable amount of an asset is the greater of its fair value less costs to sell and value-in-use. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit).

#### – Recognition of impairment losses

An impairment loss is recognised in the income and expenditure account if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognised in respect of cash-generating units are allocated to reduce the carrying amount of the assets in the unit (or group of units) on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs to sell, or value-in-use, if determinable.

#### – Reversals of impairment losses

An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

A reversal of an impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. Reversals of impairment losses are credited to the income and expenditure account in the year in which the reversals are recognised.

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## 2 主要會計政策 (續)

### (i) 服務合同

服務合同指為客戶提供服務而簽訂的合同。合同收益的會計政策在附註2(p)(ii)中列明。倘合約進展到一個能可靠地估計其結果的階段，來自服務合約之收益按完成百分比法確認。服務合約之收益乃參照報告期末已完成工作所產生之成本佔完成時估計成本總額之比例計算。當合約成本總額很有可能超過合約收益總額時，即會就有關合約之預計虧損作全數撥備。倘不能可靠地估計服務合約之結果，合約收益僅確認至已產生並很可能收回之合約成本。

進行中的服務合同在報告期末日以已發生的成本淨額加已確認盈餘減已確認損失和進度賬單確認，並在資產負債表以「遞延收入」作為負債（如適用）列示。客戶未支付的進度賬單包括在「應收賬款、預付款項及按金」。在服務提供之前的已收金額以「應付賬款及應計費用」下的「遞延收入」列示。

### (j) 應收賬款

應收賬款按公允價值初始確認，其後按實際利率法計算的攤銷成本減去呆賬減值準備入賬（參閱附註2(h)）。

### (k) 應付賬款及應計款項

應付賬款及應計款項按公允價值初始確認，其後按攤銷成本入賬。

### (l) 現金及現金等價物

現金及現金等價物包括銀行存款及現金、存放於銀行及其他財務機構的活期存款，以及短期和高流動性的投資；這些投資可以即時轉換為已知數額的現金，且其價值的變動風險不大，並在購入後三個月內到期。

## 2 Significant accounting policies (continued)

### (i) Service contracts

Service contracts are contracts for the provision of services. The accounting policy for contract revenue is set out in note 2(p)(ii). Revenue from service contracts is recognised using the percentage of completion method when the contracts have progressed to a stage where an outcome can be estimated reliably. Revenue from service contracts is measured by reference to the proportion of costs incurred for work performed to the end of the reporting period as compared to the estimated total costs to completion. Anticipated losses on contracts are fully provided when it is probable that total contract costs will exceed total contract revenue. When the outcome of a service contract cannot be estimated reliably, contract revenue is recognized only to the extent of contract costs incurred that are likely to be recoverable.

Service contracts in progress at the end of the reporting period are recorded at the net amount of costs incurred plus recognised surplus less recognised losses and progress billings, and are presented in the balance sheet as the "Deferred income" (as a liability), as applicable. Progress billings not yet paid by the customer are included under "Accounts receivable, prepayments and deposits". Amounts received before the related work is performed and presented as "Deferred income" under "Accounts payable and accruals".

### (j) Receivables

Receivables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method, less allowance for impairment of doubtful debts (see note 2(h)).

### (k) Accounts payable and accruals

Accounts payable and accruals are initially recognised at fair value and subsequently stated at amortised cost.

### (l) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition.



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## 2 主要會計政策 (續)

### (m) 僱員福利

#### (i) 退休金責任

界定供款計劃指集團向獨立實體作出固定供款的退休計劃。如基金不持有足夠資產在本期間或前期間就僱員服務向所有僱員支付退休利益，集團亦無法定或推定責任支付進一步供款。

對於界定供款計劃，集團須按照強制性、合約性或自願性方式，向公開或私人管理的退休保險計劃支付供款。集團在支付供款後即沒有進一步的付款責任。此等供款在應支付時確認為僱員福利開支。預付供款按現金退款或未來付款可供削減的程度確認為資產。

#### (ii) 短期僱員福利及界定供款退休計劃的供款

薪金、年度獎金、帶薪年假、界定供款退休計劃的供款及非金錢福利成本在僱員提供相關服務的年度內累計。如果延遲付款或結算會造成重大的影響，則這些數額會以現值列賬。

#### (iii) 辭退福利

辭退福利只會在集團透過正式的具體辭退計劃且沒有撤回該計劃的實際可能性的情況下，集團表明決意終止僱用或因僱員自願接受遣散而提供辭退福利時確認。

### (n) 所得稅

本年度所得稅包括當期所得稅和遞延所得稅資產與負債的變動。當期所得稅和遞延所得稅資產與負債的變動均在收支賬目中確認，但如直接與在其他全面收益或儲備中確認的項目有關，則分別在其他全面收益或直接在儲備中確認。

## 2 Significant accounting policies (continued)

### (m) Employee benefits

#### (i) Pension obligations

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

#### (ii) Short term employee benefits and contributions to defined contribution retirement plans

Salaries, annual bonuses, paid annual leaves, contributions to defined contribution retirement plans and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees. Where payment or settlement is deferred and the effect would be material, these amounts are stated at their present values.

#### (iii) Termination benefits

Termination benefits are recognised when, and only when, the Group demonstrably commits itself to terminate employment or to provide benefits as a result of voluntary redundancy by having a detailed formal plan which is without realistic possibility of withdrawal.

### (n) Income tax

Income tax for the year comprises current tax and movements in deferred tax assets and liabilities. Current tax and movements in deferred tax assets and liabilities are recognised in the income and expenditure account except to the extent that they relate to items recognised in other comprehensive income or directly in reserve, in which case the relevant amounts of tax are recognised in other comprehensive income or directly in reserve, respectively.

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2 主要會計政策 (續)

(n) 所得稅 (續)

當期所得稅是按本年度應課稅收入，根據在報告期末日已頒佈或實質上已頒佈的稅率計算的預期應付稅項，加上以往年度應付稅項的任何調整。

遞延所得稅資產與負債分別由可抵扣和應稅暫時差異產生。暫時差異是指資產與負債在財務報表上的賬面金額跟這些資產與負債的計稅基礎的差異。遞延所得稅資產也可以由未利用可抵扣虧損和未利用稅款抵減產生。除了初始確認資產與負債所產生的差異外，所有遞延所得稅負債和遞延所得稅資產（只限於很可能獲得能利用該遞延所得稅資產來抵扣的未來應稅利潤）都會確認。

已確認遞延所得稅額是按照資產與負債賬面金額的預期實現或結算方式，根據在報告期末日已頒佈或實質上已頒佈的稅率計量。遞延所得稅資產與負債均不折現計算。

(o) 準備及或有負債

如果集團或生產力局須就已發生的事件承擔法律或推定責任，因而預期會導致含有經濟效益的資源外流，在可以作出可靠的估計時，集團或生產力局便會就不確定的時間或數額的負債計提準備。如果貨幣時間值重大，則按預計所需支出的現值計提準備。

如果含有經濟效益的資源外流的可能性較低，或是無法對有關數額作出可靠的估計，便會將該義務披露為或有負債，但資源外流的可能性極低則除外。如果集團的責任須視乎某宗或多宗未來事件是否發生才能確定是否存在，亦會披露為或有負債，但資源外流的可能性極低則除外。

2 Significant accounting policies (continued)

(n) Income tax (continued)

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Deferred tax assets and liabilities arise from deductible and taxable temporary differences respectively, being the differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. Deferred tax assets also arise from unused tax losses and unused tax credits. Apart from differences which arise on initial recognition of assets and liabilities, all deferred tax liabilities, and all deferred tax assets to the extent that it is probable that future taxable profits will be available against which the asset can be utilised, are recognised.

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

(o) Provisions and contingent liabilities

Provisions are recognised for liabilities of uncertain timing or amount when the Group or the Council has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

**賬目附註****Notes to the Accounts**

截至2015年3月31日止年度 for the year ended 31 March 2015  
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**2 主要會計政策 (續)****(p) 收入確認**

收入按照已收或應收代價的公允價值入賬。如果經濟利益很可能會流入集團，而收入和支出（如適用）又能夠可靠地計量時，下列各項收入便會在收支賬目中確認：

**(i) 政府資助**

政府資助包括經常性活動的收入資助，以及購入固定資產的資本資助。

當可以合理地確定集團將會符合收入資助的附帶條件並會收到資助時，便會在收支賬目內將收入資助確認為收入。收入資助如用以償付集團營運支出，則會有系統地在支出產生的同一會計年度列作收入，並在收支賬目內確認。

資本資助如用以償付集團購買資產的成本，則會首先在資本資助金確認，之後按照資產可用年限通過收支賬目的方法確認。

財政年度內用作經常性活動及購買固定資產的未動用政府資助將由生產力局保留作儲備，儲備上限由生產力局與政府協定（附註12(e)）。超出上限的數額將於下一個財政年度退還予政府。

**(ii) 合同收益**

當服務合同的結果能夠可靠地估計，具有固定價格合同的收益按完工百分比法確認，並參考截至相關日期已發生的合同成本佔合同預計總成本的比例計算。

當服務合同的結果無法可靠地估計，合同收益只按照很可能收回的已發生合同成本確認。

**2 Significant accounting policies (continued)****(p) Income recognition**

Income is measured at the fair value of the consideration received or receivable. Provided it is probable that the economic benefits will flow to the Group and the income and expenditure, if applicable, can be measured reliably, income is recognised in the income and expenditure account as follows:

**(i) Government subventions**

Government subventions consist of revenue subventions for recurrent activities and capital subventions for fixed asset purchases.

Revenue subventions are recognised as income in the income and expenditure account when there is reasonable assurance that the Group will comply with the conditions attaching with them and that the subvention will be received. Revenue subventions that compensate the Group for expenditure incurred are recognised as income in the income and expenditure account on a systematic basis in the same periods in which the expenditure are incurred.

Capital subventions that compensate the Group for the cost of an asset are initially recognised in capital subvention fund and consequently recognised in income and expenditure account over the useful life of the asset.

Unspent subventions for recurrent activities and fixed assets purchases arising in the financial year will be retained by the Council as reserves up to a limit as agreed with the Government of the Hong Kong Special Administrative Region ("the Government") (see note 12(e)). Amount in excess of the limit will be returned to the Government in the following financial year.

**(ii) Contract revenue**

When the outcome of a service contract can be estimated reliably, revenue from a fixed price contract is recognised using the percentage of completion method, measured by reference to the percentage of contract costs incurred to date to estimated total contract costs for the contract.

When the outcome of a service contract cannot be estimated reliably, revenue is recognised only to the extent of contract costs incurred that it is probable will be recoverable.

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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2 主要會計政策 (續)

(p) 收入確認 (續)

(iii) 提供服務的收入

提供服務的收入於提供相關服務時入賬。

(iv) 經營租賃的租金收入

經營租賃的應收租金收入在租賃期所涵蓋的期間內均等地在收支賬目中確認，但如另有一種方法更能代表從使用租賃資產所得利益的模式則除外。經營租賃所涉及的優惠在收支賬目中確認為應收租賃淨付款總額的組成部分。

(v) 利息收入

利息收入按實際利息法累計確認。

(q) 外幣換算

年內的外幣交易按交易日的的外幣匯率換算。以外幣為單位的貨幣資產與負債則按報告期末日的外幣匯率換算。匯兌盈虧在收支賬目內確認。

以歷史成本計量的外幣非貨幣資產與負債是按交易日的的外幣匯率換算。

香港境外經營的業績按與交易日的的外幣匯率相若的匯率換算為港幣。資產負債表項目則按報告期末日的外幣匯率換算為港幣。所產生的匯兌差額確認為其他全面收益並分開累計於換算儲備中。

在出售香港境外企業時，已在權益中確認並與該香港境外企業有關的累計匯兌差額會包括在計算出售項目的收支賬目內。

2 Significant accounting policies (continued)

(p) Income recognition (continued)

(iii) Income from provision of services

Income from provision of services is recognised when the related services are rendered.

(iv) Rental income from operating leases

Rental income receivable under operating leases is recognised in the income and expenditure account in equal instalments over the periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the use of the leased asset. Lease incentives granted are recognised in the income and expenditure account as an integral part of the aggregate net lease payments receivable.

(v) Interest income

Interest income is recognised as it accrues using the effective interest method.

(q) Translation of foreign currencies

Foreign currency transactions during the year are translated at the foreign exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the foreign exchange rates ruling at the end of the reporting period. Exchange gains and losses are recognised in the income and expenditure account.

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates.

The results of operations outside Hong Kong are translated into Hong Kong dollars at the exchange rates approximating the foreign exchange rates ruling at the dates of the transactions. Balance sheet items are translated into Hong Kong dollars at the closing foreign exchange rates at the end of the reporting period. The resulting exchange differences are recognised in other comprehensive income and accumulated separately in the exchange reserve.

On disposal of an enterprise outside Hong Kong, the cumulative amount of the exchange differences recognised in reserve which relate to that enterprise is reclassified from reserve to the income and expenditure account when the profit or loss on disposal is recognised.



## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 2 主要會計政策 (續)

### (r) 有關連人士

- (a) 如某人士符合下列條件，該人士或該人士的近親是集團的關聯方：
- (i) 控制或共同控制集團；
  - (ii) 對集團有重大影響力；或
  - (iii) 是集團或集團母公司的關鍵管理人員。
- (b) 如某實體符合下列任何條件，該實體是集團的關聯方：
- (i) 該實體與集團隸屬同一集團（即各母公司、附屬公司和同系附屬公司彼此間有關聯）。
  - (ii) 一家實體是另一實體的聯營公司或合營企業（或另一實體所屬集團旗下成員公司的聯營公司或合營企業）。
  - (iii) 兩家實體均為同一第三方的合營企業。
  - (iv) 其中一家實體是第三方實體的合營企業，而另一實體則是第三方實體的聯營公司。
  - (v) 該實體是為集團或作為集團關聯方的任何實體的僱員福利而設的退休福利計劃。
  - (vi) 該實體受上述第(a)項內所界定人士的控制或共同控制。
  - (vii) 上述第(a)(i)項內所界定人士對該實體有重大影響力或是該實體（或該實體母公司）的關鍵管理人員。

一名個人的近親是指該個人的家庭成員且預期有可能影響該名個人與有關實體之間的交易或受其影響。

## 2 Significant accounting policies (continued)

### (r) Related parties

- (a) A person, or a close member of that person's family, is related to the Group if that person:
- (i) has control or joint control over the Group;
  - (ii) has significant influence over the Group; or
  - (iii) is a member of the key management personnel of the Group or the Group's parent.
- (b) An entity is related to the Group if any of the following conditions applies:
- (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
  - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
  - (iii) Both entities are joint ventures of the same third party.
  - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
  - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
  - (vi) The entity is controlled or jointly controlled by a person identified in (a).
  - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

## 賬目附註

### Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 3 會計政策的修訂

香港會計師公會已發佈多項在本集團及生產力局當前會計期間首次生效的香港財務報告準則和修訂。本集團需要在二零一四年四月一日起採納的新訂和經修訂準則以及修訂本如下：

香港財務報告準則 第10號、香港財務 報告準則第12號及 香港會計準則第27號 (修訂本)	投資主體
香港會計準則第32號 (修訂本)	金融工具：呈報－ 對銷金融資產及 金融負債
香港會計準則第36號 (修訂本)	非金融資產的可收回 金額披露
香港會計準則第39號 (修訂本)	衍生工具更替及對沖 會計法延續
香港（國際財務報告 詮釋委員會）－詮釋21	徵費
香港會計準則第19號 的修訂本（修訂2011）	界定福利計劃：僱員 供款
年度改進計劃	香港財務報告準則 2010-2012週期的 年度改進
年度改進計劃	香港財務報告準則 2011-2013週期的 年度改進

本集團已評估採納此等現有準則的修訂本的影響，認為對本集團及生產力局的業績和財務狀況並無重大影響，亦不會導致本集團及生產力局的會計政策和財務報表的呈報出現重大變動。

## 3 Changes in accounting policies

The HKICPA has issued several standards and amendments to HKFRSs that are first effective for the current accounting period of the Group and the Council. The following relevant new and revised standards and amendments were required to be adopted by the Group effective from 1 April 2014:

HKFRS 10, HKFRS 12 and HKAS 27 (Amendments)	Investment Entities
HKAS 32 (Amendments)	Financial Instruments: Presentation – Offsetting Financial Assets and Financial Liabilities
HKAS 36 (Amendment)	Recoverable amount disclosures for non-financial assets
HKAS 39 (Amendment)	Novation of derivatives and continuation of hedge accounting
HK (IFRIC) – Int 21	Levies
Amendments to HKAS 19 (Revised 2011)	Defined Benefit Plans: Employee Contributions
Annual Improvement Project	Annual Improvements to HKFRS 2010-2012 Cycle
Annual Improvement Project	Annual Improvements to HKFRS 2011-2013 Cycle

The Group has assessed the impact of the adoption of these amendments to existing standards and considers that there is no significant impact to the Group and the Council's results and financial position or substantial change to the Group and the Council's accounting policies and presentation of the financial statements.



## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

## 4 固定資產

## (a) 集團

		持作自用的生產力大樓 HKPC Building held for own use	租賃樓宇改善工程 Leasehold improvements	傢具及設備 Furniture and equipment	總額 Total
原值：	Cost:				
於2014年4月1日	At 1 April 2014	\$267,784,136	\$33,878,718	\$146,564,008	\$448,226,862
換算調整	Exchange adjustments	–	124,003	(34,796)	89,207
添置	Additions	–	6,862,406	34,077,349	40,939,755
出售	Disposals	–	(459,295)	(6,181,755)	(6,641,050)
於2015年3月31日	At 31 March 2015	\$267,784,136	\$40,405,832	\$174,424,806	\$482,614,774
累計折舊：	Accumulated depreciation:				
於2014年4月1日	At 1 April 2014	\$127,054,745	\$24,152,498	\$110,828,280	\$262,035,523
換算調整	Exchange adjustments	–	13,455	12,815	26,270
年度折舊	Charge for the year	5,344,154	5,652,507	19,616,730	30,613,391
出售撥回	Written back on disposals	–	(296,081)	(6,017,157)	(6,313,238)
於2015年3月31日	At 31 March 2015	\$132,398,899	\$29,522,379	\$124,440,668	\$286,361,946
賬面淨值：	Net book value:				
於2015年3月31日	At 31 March 2015	\$135,385,237	\$10,883,453	\$49,984,138	\$196,252,828

## 4 Fixed assets

## (a) The Group

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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4 固定資產 (續)

(a) 集團 (續)

4 Fixed assets (continued)

(a) The Group (continued)

		持作自用 的生產力 大樓 HKPC Building held for own use	租賃樓宇 改善工程 Leasehold improvements	傢具及設備 Furniture and equipment	總額 Total
<b>原值：</b>	<b>Cost:</b>				
於2013年4月1日	At 1 April 2013	\$267,784,136	\$33,306,985	\$144,976,586	\$446,067,707
換算調整	Exchange adjustments	–	10,958	62,376	73,334
添置	Additions	–	1,704,263	11,254,754	12,959,017
出售	Disposals	–	(1,143,488)	(9,729,708)	(10,873,196)
於2014年3月31日	At 31 March 2014	\$267,784,136	\$33,878,718	\$146,564,008	\$448,226,862
<b>累計折舊：</b>	<b>Accumulated depreciation:</b>				
於2013年4月1日	At 1 April 2013	\$121,710,591	\$22,563,593	\$104,898,433	\$249,172,617
換算調整	Exchange adjustments	–	2,405	35,915	38,320
年度折舊	Charge for the year	5,344,154	2,487,496	15,567,807	23,399,457
出售撥回	Written back on disposals	–	(900,996)	(9,673,875)	(10,574,871)
於2014年3月31日	At 31 March 2014	\$127,054,745	\$24,152,498	\$110,828,280	\$262,035,523
<b>賬面淨值：</b>	<b>Net book value:</b>				
於2014年3月31日	At 31 March 2014	\$140,729,391	\$9,726,220	\$35,735,728	\$186,191,339





## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 4 固定資產 (續)

## (b) 生產力局

		持作自用的生產力大樓 HKPC Building held for own use	租賃樓宇改善工程 Leasehold improvements	傢具及設備 Furniture and equipment	總額 Total
<b>原值：</b>	<b>Cost:</b>				
於2014年4月1日	At 1 April 2014	\$267,784,136	\$33,487,342	\$145,257,582	\$446,529,060
添置	Additions	–	6,862,406	33,934,515	40,796,921
出售	Disposals	–	(459,295)	(5,901,713)	(6,361,008)
於2015年3月31日	At 31 March 2015	\$267,784,136	\$39,890,453	\$173,290,384	\$480,964,973
<b>累計折舊：</b>	<b>Accumulated depreciation:</b>				
於2014年4月1日	At 1 April 2014	\$127,054,745	\$23,828,135	\$110,134,889	\$261,017,769
年度折舊	Charge for the year	5,344,154	5,552,071	19,323,564	30,219,789
出售撥回	Written back on disposals	–	(296,081)	(5,780,451)	(6,076,532)
於2015年3月31日	At 31 March 2015	\$132,398,899	\$29,084,125	\$123,678,002	\$285,161,026
<b>賬面淨值：</b>	<b>Net book value:</b>				
於2015年3月31日	At 31 March 2015	\$135,385,237	\$10,806,328	\$49,612,382	\$195,803,947

## 4 Fixed assets (continued)

## (b) The Council

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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4 固定資產 (續)

(b) 生產力局 (續)

		持作自用 的生產力 大樓 HKPC Building held for own use	租賃樓宇 改善工程 Leasehold improvements	傢具及設備 Furniture and equipment	總額 Total
<b>原值：</b>	<b>Cost:</b>				
於2013年4月1日	At 1 April 2013	\$267,784,136	\$32,926,567	\$143,330,492	\$444,041,195
添置	Additions	–	1,704,263	11,229,422	12,933,685
出售	Disposals	–	(1,143,488)	(9,302,332)	(10,445,820)
於2014年3月31日	At 31 March 2014	\$267,784,136	\$33,487,342	\$145,257,582	\$446,529,060
<b>累計折舊：</b>	<b>Accumulated depreciation:</b>				
於2013年4月1日	At 1 April 2013	\$121,710,591	\$22,480,086	\$103,715,048	\$247,905,725
年度折舊	Charge for the year	5,344,154	2,249,045	15,705,564	23,298,763
出售撥回	Written back on disposals	–	(900,996)	(9,285,723)	(10,186,719)
於2014年3月31日	At 31 March 2014	\$127,054,745	\$23,828,135	\$110,134,889	\$261,017,769
<b>賬面淨值：</b>	<b>Net book value:</b>				
於2014年3月31日	At 31 March 2014	\$140,729,391	\$9,659,207	\$35,122,693	\$185,511,291

(c) 持作自用的生產力大樓位於香港，並以  
中期租賃形式持有。

(c) The HKPC Building held for own use is situated in Hong Kong and is held  
under a medium-term lease.



## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 5 無形資產

## 5 Intangible assets

		集團 The Group	生產力局 The Council
<b>原值：</b>	<b>Cost:</b>		
於2014年4月1日	At 1 April 2014	\$31,121,104	\$31,072,522
換算調整	Exchange adjustments	11,002	-
添置	Additions	4,176,793	4,156,598
於2015年3月31日	At 31 March 2015	\$35,308,899	\$35,229,120
<b>累計攤銷：</b>	<b>Accumulated amortisation:</b>		
於2014年4月1日	At 1 April 2014	\$18,171,526	\$18,135,690
換算調整	Exchange adjustments	8,646	-
本年度計算之攤銷	Amortisation charge for the year	5,579,462	5,577,729
於2015年3月31日	At 31 March 2015	\$23,759,634	\$23,713,419
<b>賬面淨值：</b>	<b>Net book value:</b>		
於2015年3月31日	At 31 March 2015	\$11,549,265	\$11,515,701
<b>原值：</b>	<b>Cost:</b>		
於2013年4月1日	At 1 April 2013	\$17,594,992	\$17,549,576
添置	Additions	13,526,112	13,522,946
於2014年3月31日	At 31 March 2014	\$31,121,104	\$31,072,522
<b>累計攤銷：</b>	<b>Accumulated amortisation:</b>		
於2013年4月1日	At 1 April 2013	\$15,692,749	\$15,661,889
本年度計算之攤銷	Amortisation charge for the year	2,478,777	2,473,801
於2014年3月31日	At 31 March 2014	\$18,171,526	\$18,135,690
<b>賬面淨值：</b>	<b>Net book value:</b>		
於2014年3月31日	At 31 March 2014	\$12,949,578	\$12,936,832

無形資產包括電腦軟件及專利。

Intangible assets comprise computer software and patents.

於2015年3月31日，集團及生產力局的電腦軟件的賬面淨值分別為11,549,259元（2014：12,949,572元）及11,515,695元（2014：12,936,826元）。於2015年3月31日，集團及生產力局的附屬公司的專利的賬面淨值為6元（2014：6元）。

The net book values of computer software of the Group and the Council as at 31 March 2015 was HK\$ 11,549,259 (2014: HK\$12,949,572) and HK\$ 11,515,695 (2014: HK\$12,936,826) respectively. The net book values of patents of the Group and the Council's subsidiary as at 31 March 2015 were HK\$ 6 (2014: HK\$6).

賬目附註

Notes to the Accounts

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6 非控制全資公司及附屬公司的投資

6 Investments in a non-controlled wholly-owned entity and subsidiaries

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
非上市股份， 按成本值計算	Unlisted shares, at cost				
– 非控制全資 公司	– Non-controlled wholly-owned entity	\$10,000	\$10,000	\$10,000	\$10,000
非上市股份， 按成本值計算	Unlisted shares, at cost				
– 附屬公司	– Subsidiaries	–	–	20,010,000	20,010,000
減：減值虧損	Less: Impairment loss	–	–	(1,288,000)	(1,288,000)
		\$–	\$–	\$18,722,000	\$18,722,000
<b>3月31日之結餘</b>	<b>Balance as at 31 March</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$18,732,000</b>	<b>\$18,732,000</b>

集團及生產力局的非控制全資公司及附屬公司  
於2015年3月31日的詳情如下：

Details of the Group's and the Council's non-controlled wholly-owned entity and subsidiaries as at 31 March 2015 are as follows:

名稱	Name	註冊成立及 營運地點 Place of incorporation and operations	已發行及 繳足資本 Particulars of issued and paid up capital	所有權比率 Proportion of ownership interest			主要業務 Principal activities
				集團 實際權益 Group's effective interest	由生產力局 持有 Held by the Council	由附屬公司 持有 Held by subsidiaries	
汽車零部件研究及發展中心 有限公司 <sup>®</sup>	Automotive Parts and Accessory Systems R&D Centre Limited. ("APAS Ltd") <sup>®</sup>	香港 Hong Kong	港幣 HKD 10,000 元	100%	100%	–	註銷登記中 Under Deregistration
生產力科技(控股)有限公司	HKPC Technology (Holdings) Company Limited	香港 Hong Kong	港幣 HKD 10,000 元	100%	100%	–	生產力局專利及 項目成果商品化 Commercialisation of patents project deliverables of HKPC
生產力(控股)有限公司	Productivity (Holdings) Limited	香港 Hong Kong	港幣 HKD 20,000,000 元	100%	100%	–	投資控股 Investment holding
生產力(廣州)諮詢有限公司 <sup>#</sup>	Productivity (Guangzhou) Consulting Co. Ltd. <sup>#</sup>	中國 PRC	港幣 HKD 2,400,000 元	100%	–	100%	顧問及培訓服務 Consultancy and training services



## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 6 非控制全資公司及附屬公司的投資 (續)

集團及生產力局的非控制全資的公司及附屬公司於2015年3月31日的詳情如下 (續) :

## 6 Investments in a non-controlled wholly-owned entity and subsidiaries (continued)

Details of the Group's and the Council's non-controlled wholly-owned entity and subsidiaries as at 31 March 2015 are as follows (continued):

名稱	Name	註冊成立及 營運地點 Place of incorporation and operations	已發行及 繳足資本 Particulars of issued and paid up capital	所有權比率 Proportion of ownership interest			主要業務 Principal activities
				集團 實際權益 Group's effective interest	由生產力局 持有 Held by the Council	由附屬公司 持有 Held by subsidiaries	
生產力 (東莞) 諮詢有限公司 <sup>#</sup>	Productivity (Dongguan) Consulting Co. Ltd. <sup>#</sup>	中國 PRC	港幣 HKD 5,000,000 元	100%	–	100%	顧問及培訓服務 Consultancy and training services
生產力 (深圳) 諮詢有限公司 <sup>#</sup>	Productivity (Shenzhen) Consulting Co. Ltd. <sup>#</sup>	中國 PRC	港幣 HKD 1,610,000 元	100%	–	100%	顧問及培訓服務 Consultancy and training services
深圳深港生產力基地有限公司 <sup>#</sup>	Shenzhen SZ – HK Productivity Foundation Co. Ltd. <sup>#</sup>	中國 PRC	人民幣 RMB 1,540,000 元	64.94%	–	64.94%	顧問及培訓服務 Consultancy and training services
深圳深港生產力基地培訓中心 <sup>#</sup>	Shenzhen SZ – HK Productivity Foundation Training Institute <sup>#</sup>	中國 PRC	人民幣 RMB 50,000 元	64.94%	–	100%	培訓服務 Training services
力偉照明科技有限公司 <sup>*</sup>	ECO LED Lighting Technology Limited <sup>*</sup>	香港 Hong Kong	港幣 HKD 6,122,400 元	–	–	–	已註銷登記 Deregistered

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 6 非控制全資公司及附屬公司的投資 (續)

集團及生產力局的非控制全資公司及附屬公司於2015年3月31日的詳情如下 (續) :

- ◎ 這家非控制全資公司是為特定目的註冊成立，管理層由政府直接任命，其營運獲政府直接資助。因此，這公司的經營業績並沒有包括在生產力局的綜合賬目內，因為生產力局對其財務及經營政策並無控制權或重大影響力。生產力局認為，此家未有在生產力局綜合賬目內合併計算的非控制全資公司的累計盈利並不重大。這家非控制全資公司並非由羅兵咸永道會計師事務所審核。

根據政府、生產力局和汽車零部件研究及發展中心有限公司簽訂的籌資協議，汽車零部件研究及發展中心有限公司與生產力局於2012年11月1日合併，其所有業務轉入生產力局中新成立的部門（汽車零部件研究及發展部）。在此籌資協議下，汽車零部件研究及發展部由政府全額資助，並繼續履行汽車零部件研究及發展中心有限公司的使命。來自創新科技基金的任何未使用撥款將會確認為遞延政府資助。該部門所有的收入（包括資助的利息和項目成果商品化收入）將退還給創新科技基金，而不會計入生產力局的儲備。於2014年12月29日，汽車零部件研究及發展中心有限公司的股東同意將該公司自動清盤，並透過書面決議案委任清盤人進行清盤。清盤人已於2014年12月30日向公司註冊處遞交「有償債能力證明書」。

- # 附屬公司的財務報表年結日為2014年12月31日。

- \* ECO LED Lighting Technology Limited 已於2014年註銷註冊。

## 6 Investments in a non-controlled wholly-owned entity and subsidiaries (continued)

Details of the Group's and the Council's non-controlled wholly-owned entity and subsidiaries as at 31 March 2015 are as follows (continued):

- ◎ This non-controlled wholly-owned entity was incorporated for a specific purpose where its management was directly appointed by the Government and its operation is directly subvented by the Government. Accordingly, this non-controlled wholly-owned entity's results of operations are not included in the consolidated accounts of the Council as the Council does not have control nor significant influence over the financial and operating policies of the non-controlled wholly-owned entity. The accumulated surplus of the non-controlled wholly-owned entity not dealt with in the consolidated accounts of the Council are not considered to be material by the Council. The non-controlled wholly-owned entity is not audited by PricewaterhouseCoopers.

In accordance with the funding agreement signed by the Government, the Council and APAS Ltd, APAS Ltd had merged with the Council on 1 November 2012 and all its business had been transferred to the Council where it is operated by the Council within a new internal division of the Council ("APAS Division"). Under the funding agreement, APAS Division will be fully funded by the Government and shall continue to discharge the mission of APAS Ltd. Unspent grants from Innovation and Technology Fund ("ITF") will be recognised as deferred government grants and all income of APAS Division (including interest of grants and commercialisation income) will be returned to ITF and not counted in the reserve of the Council. The shareholders of APAS Ltd agreed to wind up APAS Ltd voluntarily and appointed liquidator for the winding up by written resolution on 29 December 2014. The liquidator filed the Certificate of Solvency in the Companies Registry on 30 December 2014.

- # The subsidiaries have their financial accounting period ended on 31 December 2014.

- \* ECO LED Lighting Technology Limited was deregistered in 2014.



## 賬目附註

## Notes to the Accounts

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## 7 聯營公司權益

## 7 Interest in an associate

		集團 The Group	
		2015	2014
應佔淨資產	Share of net assets	\$1,514,930	\$1,543,530

聯營公司於 2015 年 3 月 31 日的詳情如下：

Details of the associate as at 31 March 2015 are as follows:

名稱	Name	註冊成立及 營運地點 Place of incorporation and operations	已發行及 繳足資本 Particulars of issued and paid up capital	由附屬公司 持有的 所有權比率 Proportion of ownership interest held by a subsidiary	主要業務 Principal activity
重慶渝港生產力 促進中心有限公司	Chongqing – Hong Kong Productivity Promotion Center Company Limited	中國 The PRC	人民幣 RMB 3,000,000 元	40%	顧問及培訓服務 Consultancy and training services

該聯營公司並非由羅兵咸永道會計師事務所進行審核。

The associate is not audited by PricewaterhouseCoopers.

聯營公司的財務資料摘要如下：

Summary financial information on the associate:

		資產 Assets	負債 Liabilities	權益 Equity	收入 Revenue	虧損 Loss
2015	2015					
100%	100 per cent	\$3,840,924	\$(53,599)	\$3,787,325	\$–	\$(3,723)
集團實際權益	Group's effective interest	1,536,370	(21,440)	1,514,930	–	(1,489)
2014	2014					
100%	100 per cent	\$3,913,383	\$(54,557)	\$3,858,826	\$–	\$(15,089)
集團實際權益	Group's effective interest	1,565,353	(21,823)	1,543,530	–	(6,035)

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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8 應收賬款、預付款項及按金

8 Accounts receivable, prepayments and deposits

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
應收賬款	Accounts receivable	\$41,559,429	\$30,978,233	\$39,855,227	\$30,199,474
預付款項及按金	Prepayments and deposits	18,526,606	27,668,607	17,535,618	25,862,670
		\$60,086,035	\$58,646,840	\$57,390,845	\$56,062,144
代表：	Representing:				
流動	Current	\$55,622,700	\$45,661,390	\$52,927,510	\$43,076,694
非流動	Non-current	4,463,335	12,985,450	4,463,335	12,985,450
		\$60,086,035	\$58,646,840	\$57,390,845	\$56,062,144

(a) 應收賬款減值

除非集團認為能收回相關金額的可能性極低，否則應收賬款的減值虧損以準備賬記錄，在此情況下，減值虧損會直接沖銷應收賬款（參閱附註2(h)(i)）。

下表概述就呆賬作出減值虧損的變動：

(a) Impairment of accounts receivable

Impairment losses in respect of accounts receivable are recorded using an allowance account unless the Group is satisfied that recovery of the amount is remote, in which case the impairment loss is written off against accounts receivable directly (see note 2(h)(i)).

The movement in the allowance for doubtful debts during the year is as follows:

		集團及生產力局 The Group and the Council	
		2015	2014
於4月1日	At 1 April	\$1,217,929	\$-
減值虧損（轉回）／撥備	(Reversal of)/provision for impairment loss	(1,217,929)	1,217,929
於3月31日	At 31 March	\$-	\$1,217,929

於2015年3月31日，集團及生產力局沒有個別應收賬款被釐定為須予減值。

At 31 March 2015, none of the Group's and the Council's accounts receivable was individually determined to be impaired.



## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 8 應收賬款、預付款項及按金 (續)

### (b) 並無減值的應收賬款

應收賬款於發票日期當日到期。有關集團的信貸政策的進一步詳情載列於附註23(a)。

非個別或整體地被認為已減值的應收賬款的賬齡分析如下：

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
逾期少於一個月	Less than 1 month past due	\$31,013,855	\$28,679,168	\$29,309,653	\$27,900,409
逾期一至三個月	1 to 3 months past due	7,705,275	1,563,315	7,705,275	1,563,315
逾期三個月以上	More than 3 months past due	2,840,299	735,750	2,840,299	735,750
		\$41,559,429	\$30,978,233	\$39,855,227	\$30,199,474

逾期未收回但並無減值的應收款與集團許多擁有良好往績記錄的獨立客戶有關。根據以往經驗，由於信貸質素並無重大變動，而且管理層認為該等結餘仍可全數收回，因此管理層相信並無需要就該等結餘計提減值準備。

## 8 Accounts receivable, prepayments and deposits (continued)

### (b) Accounts receivable that are not impaired

Accounts receivable is due at the date of billing. Further details on the Group's credit policy are set out in note 23(a).

The ageing analysis of accounts receivable that are neither individually nor collectively considered to be impaired is as follows:

Receivables that were past due but not impaired relate to a number of independent customers that have a good track record with the Group. Based on past experience, management believes that no impairment allowance is necessary in respect of these balances as there has not been a significant change in credit quality and the balances are still considered fully recoverable.

## 9 銀行存款及現金

## 9 Cash at bank and in hand

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
三個月後到期的定期存款	Fixed deposits with maturity over 3 months at acquisition	\$31,983,186	\$37,010,937	\$31,983,186	\$32,638,509
銀行存款	Cash at bank	\$232,790,057	\$205,457,119	\$217,336,028	\$193,078,991
現金	Cash in hand	171,932	304,872	35,458	167,401
		\$232,961,989	\$205,761,991	\$217,371,486	\$193,246,392
資產負債表內銀行存款和現金總額	Total cash at bank and in hand in the balance sheets	\$264,945,175	\$242,772,928	\$249,354,672	\$225,884,901
三個月後到期的定期存款	Fixed deposits with maturity over 3 months at acquisition	(31,983,186)	(37,010,937)		
綜合現金流量表內現金及現金等價物	Cash and cash equivalents in the consolidated statement of cash flows	\$232,961,989	\$205,761,991		

## 賬目附註

### Notes to the Accounts

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## 9 銀行存款及現金 (續)

於2015年3月31日，集團及生產力局的銀行存款包括存放在中國國內銀行的款項為15,265,485元（2014年：9,318,294元），該等存款的匯款手續受中國政府相關的外匯控制規例和法規監管。

## 9 Cash at bank and in hand (continued)

Cash at bank of the Group and the Council as at 31 March 2015 includes HK\$15,265,485 (2014: HK\$9,318,294) placed with banks in the PRC, the remittance of which is subject to relevant rules and regulations of foreign exchange control promulgated by the PRC government.

## 10 應付賬款及應計費用

## 10 Accounts payable and accruals

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
應付賬款	Trade payables	\$42,425,656	\$39,180,897	\$40,026,739	\$37,002,056
遞延收入	Deferred income	46,238,336	44,523,972	46,238,336	44,523,975
預收賬款	Receipts in advance	10,160,155	9,735,688	7,537,598	6,363,599
年假補償撥備 (附註(a))	Provision for annual leave compensation (note (a))	16,668,389	17,059,768	16,668,389	17,059,768
應計費用及 其他應付款	Accruals and other payables	96,453,570	70,964,347	95,027,935	69,045,972
		\$211,946,106	\$181,464,672	\$205,498,997	\$173,995,370

所有應付賬款及應計費用均預期於一年內清償。

All of the accounts payable and accruals are expected to be settled within one year.

### (a) 年假補償撥備

### (a) Provision for annual leave compensation

		集團和 生產力局 The Group and the Council 2015	集團和 生產力局 The Group and the Council 2014
於4月1日	At 1 April	\$17,059,768	\$18,612,137
已作出的額外撥備	Additional provision made	970,785	775,476
已動用的撥備	Provision utilised	(1,362,164)	(2,327,845)
於3月31日	At 31 March	\$16,668,389	\$17,059,768

根據香港《僱傭條例》第四章，服務滿一年的僱員可享有至少七天年假（包括星期日及公眾假期），且該七天年假須為在某一公曆年內的連續日子。如任何僱員離職，均可享有年假補償金，即可收取已賺取但未使用的年假薪酬補償的現金款項。年假補償撥備是為僱員在報告期末日未使用年假的餘額而計提。

Under Chapter 4 of the Hong Kong Employment Ordinance, staff members who have completed a full year of services are entitled to take at least seven days of leave (including Sundays and Public Holidays) consecutively within one calendar year. Any staff member who leaves his or her employment is entitled to annual leave compensation. She/he is entitled to receive in cash the annual leave pay earned but not utilised. Provision is made for the employees' untaken annual leave balances at the end of the reporting period.

## 賬目附註

## Notes to the Accounts

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(以港幣為單位 Expressed in Hong Kong dollars)

# 11 應付非控制全資公司款項、應付聯營公司款項及應收／付附屬公司款項

應付非控制全資公司款項、應付聯營公司款項及應收／付附屬公司款項均為無抵押、不帶息，可按要求收回／償還，並以港幣為單位。

# 11 Amount due to a non-controlled wholly-owned entity, amount due to an associate and amounts due from/to subsidiaries

Amount due to a non-controlled wholly-owned entity, amount due to an associate and amounts due from/to subsidiaries are unsecured, non-interest bearing, recoverable/repayable on demand and denominated in Hong Kong dollars.

# 12 資本資助金、儲備及非控股股東權益

# 12 Capital subvention fund, reserves and non-controlling interests

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
資本資助金 （附註 (a)）	Capital subvention fund (note (a))	\$192,404,003	\$233,032,894	\$192,404,003	\$233,032,894
收入資助儲備 （附註 (b)）	Revenue reserve (note (b))	125,565,027	81,649,367	122,603,582	80,238,097
		\$317,969,030	\$314,682,261	\$315,007,585	\$313,270,991
換算儲備（附註 (c)）	Exchange reserve (note (c))	2,403,019	2,657,291		
		\$320,372,049	\$317,339,552		
非控股股東權益 （附註 (d)）	Non-controlling interests (note (d))	1,090,132	1,617,517		
		\$321,462,181	\$318,957,069		

## (a) 資本資助金

## (a) Capital subvention fund

集團及生產力局 The Group and the Council		2015	2014
於4月1日	At 1 April	\$233,032,894	\$231,304,031
用作購入固定資產及 無形資產的政府資助	Government subvention for purchase of fixed assets and intangible assets	\$-	\$26,708,803
轉入收支賬目	Transfer to income and expenditure account	(32,682,611)	(24,979,940)
轉入收入儲備	Transfer to revenue reserve	(7,946,280)	-
		\$(40,628,891)	\$1,728,863
於3月31日	At 31 March	\$192,404,003	\$233,032,894

賬目附註

Notes to the Accounts

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12 資本資助金、儲備及非控股股東權益 (續)

(b) 收入儲備

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
於4月1日	At 1 April	\$81,649,367	\$68,366,108	\$80,238,097	\$68,925,696
轉自收支賬目	Transfer from income and expenditure account	35,969,380	13,283,259	34,419,205	11,312,401
轉自資本資助金	Transfer from capital subvention fund	7,946,280	–	7,946,280	–
於3月31日	At 31 March	\$125,565,027	\$81,649,367	\$122,603,582	\$80,238,097

收入儲備是為了記錄生產力局及集團的累計盈餘／（虧損）而設立。

12 Capital subvention fund, reserves and non-controlling interests (continued)

(b) Revenue reserve

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
於4月1日	At 1 April	\$81,649,367	\$68,366,108	\$80,238,097	\$68,925,696
轉自收支賬目	Transfer from income and expenditure account	35,969,380	13,283,259	34,419,205	11,312,401
轉自資本資助金	Transfer from capital subvention fund	7,946,280	–	7,946,280	–
於3月31日	At 31 March	\$125,565,027	\$81,649,367	\$122,603,582	\$80,238,097

This reserve was created for the purpose of recording the Council's and the Group's accumulated surplus/(deficit).

(c) 換算儲備

		集團 The Group	
		2015	2014
於4月1日	At 1 April	\$2,657,291	\$2,682,725
換算中國業務賬目的匯兌差異	Exchange differences on translation of accounts of operations in the PRC	(254,272)	(25,434)
於3月31日	At 31 March	\$2,403,019	\$2,657,291

換算儲備包括換算香港境外業務賬目而產生的所有匯率差額，並已按照附註2(q)所載的會計政策處理。

(c) Exchange reserve

		集團 The Group	
		2015	2014
於4月1日	At 1 April	\$2,657,291	\$2,682,725
換算中國業務賬目的匯兌差異	Exchange differences on translation of accounts of operations in the PRC	(254,272)	(25,434)
於3月31日	At 31 March	\$2,403,019	\$2,657,291

The exchange reserve comprises all foreign exchange differences arising from the translation of the accounts of operations outside Hong Kong. The reserve is dealt with in accordance with the accounting policies set out in note 2(q).

(d) 非控股股東權益

		集團 The Group	
		2015	2014
於4月1日	At 1 April	\$1,617,517	\$1,597,186
應佔換算儲備	Share of exchange reserve	(5,331)	(181,534)
年度應佔利潤	Share of profit for the year	310,666	201,865
註銷附屬公司	Deregistration of a subsidiary	(832,720)	–
於3月31日	At 31 March	\$1,090,132	\$1,617,517

(d) Non-controlling interests

		集團 The Group	
		2015	2014
於4月1日	At 1 April	\$1,617,517	\$1,597,186
應佔換算儲備	Share of exchange reserve	(5,331)	(181,534)
年度應佔利潤	Share of profit for the year	310,666	201,865
註銷附屬公司	Deregistration of a subsidiary	(832,720)	–
於3月31日	At 31 March	\$1,090,132	\$1,617,517



## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 12 資本資助金、儲備及非控股股東權益 (續)

### (e) 年度政府整筆資助

根據政府與生產力局在2009年6月22日簽訂的《行政安排備忘錄》(「備忘錄」)第8節，生產力局可以將從年度政府整筆資助中節省所得的金額保留作為儲備。不論在任何時間，該儲備水平不得高於生產力局於有關財政年度所得的年度政府整筆資助額的15%。2014/2015年度的政府資助包括汽車零部件研究及發展中心部門所獲得的創新及科技基金資助額為13,600,000元(2013/2014: 11,300,000元)，此款項不列為年度整筆資助。2014/2015年度的政府整筆資助總額為1.929億元(2013/2014年度: 1.874億元)。生產力局已按備忘錄規定在本年度和以往年度全數動用所獲得的政府整筆資助。

2014/2015年度生產力局的政府資助全數於收支賬目的政府資助收入列賬，而2013/2014年度生產力局的政府資助分別於收支賬目的政府資助收入及資本資助金列賬。

### (f) 資本管理

集團所界定的「資本」包括資本資助金及儲備的所有組成部分。集團不會將因與其他集團公司進行交易業務所產生的交易結餘視為資本。

集團管理資本的首要目標是保障集團有能力持續經營，以及確保集團能於可見未來支付到期的負債。

集團按照集團的資本管理規定，定期審閱及管理集團的資本結構。在本年度及以前年度，生產力局及其任何附屬公司概無受到外來施加的資本規定所規限。

## 13 政府資助

### 集團及生產力局

## 12 Capital subvention fund, reserves and non-controlling interests (continued)

### (e) Annual block grant

In accordance with section 8 of the Memorandum of Administrative Arrangement ("MAA") dated 22 June 2009 signed between the Government and the Council, the Council is allowed to keep any savings from its annual block grant as reserves. At any one point in time the level of accumulated savings from the Council's annual block grant shall not exceed 15% of its annual block grant in the current financial year. The government subvention for the year of 2014/2015 includes the grant from ITF for APAS Division of HK\$ 13.6 million (2013/2014: HK\$11.3 million) which is not classified as annual block grant. The total block grant of the Council for the year of 2014/2015 was HK\$ 192.9 million (2013/2014: HK\$187.4 million). The annual block grant from the Government in the current and prior years has been fully expended by the Council in accordance with the MAA.

The annual block grant of the Council for the year of 2014/15 was entirely accounted for as Government subvention income in the statement of comprehensive income whereas the annual block grant of the Council for the year of 2013/14 was accounted for as Government subvention income in the statement of comprehensive income and capital subvention fund.

### (f) Capital management

The Group defines "capital" as including all components of capital subvention fund and reserves. Trading balances that arise as a result of trading transactions with other group companies are not regarded by the Group as capital.

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to enable the Group to meet its liabilities as they fall due for the foreseeable future.

The Group's capital structure is regularly reviewed and managed with due regard to the capital management practices of the Group. Neither the Council nor its subsidiaries are subject to externally imposed capital requirement in the current and prior years.

## 13 Government subvention

### The Group and the Council

		集團及生產力局 The Group and the Council	
		2015	2014
經常性活動的資助	Subvention for recurrent activities	\$206,554,676	\$171,996,708

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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14 服務收入

14 Service income

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
顧問服務	Consultancy	\$363,840,801	\$329,130,523	\$349,483,519	\$323,242,477
培訓	Training	12,959,062	17,584,387	12,959,062	17,430,415
製造業支援服務	Manufacturing support	19,237,320	19,810,317	19,237,320	19,810,317
銷售刊物及廣告	Publications and advertising	324,345	773,445	324,345	773,445
展覽會及考察團	Exhibitions and study mission	3,433,687	7,678,967	3,433,687	7,125,718
		\$399,795,215	\$374,977,639	\$385,437,933	\$368,382,372

15 其他收入

15 Other income

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
租金收入	Rental income	\$6,837,300	\$6,531,764	\$6,837,300	\$6,531,764
利息收入	Interest income	798,043	936,063	764,909	891,305
其他	Others	3,097,299	3,716,785	1,852,437	3,504,986
		\$10,732,642	\$11,184,612	\$9,454,646	\$10,928,055

16 職員薪俸

16 Staff emoluments

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
薪金及津貼	Salaries and allowances	\$289,068,036	\$276,558,058	\$286,628,739	\$271,496,683
約滿酬金	Gratuities	2,625,494	2,119,758	2,625,494	2,119,758
總裁級職員旅費	Directorate passages	228,603	319,772	228,603	319,772
超時工作、膳食及 其他津貼	Overtime, subsistence and other allowances	885,288	939,555	885,288	939,555
職員住屋及 傢具津貼	Staff housing and furniture allowances	13,136,612	11,947,027	13,136,612	11,947,027
職員教育津貼	Staff education allowances	1,214,992	1,403,693	1,214,992	1,403,693
退休金計劃供款	Retirement schemes contribution	27,424,438	26,551,658	27,424,438	26,551,658
醫療福利計劃	Medical benefits scheme	8,920,539	9,364,663	8,920,539	9,364,664
		\$343,504,002	\$329,204,184	\$341,064,705	\$324,142,810

## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 16 職員薪俸 (續)

除上述外，若干職員成本確認為其他支出（附註19），細節如下：

- (a) 截至2015年3月31日止年度內，項目僱員支出合計為110,151,640元（2014年：8,639,865元），已計入集團及生產力局的項目相關支出（附註19）。

## 17 高級管理人員薪酬

高級管理人員就其向集團及生產力局提供服務所收取的薪酬（薪金、津貼、實物福利和公積金供款）總額如下：

## 16 Staff emoluments (continued)

In addition to the above, certain staff costs are charged to other expenses (see note 19) with details as follows:

- (a) Project staff costs for the year ended 31 March 2015 amounting to HK\$10,151,640 (2014: HK\$8,639,865) have been charged to project related expenses of the Group and the Council under note 19.

## 17 Senior management's remuneration

The aggregate remuneration (salaries, allowances, benefits in kind and provident fund contributions) received by the senior management for their services rendered to the Group and the Council are listed as follows:

		集團及生產力局 The Group and the Council	
		2015	2014
麥鄧碧儀，總裁	Agnes Mak, Executive Director	\$3,673,496	\$3,522,436
林廣成，副總裁（企業創新）	Leo Lam, Director (Business Innovation)	–	1,434,062
老少聰，副總裁（企業管理）	Gordon Lo, Director (Business Management)	2,622,575	–
潘永生，副總裁（科技發展）	Joseph Poon, Director (Technology Development)	2,832,650	2,515,166
林植廷，副總裁（機構事務）	Tony Lam, Director (Corporate Services)	2,974,810	2,856,133
		<b>\$12,103,531</b>	<b>\$10,327,797</b>

## 18 生產力局理事會各委員的薪酬

於年內，生產力局主席及其他理事會委員均無就其向生產力局提供的服務而收取任何薪酬（2014年：零）。

## 18 Remuneration of council members

During the year, the Chairman and other Council Members of the Council did not receive any remuneration for their services rendered to the Council (2014: HK\$Nil).

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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19 其他支出

19 Other expenses

		集團 The Group		生產力局 The Council	
		2015	2014	2015	2014
一般及行政支出	General and administrative expenses	\$36,773,178	\$33,142,261	\$34,912,961	\$27,750,536
項目相關支出	Project related expenses	179,172,060	159,822,351	168,499,373	166,078,572
附屬公司註銷登記 相關虧損	Loss on deregistration of a subsidiary	8,962	—	—	—
出售固定資產 虧損	Loss on disposal of fixed assets	304,961	177,826	261,625	177,826
折舊	Depreciation	30,613,391	23,399,457	30,219,789	23,298,763
攤銷	Amortisation	5,579,462	2,478,777	5,577,729	2,473,801
其他支出	Other expenses	16,572,446	21,219,728	19,174,479	21,052,366
		\$269,024,460	\$240,240,400	\$258,645,956	\$240,831,864

20 稅項

20 Taxation

(a) 綜合收支賬目所示的稅項為：

(a) Taxation in the consolidated income and expenditure account represents:

		2015	2014
本期稅項 — 香港以外 年度稅項	Current tax – outside Hong Kong Provision for the year	\$955,147	\$203,156

由於生產力局獲稅務局根據香港《稅務條例》第87條豁免繳納所有香港稅項，因此毋須繳納任何香港利得稅。

The Council is not subject to any Hong Kong Profits Tax as the Council has been granted exemption from all Hong Kong taxes by the Inland Revenue Department under Section 87 of the Inland Revenue Ordinance.

由於生產力局的香港附屬公司於截至2015年3月31日和2014年3月31日止的年度內錄得虧損，故並無作出香港利得稅準備。

No provision for Hong Kong Profits Tax for the Council's Hong Kong subsidiaries has been made as they sustained losses for taxation purposes during the years ended 31 March 2015 and 2014.

生產力局的中國附屬公司的稅率是百分之二十五。

Taxation for the Council's mainland subsidiaries is charged at 25%.





## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 20 稅項 (續)

## (b) 稅務支出與會計盈餘／(虧損) 以適用稅率作出的對賬：

		2015	2014
除稅前盈餘／虧損	Surplus/(deficit) before taxation	\$4,552,582	\$(11,291,660)
按相關司法管轄區適用稅率計算除稅前盈餘／虧損的名義稅項	Notional tax on surplus/(deficit) before taxation, calculated at rates applicable to surplus/deficit in the jurisdictions concerned	\$719,982	\$691,179
毋須課稅收入的稅項影響	Tax effect of non-taxable income	(8,210)	(29)
不可抵扣支出的稅項影響	Tax effect of non-deductible expenses	366,396	36,032
未確認和未利用稅項虧損的稅項影響	Tax effect of unused tax losses not recognised	390,281	162,023
已利用以往年度稅項虧損的稅項影響	Tax effect of prior years' tax losses utilised	(513,302)	(686,049)
實際稅項支出	Actual tax expense	\$955,147	\$203,156

## (c) 綜合資產負債表所示的本期所得稅為：

## 20 Taxation (continued)

## (b) Reconciliation between tax expense and accounting surplus/(deficit) at applicable tax rates:

## (c) Current taxation in the consolidated balance sheet represents:

		集團 The Group	
		2015	2014
年度稅項	Provision for the year	\$955,147	\$203,156
已付的中國企業所得稅	PRC Corporate Income Tax paid	(817,737)	(34,793)
		\$137,410	\$168,363

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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20 稅項 (續)

(d) 遞延稅項資產與負債：

集團於2015年3月31日和2014年3月31日並無須予確認的重大遞延稅項資產或負債。

集團有港幣1,915,798元未確認稅項虧損(2014年為港幣2,407,882元)可結轉以抵銷未來應課稅收入。此等款額分析如下：

20 Taxation (continued)

(d) Deferred tax assets and liabilities:

The Group has no material deferred tax assets or liabilities requiring recognition as at 31 March 2015 and 2014.

The Group has unrecognised tax losses of HK\$ 1,915,798 (2014: HK\$2,407,882) to carry forward against future taxable income. These amounts are analysed as follows:

		集團 The Group 未確認稅項虧損 Unrecognised tax losses	
		2015	2014
沒有到期日	No expiry date	\$337,913	\$275,761
2015年到期	Expiring in 2015	–	26,203
2016年到期	Expiring in 2016	–	–
2017年到期	Expiring in 2017	–	–
2018年到期	Expiring in 2018	6,777	371,527
2019年到期	Expiring in 2019	1,571,108	1,734,391
		\$1,915,798	\$2,407,882

21 綜合現金流量表附註

(a) 除稅前盈餘／(虧損)與營運活動的現金流入淨額的對賬：

21 Note to the consolidated cash flow statement

(a) Reconciliation of surplus/(deficit) before taxation to net cash inflow from operations:

		2015	2014
在綜合收支賬目處理的 除稅前盈餘／(虧損)	Surplus/(deficit) before taxation dealt with in the consolidated income and expenditure account	4,552,582	(11,291,660)
應收賬款、預付款項及按金增加	Increase in accounts receivable, prepayments and deposits	(8,743,381)	(10,564,024)
應付非控制全資公司款項(減少)／增加	(Decrease)/increase in amount due to a non-controlled wholly-owned entity	(697,050)	357,140
應付賬款及應計費用增加	Increase in accounts payable and accruals	30,472,472	33,286,843
利息收入	Interest income	(798,043)	(936,063)
出售固定資產虧損	Loss on disposal of fixed assets	304,961	177,826
附屬公司註銷登記相關虧損	Loss on deregistration of a subsidiary	8,962	–
固定資產折舊	Depreciation	30,613,391	23,399,457
無形資產攤銷	Amortisation	5,579,462	2,478,777
應佔聯營公司虧損	Share of loss of an associate	1,489	6,035
減值虧損(轉回)／撥備	(Reversal of)/provision for impairment loss	(1,217,929)	1,217,929
營運現金流入淨額	Net cash inflow from operations	\$60,076,916	\$38,132,260

## 賬目附註

## Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
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## 21 綜合現金流量表附註 (續)

## (b) 註銷附屬公司：

		2015
註銷附屬公司的淨資產包括：	Net assets of a subsidiary deregistered included:	
現金及銀行存款	Cash and bank balances	\$1,817,923
預付款項及其他應收賬款	Prepayments and other receivables	10
應計費用及其他應付賬款	Accruals and other payables	(118,554)
		1,699,379
附屬公司註銷登記相關虧損	Loss on deregistration of a subsidiary	(8,962)
		\$1,690,417
收款方式：	Satisfied by:	
現金及銀行存款留存於本集團	Cash and bank balances retained by the Group	\$857,697
就註銷附屬公司向非控股股東權益提供的現金結算	Cash settlement to non-controlling interests for deregistration of a subsidiary	832,720
		\$1,690,417

## 21 Note to the consolidated cash flow statement (continued)

## (b) Deregistration of a subsidiary:

## 22 承擔

## (a) 作為經營租賃承租人

於2015年3月31日，集團根據不可取銷的經營租賃於未來應付的最低租賃總額如下：

## 22 Commitments

## (a) As lessee of operating leases

At 31 March 2015, the Group had future aggregate minimum lease payments under non-cancellable operating leases as follows:

		集團 The Group	
		2015	2014
土地及建築物	Land and buildings		
第1年內	Within 1 year	\$1,770,887	\$1,640,601
第2至第5年內	After 1 year but within 5 years	1,103,662	1,819,969
		\$2,874,549	\$3,460,570

本年度，於綜合收支賬目中被確認為土地及建築物的租賃費用為1,679,283元（2014年：1,395,712元）。

這些租賃一般初步為期一至五年，並且有權選擇續期，屆時所有條款均可重新商定。各項租賃均不包含或有租金。

During the year, HK\$ 1,679,283 (2014: HK\$1,395,712) was recognised as an expenditure in the consolidated income and expenditure account in respect of leasing of land and buildings.

The leases typically run for an initial period of one to five years, with an option to renew the lease when all terms are renegotiated. None of the leases includes contingent rentals.

## 賬目附註

### Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

## 22 承擔 (續)

(b) 於2015年3月31日，尚未於賬目內撥備的資本承擔如下：

		集團及生產力局 The Group and the Council	
		2015	2014
已簽約資本性開支	Capital expenditure contract for	\$4,584,127	\$24,327,992

## 22 Commitments (continued)

(b) Capital commitments outstanding at 31 March 2015 not provided for in the accounts were as follows:

## 23 金融風險管理及公允價值

集團在正常業務過程中會產生信貸、流動資金、利率及外幣風險。這些風險是按照集團的財務管理政策及原則加以管理，具體如下：

### (a) 信貸風險

集團的信貸風險主要來自應收賬款。管理層已制定信貸政策，並且持續監控信貸風險額度。

本集團的現金存放在良好信貸評級的金融機構，對任何單一金融機構所承受的信貸風險有限。鑒於其良好的信貸評級，本集團不預期此等金融機構會無法履行其責任。

於結算日，集團五大客戶的應收賬款佔應收賬款總額的39% (2014年：26%)。

關於集團來自應收賬款信貸風險的進一步數量分析，列示於附註8。

### (b) 流動資金風險

集團的政策是定期監控流動資金需求，以確保維持充足的現金儲備，應付到期時合約性及合理可預見的責任所需。

所有集團及生產力局的金融負債於2015年3月31日和2014年3月31日的賬面值與其合約未折現現金流量計價差異並不重大。集團及生產力局須償還此等債務的最早日期為一年內或按要求償還。

### (c) 利率風險

生產力局認為目前並無重大利率風險。

## 23 Financial risk management and fair values

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business. The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

### (a) Credit risk

The Group's credit risk is primarily attributable to accounts receivable. Management has a credit policy in place and exposure to these credit risks are monitored on an ongoing basis.

Cash is deposited with financial institutions with sound credit ratings and the Group has exposure limit to any single financial institution. Given their high credit ratings, the Group does not expect any of these financial institutions will fail to meet their obligations.

At the balance sheet date, 39 % (2014: 26%) of the total accounts receivable was due from the Group's five largest customers.

Further quantitative disclosures in respect of the Group's exposure to credit risk arising from accounts receivable are set out in note 8.

### (b) Liquidity risk

The Group's policy is to regularly monitor its liquidity requirements to ensure that it maintains sufficient reserves of cash to satisfy its contractual and reasonably foreseeable obligations as they fall due.

All financial liabilities of the Group and the Council are carried at amounts not materially different from their contractual undiscounted cash flows as at 31 March 2015 and 2014. The earliest date the Group and the Council are required to settle these liabilities is within one year or payable on demand.

### (c) Interest rate risk

The Council considers that there is no exposure to significant interest rate risk.



## 賬目附註

## Notes to the Accounts

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## 23 金融風險管理及公允價值 (續)

### (d) 外幣風險

集團的外幣風險主要來自以外幣計值的應收款、應付款及現金餘額所產生的若干收入和成本；外幣指與交易相關的經營活動的功能貨幣以外的貨幣。集團的外幣風險主要源自人民幣。對於主要以人民幣為單位的結餘，集團會在有必要時按現貨匯率買賣外幣，以確保將淨風險額度維持在可接受的水平，並應付短期的失衡情況。

#### (i) 外幣風險額度

下表載列集團及生產力局於報告期末日，以集團功能貨幣以外貨幣計值的已確認資產或負債產生的貨幣風險。為呈列目的，金額以年末的匯率轉換成港元列示。

## 23 Financial risk management and fair values (continued)

### (d) Currency risk

The Group is exposed to currency risk primarily through certain income and cost which give rise to receivables, payables and cash balances that are denominated in a foreign currency, i.e., a currency other than the functional currency of the operations to which the transactions relate. The currencies giving rise to this risk are primarily Renminbi ("RMB"). In respect of balances denominated in RMB, the Group ensures that the net exposure is kept to an acceptable level, by buying or selling foreign currencies at spot rates where necessary to address short-term imbalances.

#### (i) Exposure to currency risk

The following table details the Group's and the Council's exposure at the end of the reporting period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity which recognised the assets or liabilities. For presentation purposes, the amounts of the exposures are shown in Hong Kong dollars, translated using the spot rate at the year end date.

### The Group and the Council 集團及生產力局

		外幣風險 Exposure to foreign currencies	
		2015	2014
銀行存款及現金	Cash at bank and in hand	\$34,094,370	\$21,095,483
應付賬款及應計費用	Accounts payable and accruals	(6,296,854)	(1,256,700)
淨外幣風險	Net exposure to currency risk	\$27,797,516	\$19,838,783

賬目附註

Notes to the Accounts

截至2015年3月31日止年度 for the year ended 31 March 2015  
(以港幣為單位 Expressed in Hong Kong dollars)

23 金融風險管理及公允價值  
(續)

(d) 外幣風險 (續)

(ii) 敏感度分析

下表列載於報告期末日，假若與集團有關的外幣匯率出現重大變動，並假設所有其他風險可變因素維持不變的情況下，對集團稅後盈餘和收入儲備可能造成的即時影響。

集團

		2015		2014	
		外幣匯率 升值／ (貶值) Increase/ (decrease) in foreign exchange rates	對稅後盈餘 和收入儲備 的影響 Effect on surplus after tax and revenue reserve	外幣匯率 升值／ (貶值) Increase/ (decrease) in foreign exchange rates	對稅後盈餘 和收入儲備 的影響 Effect on surplus after tax and revenue reserve
人民幣	Renminbi	5% (5)%	\$1,389,876 (1,389,876)	5% (5)%	\$708,528 (708,528)

敏感度分析假設於報告期末日，外幣匯率變動已應用於重新計量集團於該日所持有令集團承擔外匯風險的金融工具，包括集團內的公司間應付款及應收款（以借款人或還款人的功能貨幣以外的貨幣計值）。該分析不包括由於換算香港境外經營的賬目至集團列賬貨幣所產生的差異。2014年的分析基於同樣的方法。

(e) 公允價值

於2015年3月31日和2014年3月31日，所有金融工具的賬面金額與其公允價值沒有重大差異。

23 Financial risk management and fair values  
(continued)

(d) Currency risk (continued)

(ii) Sensitivity analysis

The following table indicates the instantaneous change in the Group's surplus after tax (and revenue reserve) that would arise if foreign exchange rates to which the Group has significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant.

The Group

		2015		2014	
		外幣匯率 升值／ (貶值) Increase/ (decrease) in foreign exchange rates	對稅後盈餘 和收入儲備 的影響 Effect on surplus after tax and revenue reserve	外幣匯率 升值／ (貶值) Increase/ (decrease) in foreign exchange rates	對稅後盈餘 和收入儲備 的影響 Effect on surplus after tax and revenue reserve
人民幣	Renminbi	5% (5)%	\$1,389,876 (1,389,876)	5% (5)%	\$708,528 (708,528)

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period, including inter-company payables and receivables within the Group which are denominated in a currency other than the functional currencies of the lender or the borrower. The analysis excludes differences that would result from the translation of the accounts of operations outside Hong Kong into the Group's presentation currency. The analysis is performed on the same basis for 2014.

(e) Fair values

All financial instruments are carried at amounts not materially different from their fair values as at 31 March 2015 and 2014.

## 賬目附註

## Notes to the Accounts

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## 24 關聯方交易

除本賬目另有披露的交易及結餘外，集團曾經於年內進行以下關聯方交易：

- (i) 生產力局的理事會委員是由政府行政長官委任。由於政府可對生產力局發揮重大影響力，故此生產力局與政府之間的交易被視為關聯方交易，並於本賬目內分開列示。年內，生產力局曾與政府進行下列關聯方交易：

## 24 Related party transactions

In addition to the transactions and balances disclosed elsewhere in these accounts, the Group entered into the following related party transactions during the year:

- (i) Council Membership of the Council is appointed by Chief Executive of the Government. The Government has significant influence over the Council and transactions between the Council and the Government are considered to be related party transactions and are identified separately in these accounts. During the year, the Council had the following related party transactions with the Government:

		2015	2014
收取政府資助，用於：	Receipt of government subvention used for:		
– 購入固定資產及無形資產	– purchase of fixed assets and intangible assets	\$–	\$26,708,803
– 經常性活動	– recurrent activities	206,554,676	171,996,708
來自政府的服務收入（附註1）	Service income from the Government (note 1)	65,889,612	65,640,068
來自政府資助項目的收入（附註2）	Income from government funding schemes (note 2)	42,800,547	33,508,624

附註：

- (1) 來自政府的服務收入指涉及環保、資訊科技、業務管理諮詢等項目，此等項目均透過競價方式，或透過與不同政府部門訂立夥伴協議而取得，而此等協議均按商業基準訂立。
- (2) 來自政府資助計劃的收入指科研項目，此等項目均透過競價方式取得，而相關的收入是按照協議條款收取的。

Notes:

- (1) The service income from the Government relates to projects in environmental protection, information technology, business management consultancy, etc., which are obtained either by a competitive process or through partnership agreements with various government departments, and the agreements are concluded commercially.
- (2) The income from government funding schemes relates to projects in research and development which are obtained by a competitive process and the income is charged in accordance with the terms of the agreements.

## 賬目附註

### Notes to the Accounts

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## 25 已頒布但於截至2015年3月31日止會計年度尚未生效的修訂本、新準則及詮釋可能帶來的影響

以下新訂準則、修訂本和詮釋必須在二零一五年三月三十一日或之後開始的會計期間採用，而本集團並無提早採納：

年度改進項目	香港財務報告準則 2012-2014週期的年度 改進
香港會計準則第1號 (修訂本)	披露倡議
香港會計準則第16號及 香港會計準則第38號 (修訂本)	折舊及攤銷可接納方法 的澄清
香港會計準則第16號及 香港會計準則第41號 (修訂本)	農業：結果植物
香港會計準則第27號 (修訂本)	獨立財務報表的權益法
香港財務報告準則第10號 及香港會計準則第28號 (修訂本)	投資者與其聯營公司或 合營企業的資產出售和 注資
香港財務報告準則第10號、 香港財務報告準則第12號 及香港會計準則第28號 (修訂本)	投資主體：應用例外綜 合法
香港財務報告準則第9號	金融工具
香港財務報告準則第11號 (修訂本)	購買聯合經營權益的 會計法
香港財務報告準則第14號	監管遞延賬目
香港財務報告準則第15號	客戶合同收益

本集團現正評估此等修訂本在首次應用期間的預期影響。到目前為止，集團認為採納此等修訂本不大可能會對本集團的經營業績和財務狀況造成重大影響。

## 25 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 March 2015

The following new standards, amendments to standards and interpretations are mandatory for the accounting periods beginning on or after 31 March 2015 or later periods which the Group has not early adopted:

Annual Improvement Project	Annual Improvements to HKFRS 2012-2014 Cycle
HKAS 1 (Amendment)	Disclosure Initiative
HKAS 16 and HKAS 38 (Amendment)	Clarification of Acceptable Methods of Depreciation and Amortisation
HKAS 16 and HKAS 41 (Amendment)	Agriculture: Bearer Plants
HKAS 27 (Amendment)	Equity Method in Separate Financial Statements
HKFRS 10 and HKAS 28 (Amendment)	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
HKFRS 10, HKFRS 12 and HKAS 28 (Amendment)	Investment Entities: Applying the Consolidation Exception
HKFRS 9	Financial Instruments
HKFRS 11 (Amendment)	Accounting for Acquisitions of Interests in Joint Operations
HKFRS 14	Regulatory Deferral Accounts
HKFRS 15	Revenue from Contracts with Customers

The Group is in the process of making an assessment of what the impact of these amendments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the Group's results of operations and financial position.



**賬目附註****Notes to the Accounts**

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**26 關鍵會計估算及判斷****工作的估計收益和成本**

本集團根據個別服務合約之完成百分率確認其合約收入。本集團於合約進行期間，檢討及修訂各合約之估計收益和成本。收入預算乃根據相關合約所載之條款而定。成本預算主要包括員工成本和材料成本，並按管理層的經驗釐定。為確保預算準確適時，管理層透過將預算款項與實際產生的款額作出比較，以定期檢討管理預算。

**26 Critical accounting estimates and judgements****Estimate of revenue and costs of works**

The Group recognises its service income according to the percentage of completion of the individual contract of services. The Group reviews and revises the estimates of contract revenue and contract costs prepared for each contract as the contract progresses. Budgeted service income is determined in accordance with the terms set out in the relevant contracts. Budgeted service costs which mainly comprise staff costs and costs of materials are prepared by experienced management. In order to keep the budget accurate and up-to-date, the management conducts periodic reviews on the management budgets by comparing the budgeted amounts to the actual amounts incurred.

為消減本印刷品對全球氣候變化的影響，生產力局環境管理部顧問對本獨立核數師報告及財務報告的印刷及分發過程進行碳足印分析，並以碳額度抵銷碳排放量。

To minimize the impact of this publication on global climate change, HKPC's environmental management consultants have performed a carbon footprint analysis on the printing and distribution of this Independent Auditor's Report and Financial Statements. The total carbon emission is offset by means of carbon credits.

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