

生產力局 - 轉型 · 創新
HKPC - Inspiring Transformation



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我們的服務 – 香港生產力促進局及其附屬公司 2018-19

How We Serve – HKPC and Its Subsidiaries 2018-19

營運摘要

Operational Highlights



- 年內綜合服務收入達港幣**4.68 億元**，較去年比較自然增長約為**4%**。
- 推行**944**個新顧問項目，**43**個新研發項目，當中新客戶的訂單有**70%**為中小企。
- 推出**27**項新服務和產品，成功將**18**項技術商品化，註冊**21**項專利。
- 工業4.0和企業4.0服務增長分別為**34%**及**21%**。
- **84%** 訂單採購自本地企業，當中約**60%** 購自中小企。
- 由本局擔任執行機構的BUD專項基金、清潔生產夥伴計劃和回收基金年內累計批出資助金額達港幣**11.26 億元**。
- Consolidated service income of **HK\$468 million**, a **4%** year-on-year organic growth.
- **944** new consultancy projects; **43** new R&D projects; **70%** new customer orders from SMEs.
- **27** new services and products; commercialised **18** technologies and obtained **21** patents.
- **34%** i4.0 and **21%** e4.0 service growth.
- **84%** local procurement of which **60%** purchased from SMEs.
- BUD Fund, Cleaner Production Partnership Programme and Recycling Fund implemented by HKPC released **HK\$1.126 billion** cumulative approved funding during the year.

策略合作

Strategic Collaborations



- 與德國**亞琛大學工業園區**(RWTH Aachen Campus)簽署合作備忘錄，在香港成立人工智能及機械人研發中心。
- 分別與**廣東省科技合作研究促進中心**及**肇慶市科學技術局**達成合作協議。
- 生產力學院與國際線上培訓平台**Udemy**攜手合作，壯大香港人才庫。
- 與**美國商務部**加強智能科技協作。
- Collaborated with Germany's **RWTH Aachen Campus** to establish global leading Artificial Intelligence and Robotics Research Centre in Hong Kong.
- Collaborated with **Guangdong Science & Technology Cooperation Centre** and **Zhaoqing Municipal Science and Technology Bureau**.
- Joined hands with global online learning portal **Udemy** to strengthen Hong Kong talent pool.
- Pledged with the **US Department of Commerce** to strengthen Smart Technology Collaboration.

客戶服務 Customer Satisfaction



9.07

客戶滿意評分
Scored

- 客戶服務滿意度調查平均得分：**9.07/10**。
- Average customer satisfaction surveys score: **9.07/10**.

聯繫持份者 Communication with Stakeholders



28,396

人次 People

- 舉辦 **65** 個行業諮詢活動。
- **28,396** 人次參加行業協會交流活動及講座。
- Held **65** industry consultation events.
- **28,396** people attended networking activities for industry associations and seminars.

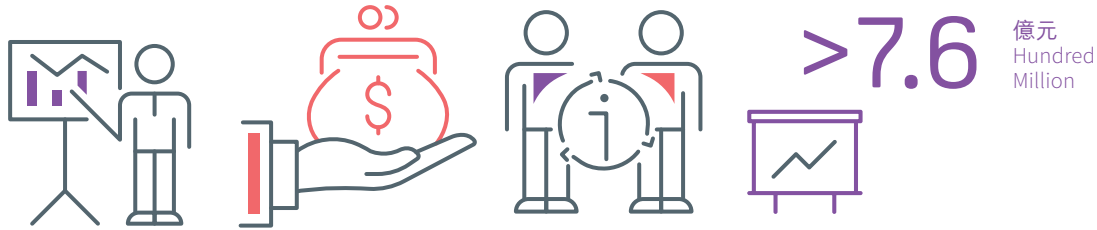
新工業支援平台 New Industry Support Platforms



- 開設 **科創中心 (THE HATCH)**，與德國弗勞恩霍夫生產技術研究所 (Fraunhofer IPT) 合作，推廣智能產品及服務。
- 組成 **粵港澳大灣區生產力促進服務聯盟**，聯同大灣區主要生產力中心共建知識和技術交流平台，把握大灣區的商機。
- 在深圳福田保稅區設立 **香港生產力促進局深圳創新及技術中心**，促進深港創新和科技發展。
- 開始管理由香港政府資訊科技總監辦公室新啟動的 **網絡安全資訊共享夥伴試驗計劃**，加強交流網絡安全資訊，協助不同行業及企業對抗網絡攻擊。
- Set up **THE HATCH** - INC Invention Centre with Germany's Fraunhofer IPT to foster smart products and services development.
- Joined hands with major productivity centres in the Greater Bay Area to form the **Greater Bay Productivity Consortium**, as knowledge and technology exchange platform, leveraging the opportunities arising from the Greater Bay Area.
- Established the **HKPC Shenzhen Innovation and Technology Centre** in the Shenzhen Futian Free Trade Zone, to facilitate Hong Kong-Shenzhen innovation and technology development.
- Started to administer **Cybersec Infohub** - newly launched by the Office of the Government Chief Information Officer to enhance the exchange of cyber security information with industry and enterprises to defend against cyber attacks.

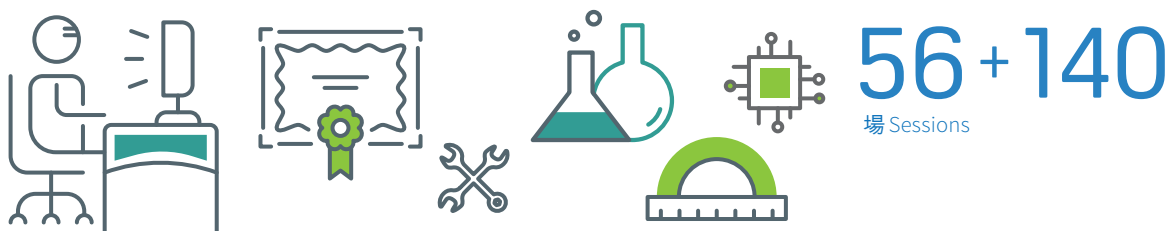


支援中小企 SMEs Support



- **SME One 中小企一站通**：2018-19 年內舉辦一系列研討會，為超過 **1,545** 家中小企提供各項資助計劃資訊、營商及新法律法規知識分享，並處理 **1,894** 項有關申請資助的查詢。
- **發展品牌、升級轉型及拓展內銷市場的專項基金 (BUD 專項基金)** 執行機構：截至 2019 年 3 月底，已批出 **1,851** 個資助項目，總資助額超過港幣 **7 億 6 千萬元**，協助香港企業提升在內地和東盟市場的競爭力。
- **零售業人力需求管理科技應用支援計劃 (ReTAAS)** 執行機構：累積批出 **371** 個資助項目，總資助額超過港幣 **1 千 300 萬元**，資助零售企業應用科技管理人力需求，並提升生產力。
- **SME One** - during 2018-19, organised seminars for **1,545** SMEs on various funding schemes, briefings, knowledge sharing as well as new business ordinances plus regulations. Handled **1,894** inquiries to spread news about funding schemes.
- **Dedicated Fund on Branding, Upgrading and Domestic Sales (BUD Fund)** Implementer - as of end March 2019, approved and granted over **HK\$760 million** and approved **1,851** projects, to assist Hong Kong enterprises in enhancing overall competitiveness among Mainland China and ASEAN markets.
- **Retail Technology Adoption Assistance Scheme for Manpower Demand Management (ReTAAS)** - as of end March 2019, granted over **HK\$13 million** and approved **371** projects for retail enterprises, to enhance manpower management and productivity with technologies.

服務社區 Serving the Community



- 舉辦**第九屆香港傑出企業公民獎**，以表揚公司、企業義工隊及社企在企業社會責任方面的卓越表現。
- **知創空間**初創平台於2018-19年內舉辦**56**場以初創及STEM教育為主題的活動，並舉行超過**140**場機器操作及安全培訓。
- 於2019年1月成立香港首個樂齡科技產業平台 — **智齡 GLink**，促進本地樂齡科技服務供應商和用戶交流。
- Organised the **9th Hong Kong Outstanding Corporate Citizenship Awards** to recognise companies, corporate volunteer teams and social enterprises with remarkable achievements in corporate social responsibility.
- **Inno Space** - hosted **56** startups and STEM education-related events, as well as more than **140** safety and machine training sessions during 2018-19.
- Launched **GLink** in January 2019 – Hong Kong's first gerontechnology platform to facilitate communications between demand and supply sides.

執行可持續發展項目 Sustainability Implementer



- **回收基金**：為業界提供技術支援，以促進本港回收再造業的可持續發展。截至2019年3月底，此項總額達港幣10億的基金已批出**179**個申請項目，資助額約港幣**1億5千200萬元**，年間亦推出一系列優化措施支援回收業。
- **清潔生產夥伴計劃**：截至2019年3月底，已累積批出**811**個申請項目及活動，資助額超過港幣**1億200萬元**，並已完成**93**個示範項目，共節省**44**億焦耳耗電量，減少**71,125**噸污水排放。
- **Recycling Fund** – provision of technical support to the local recycling industry for the HK\$1 billion scheme. As of March 2019, **~HK\$152 million** of funding has been approved for **179** projects; plus a series of supporting enhancement measures.
- **Cleaner Production Partnership Programme** – as of March 2019, exceeding **HK\$102 million** of funding has been approved for **811** projects and activities cumulatively. The **93** completed demonstration projects contributed to annual energy savings of **44** tera-joules, and reduced annual effluent discharges by **71,125** tonnes.

獎項殊榮 Awards and Honours



- 八項應用研發在**第46屆日內瓦國際發明展**勇奪殊榮
 - 評審團特別嘉許金獎：
 - 食品高壓處理系統
 - 手提式電動車充電器
 - 智能防竊啟貨物包裝膜
 - 智能安全帶
 - 金獎：
 - 智能路燈監察系統
 - 貨車尾板安全系統
 - 銀獎：
 - 智能廁板
 - 智能婚戒試戴系統
- **廚餘全面轉化系統**於**2018年英國化學工程師學會全球年獎典禮**上獲嘉許
 - 能源組別 - 高度嘉許獎狀
 - 可持續組別 - 高度嘉許獎狀
- **Eight** applied R&D innovations won major awards at the **46th International Exhibition of Inventions Geneva**:
 - Gold Medal with Congratulations from Jury:
 - High Pressure Processing System for Packaged Food
 - Portable Electric Vehicle (EV) Charger Kit (PCK) System
 - Smart Counter-tampering Cargo Wrapping Film
 - Smart Safety Seat Belt
 - Gold Medal:
 - Smart Street Lamp Monitoring System
 - Tail Lift Anti-Trapping System
 - Silver Medal:
 - Smart Toilet Seat
 - Smart Wedding Ring-fitting System
- **Food Waste Total Recycling System** was recognised at the **Institute of Chemical Engineering (IChemE) Global Awards Ceremony 2018**:
 - **Highly Commended Commendation** in Energy Category
 - **Highly Commended Commendation** in Sustainability Category



認識我們 Who We Are



香港生產力促進局（生產力局）是於1967年成立的法定機構，專業技術和知識涵蓋多個不同範疇，致力透過先進技術和創新服務，協助香港企業提升卓越生產力。生產力局銳意牽頭成為工業4.0的專家，促進香港再工業化的發展，專注科技研發、物聯網、大數據分析、人工智能和機械人技術、智能製造等，協助各行各業提升業務績效、降低運營成本、提高生產力和增強競爭力。

生產力局是香港工商企業值得信賴的合作夥伴，提供全方位的創新方案，讓他們可以把資源運用發揮至極，提升效率、減省成本，於本地和國際市場中保持競爭優勢。

此外，生產力局亦積極與本地工商企業合作開發應用技術方案，為產業創造價值。透過產品創新和技術轉移，成功推出多種由市場主導的專利技術和產品，惠及不同行業，發掘在授權和技術轉移服務中龐大商機。

The Hong Kong Productivity Council (HKPC) is a multi-disciplinary organisation established by statute in 1967, to promote productivity excellence through integrated advanced technologies and innovative service offerings to support Hong Kong enterprises. HKPC is the champion and expert in facilitating Hong Kong's reindustrialisation empowered by i4.0 – focusing on R&D, IoT, big data analytics, AI and Robotics technology development, digital manufacturing, etc., to help enterprises and industries upgrade their business performance, lower operating costs, increase productivity and enhance competitiveness.

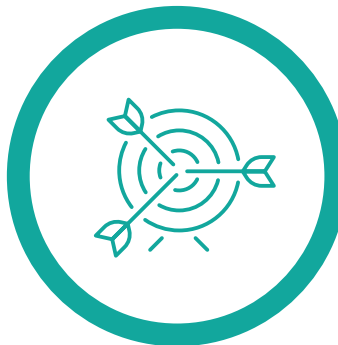
HKPC is a trusted partner with all-rounded innovative solutions for Hong Kong industries and enterprises, enabling them to achieve resources and productivity utilisation, effectiveness and cost reduction, and enhanced competitiveness in both local and international marketplaces.

In addition, HKPC partners and collaborates with local industries and enterprises to develop applied technology solutions for value creation. It also benefits a variety of sectors both locally and internationally through product innovation and technology transfer, with commercialisation of multiple market-driven patents and technologies, bringing enormous opportunities abound for licensing and transferring technology.



願景 Our Vision

成為首選的企業方案夥伴
Be the best solution partner



使命 Our Mission

加強工商企業的生產力及競爭力
Enhance business productivity and competitiveness



價值 Our Values

與時並進 Improvement
靈活創新 Innovation
融合貫通 Integration
誠信正直 Integrity
夥伴合作 Partnership
全心全情 Passion
以人為本 People
追求卓越 Performance

主要工作 What We Do



孕育創意
Idea Creation



應用研發
Applied R&D



培育初創 /
STEM 教育
Nurturing
Startups /
STEM
Education



推動
i4.0 及 e4.0
Promote
i4.0 & e4.0



產品原型
Prototyping



政府資助及
技術支援
Government
Funding &
Tech Support



工業應用及
商品化
Industrial
Applications &
Commercialisation

經費來源

生產力局約三成經費來自政府年度一筆過的撥款資助。其餘約七成的收入主要來自各類收費服務、政府資助的應用研發項目及工商業支援項目。

How We Are Funded

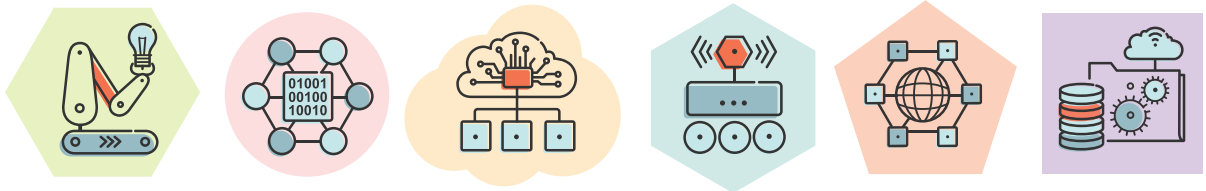
The HKSAR Government provides us with an annual grant that accounts for approximately 30% of our income. The other 70% is generated by various fee-charging services, competitive government-funded applied R&D programmes, and industry support initiatives.



主席獻辭 Chairman's Message

轉型創新促成新科技的誕生。生產力局 2018-19 年對推動本地再工業化、智能製造、智慧生活、工業 4.0 和企業 4.0 發展上的工作碩果豐盛，致力支持本地企業發展。

Technology is meant to advance with time. HKPC has kept pace with it through some remarkable achievements in the year of 2018-19, advocating reindustrialisation, advanced manufacturing, smart living, Industry 4.0 and Enterprise 4.0 among local industry sectors.



香港工業最大的優勢便是靈活變通。生產力局致力透過數碼轉型，積極推動先進技術和商業方案應用，協助本地企業把握機遇。成立 THE HATCH「科創中心」標誌著一個重要的里程碑，培育企業的設計思維，助本地工業再創高峰。

設計思維乃創造品牌的第一步，當中「創新」是不能或缺的重要一環，同時更是企業邁向工業 4.0 和企業 4.0 的關鍵。今年，能見證生產力局團隊的工作取得豐厚成果，為企業制定了一套適合本地應用的工業 4.0 和企業 4.0 概念，更協助首家香港企業成功獲取「1i 成熟度等級認可」證書，印證香港有能力善用資源發展用地少、高增值的製造業。

The most valuable asset for Hong Kong industry is agility. HKPC is dedicated to assist local enterprises undertaking digital transformation, and adopting state-of-the-art technological and business solutions. The establishment of THE HATCH – INC Invention Centre represented an important milestone to scale local industry to new heights with the advocacy of design thinking.

Design thinking, enriched with a strong sense of innovation, is the first step in creating one's own brand. It is also a crucial first step for enterprises in the quest for Industry 4.0 (i4.0) and Enterprise 4.0 (e4.0). This year, I am truly thrilled that the HKPC team has successfully localised the concept of i4.0 and e4.0, and assisted the first Hong Kong enterprise achieving 1i Maturity Level. This is testament to Hong Kong's capability to develop high-value added and efficient land use manufacturing processes on the ground.

生產力局在過去一年亦努力為香港建立「再工業化」基石，協助多個本地品牌在香港擴展生產線，提升效率和生產力；一系列推動香港「再工業化」的成果亦廣受認同，同時讓優質可靠的「香港製造」品牌在國際舞台上發光發亮。

近年全球經濟環境愈見波動，生產力局致力支援中小企發展品牌、升級轉型和拓展市場，其中「發展品牌、升級轉型及拓展內銷市場的專項基金」(BUD專項基金)在優化內地計劃和東盟計劃後，申請數量更屢創新高。另一邊廂，「再工業化及科技培訓計劃」(RTTP)亦有助企業人員接受高端科技及與工業4.0和企業4.0有關的培訓，增強競爭優勢，為面對未來挑戰做好準備。

隨著國際貿易摩擦在過去一年急速升溫，香港營商環境變得充滿挑戰，增長率由2017年的3.8%放緩至2018年的3%，貿易也持續低迷。上述舉措聯同其他針對中小企業的支援措施，正好協助香港工業和中小企面對波動的經濟狀況。

中小企業是香港經濟發展重心。展望未來，生產力局將繼續為中小企提供即時和持續的支援，正如年報主題，與他們在「轉型」和「創新」的道上同行，致力建構一站式服務平台，針對各行業及企業的需要，提供科技和數碼轉型等創新技術方案，實踐再工業化，以提高香港競爭力為使命，攜手邁向成功之路。

藉此機會，感謝所有理事會成員和全體同事不辭勞苦，協助生產力局在過去一年達成多項工作目標，成績有目共睹，期待迎接更豐盛的新一年。

主席
林宣武 GBS, JP

I am particularly proud to have witnessed the concept of reindustrialisation planting its seeds. HKPC helped a few local brands to extend their production lines to Hong Kong, at the same time uplifting the efficiency and productivity. Such reindustrialisation initiative shines Hong Kong at the global platform with quality deliverables and trustworthy “Made in Hong Kong” brand.

Another remarkable milestone was the growth of the “Dedicated Fund for Branding, Upgrading and Domestic Sales” (BUD Fund), with more local enterprises accessing its resources for help in navigating the rough seas, leveraging the opportunities in expanding their business to Mainland China and ASEAN markets. Together with support from the “Reindustrialisation Technology Training Programme” (RTTP), industry can find opportunities within the challenges they currently face, through courses on i4.0 and e4.0, as well as high-end technology.

These initiatives, among other incentives for small and medium-sized enterprises (SMEs), have truly helped Hong Kong industries and the SMEs to thrive and surf the wave of economic uncertainties triggered by changes in the business environment. With Hong Kong's economic growth slowing to 3% in 2018, down from 3.8% in 2017, it has become increasingly important to help our industrial sectors operated more efficiently.

SMEs sit at the core of Hong Kong economy. In the days to come, HKPC will continue to stand by their side, offer them immediate and timely assistance, and “inspire” the industry in their “transformation” journey. We will be embracing the notable mission through providing a holistic and comprehensive service solutions platform for businesses, supporting technology innovation and digital transformation, realising reindustrialisation, as well as enhancing the competitiveness of Hong Kong industry for wider success.

Taking the chance, I thank all the Council Members and our fellow colleagues for their dedications and many productive endeavours, which have yielded a plentiful harvest in the past fiscal year. I look forward to another exciting year to come.

Willy LIN Sun-mo GBS, JP
Chairman



理事會成員 Council Membership

主席

Chairman

林宣武

Mr Willy Lin Sun-mo, GBS, JP

美羅針織廠（國際）有限公司董事總經理
Managing Director, Milo's Knitwear
(International) Ltd.

副主席及審計委員會主席

Deputy Chairman and Audit Committee Chairman

黃志光 Mr Patrick Wong Chi-kwong

退休

Retired

財務委員會主席

Finance Committee Chairman

馮英偉 Mr Wilson Fung Ying-wai

退休

Retired

職員事務委員會主席

Staffing Committee Chairman

陳祖恒 Mr Sunny Tan

聯泰控股有限公司執行副總裁

Executive Vice President, Luen Thai Holdings Ltd.

業務發展委員會主席

Business Development Committee Chairman

于健安 Mr Emil Yu Chen-on, JP

啟東電線電纜有限公司總經理

Director and General Manager, Keystone Electric Wire &
Cable Co. Ltd.

管理 / 專業 / 學術界別代表

Management / Professional / Academic Representatives

查逸超 Prof John Chai Yat-chiu, JP

福田集團控股有限公司董事總經理

Managing Director, Fook Tin Group Holdings Ltd.

陳婉珊 Ms Clara Chan Yuen-shan, MH

利記控股有限公司行政總裁

Chief Executive Officer, Lee Kee Holdings Ltd.

張益麟 Mr Alan Cheung

Managing Director, TML Apparel Ltd.

周博軒 Mr Felix Chow Bok-hin

駿碼科技集團有限公司執行主席

Executive Chairman, Niche-Tech Group Ltd.

馮英偉 Mr Wilson Fung Ying-wai

退休

Retired

郭敏宜 Ms Mandy Kwok Man-yee

退休

Retired

潘偉賢 Mr Paul Poon Wai-yin

中電學院校長

Vice Chancellor, CLP Power Academy

史立德 Dr Allen Shi Lop-tak, BBS, MH, JP

華彩集團有限公司主席

Chairman, Brilliant International Group Ltd.

譚嘉因 Prof Tam Kar-yan, MH

香港科技大學工商管理學院院長

Dean of School of Business and Management, The
Hong Kong University of Science and Technology

陳祖恒 Mr Sunny Tan

聯泰控股有限公司執行副總裁

Executive Vice President, Luen Thai Holdings Ltd.

尤曾家麗 Mrs Carrie Yau Tsang Ka-lai, GBS, JP

職業訓練局執行幹事

Executive Director, Vocational Training Council

楊嘉燕 Ms Karmen Yeung Ka-yin

畢馬威會計師事務所合夥人

Partner, KPMG

于健安 Mr Emil Yu Chen-on, JP

啟東電線電纜有限公司總經理

Director and General Manager, Keystone Electric Wire &
Cable Co. Ltd.

勞工界別代表 Labour Representatives

李秀琼 Ms Amy Lee Sau-king

香港機電業工會聯合會副主席

Vice Chairman, The Federation of Hong Kong
Electrical & Mechanical Industries Trade Unions

梁頌恩 Ms Juan Leung Chung-yan, MH

香港工會聯合會副理事長

Vice-Chairman, The Hong Kong Federation of Trade
Unions

李凱 Mr Li Hoi

香港職工會聯盟培訓中心副行政總監

Deputy Executive Director, Hong Kong
Confederation of Trade Unions Training Centre

政府官員 Public Officers

卓永興 Mr Cheuk Wing-hing, GBS, JP

創新及科技局常任秘書長

Permanent Secretary for Innovation and Technology

蔡淑嫻 Ms Annie Choi Suk-han, JP

創新科技署署長

Commissioner for Innovation and Technology

甄美薇 Ms Salina Yan Mei-mei, JP

工業貿易署署長

Director-General of Trade and Industry

歐錫熊 Mr Andrew Au Sik-hung, JP

政府經濟顧問

Government Economist

李寶儀 Miss Mabel Li Po-yi, JP

勞工處副處長(勞工事務行政)

Deputy Commissioner for Labour (Labour
Administration)

成員變動情況 Membership Changes

(2019年1月1日生效)

(Effective Date 1 January 2019)

新任成員 NEW MEMBER

陳婉珊

Ms Clara Chan Yuen-shan, MH

離任成員 OUTGOING MEMBER

梁廣泉

Mr Leung Kwong-chuen, MH

核數師 AUDITORS

安永會計師事務所 Ernst & Young

法律顧問 LEGAL ADVISERS

高露雲律師行 Wilkinson & Grist

尼克松 • 鄭黃林律師行 Nixon Peabody CWL

截至 2019年3月31日

As at 31 March 2019



總裁回顧

Executive Director's Review

「轉型·創新」是恆久不變的致勝之道。

越來越多企業積極在不同層面推行「數碼轉型」，採用各種嶄新先進的技術，促使全球在工商業、資源和人才之間的競爭變得空前激烈。

Transformation is the ever constant.

Corporates are more open to digitising their various evolvments, hinging on sophistication from technologies. This brings more vigorous competition among industries, resources and talents than ever before in the whole global stage.

生產力局服務本地企業，尤其中小企，銳意成為他們值得信賴的夥伴，利用工業4.0技術、智能生產、再工業化和智慧城市的發展，協助企業克服種種挑戰。為應對香港獨特的營商需要，本局推出企業4.0服務，以推動服務業和零售業實踐數碼轉型。

我們致力鼓勵行業實踐數碼轉型及可持續發展，生產力局成立「科創中心」(THE HATCH)，協助不同類型和規模的企業運用設計思維，訂定新產品與服務的發展路向，啟發企業從代工生產(OEM)轉型為原始設計製造(ODM)，以至自有品牌生產(OBM)，創立屬於自己的技術和品牌。

HKPC has the local companies, especially SMEs, at its heart at all times. We stand to provide the most accessible technological and consultancy advice, leading the development of localised Industry 4.0 (i4.0) technology, Advanced Manufacturing, Reindustrialisation and Smart Living applications. To cope with the distinguished business needs and challenges in Hong Kong, we have introduced Enterprise 4.0 (e4.0) to promote digital transformation among the service and retail sectors.

With such noble missions in the backbone of our operations, we are always delivering for the betterment and sustainability of the wider industry. The most remarkable initiative being the launch of THE HATCH – a centre to facilitate companies of all sizes to embrace design thinking and identify their products or services in their future sales cycle, inspire them to change from OEM, ODM to OBM – establishing the brand and technical skill of their own.

要推動香港「再工業化」，必須做到技術智能化、用地少和人員效率高的三大原則，才能增強成本效益，提供高增值和優質的產品。本局過去一年致力協助香港企業探討在本地工廠大廈擴展智能生產線的可行性，亦協助傳統工業建立智能生產程序，為香港「再工業化」建立重要里程碑。

為加強對本地企業的支援，本局開設了第三個電磁兼容測試室 (EMC Chamber)，務求讓產品和設備達至國際標準要求。另外，本局亦正與德國亞琛大學工業園區 (RWTH Aachen Campus) 合作，探討建立人工智能及機械人研發中心，期望讓不同行業受惠。

香港的創新應用科研持續揚威國際舞台，實力備受肯定；生產力局在多個國際場合也屢獲殊榮，為港爭光，例如在「第46屆日內瓦國際發明展」中，本局八項創新應用研發榮獲多個獎項，成績令人鼓舞。

此外，本局的廚餘全面轉化系統亦於「2018年英國化學工程師學會全球年獎典禮」上獲嘉許，大大肯定了本局科研專家的創新工作，鼓勵我們繼續為構建香港智慧城市作出貢獻。

Besides the localised process we can offer to traditional industry, we have also helped a number of companies in Hong Kong to realise the digital feasibility of expanding advanced manufacturing production lines in local factory buildings – an important milestone to reindustrialisation in Hong Kong, proving that it only requires smart automation, low land use and effective manpower to deliver high value-added and quality products in an efficient operation cost.

In order to serve the local industry further, we have opened the third Electromagnetic Compatibility (EMC) Chamber to complement with local companies in getting the international standards for their products or devices. Another facility that is in the pipeline to be constructed for the benefit of the wider industry is the proposal of Artificial Intelligence and Robotics Research Centre, in collaboration with the RWTH Aachen Campus from Germany.

• There are tremendous opportunities for Hong Kong's applied technologies in the global stage. HKPC is proud to contribute to shining Hong Kong with our accolades from various international occasions. We have won eight awards in the 46th International Exhibition of Inventions Geneva with our team in the house and homegrown inventions.

Our Food Waste Total Recycling System won also an honourable recognition from the Institute of Chemical Engineering Global Awards Ceremony. These distinctions are wonderful credits to the innovation efforts from the house of professionals within the HKPC Building. It also pushes us to go further to identify areas we can contribute to constructing a smarter city for everyone.





為與香港企業同行，共同應對挑戰，本局提供不同支援，讓中小企作好準備。本局很榮幸繼續擔任「發展品牌、升級轉型及拓展內銷市場的專項基金（BUD專項基金）」的執行機構，進一步協助企業拓展東盟和大灣區市場。

「BUD專項基金」的申請數量直線上升，由此可見，這類資助計劃已成為企業發展的強大後盾。故此，生產力局與東盟國家的總領事館和商會合作，舉辦一系列研討會和考察團，為有意進軍當地的企業提供第一手資訊，分享箇中的經驗，加深對新市場的認識。

市場對商業智能方案需求與日俱增。隨著本局工業4.0和企業4.0的服務增多，加上一連串的先進製造顧問服務，無疑香港已踏上通往智慧城市的高速公路。本局很榮幸舉辦了智慧香港（Smart @ Hong Kong）會議，邀得全港所有研發中心與近千名觀眾分享其見解，並見證香港首個樂齡科技產業平台——「智齡」（GLink）的成立。

生產力局一系列的創新發明，展示了香港發展智能科技的能力：「金仔」（KamChAI）——全球首創、承傳了本地傳統工藝的港式奶茶沖製機械人；「RoadBot 1」——自動收放公路交通安全筒和危險警告燈的智能機械臂系統；「智能助聽眼鏡」——利用科技結合聽覺和視覺輔助功能；「智能農場」——讓農業佈局變得更緊密，更能善用空間。

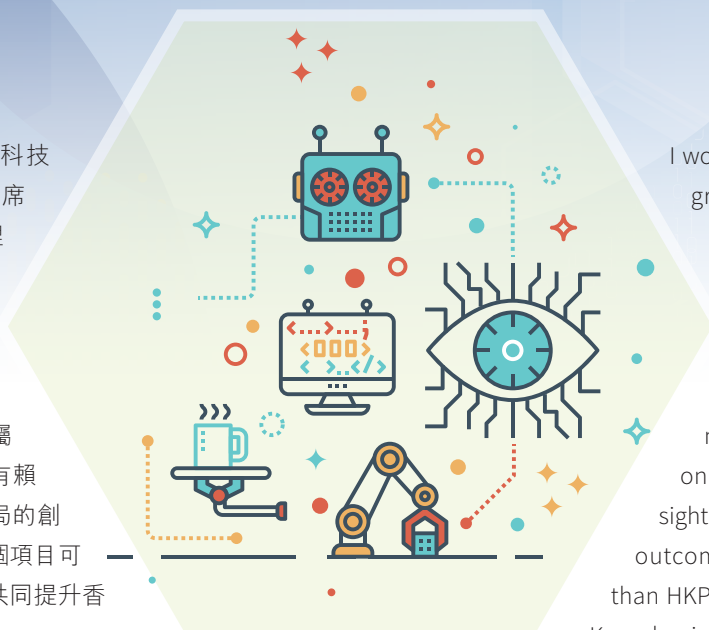
As a trustworthy partner to local SMEs, we pledge to offer the most suitable assistance to our partners on the ground to prepare for the challenges ahead. We are happy to continue with our support to the HKSAR Government as the implementation agent for the “Dedicated Fund for Branding, Upgrading and Domestic Sales” (BUD Fund), further providing assistance to the industry in grasping the development opportunities in ASEAN and Greater Bay Area markets.

Throughout the past few months, we witnessed the inclining number of applications to BUD Fund. This is a solid proof of how our industry needs such funding schemes to back their plans. Hence, HKPC has led a series of seminars in partnership with the Consulate Generals of the ASEAN countries and industry associations, as well as study missions for interested companies to get to know more about the new markets via first-hand knowledge exchange and experience sharing.

The demand for solutions to smartify businesses has been increasing. Acknowledged by the increase in our service for i4.0 and e4.0, as well as the advanced manufacturing consultancy advice we have provided to the industry, Hong Kong is definitely in the highway towards Smart City. We are honoured to have held the Smart@Hong Kong conference, invited all R&D centres in Hong Kong to share their insights and thoughts in front of nearly a thousand audience, and witnessed the launch of GLink – Hong Kong's first gerontechnology cluster.

HKPC has demonstrated the capability of Hong Kong's smartification through KamChAI – the first-ever Hong Kong-style milk tea making robot inheriting traditional skillset; RoadBot – a robotic structure that helps with cone laying at road works; Smart Apparatus – combining hearing and visual aids with technology; Smart Farm – allowing agriculture to be feasible with compact space and effective input.

在此，衷心感謝創新科技署、本局理事會主席林宣武先生和全體理事會成員，不吝指導，對本局的工作予以無限支持。我們往年的工作成果不僅屬於生產力局，亦屬於全港的工商業界。有賴各界信任與協作，本局的創新應用科研成果及各個項目可運用在不同行業上，共同提升香港的生產力與競爭力。



I would like to express my heartiest gratitude to the Innovation and Technology Commission, our Council Chairman Mr Willy Lin and all Council Members for their unfailing support and guidance. It is truly momentous as we looked back on the achievements and set our sight on the road forward. All of these outcomes, however, belong to more than HKPC. They are for the wider Hong Kong business sector and a realisation of building from ideas to industry applications through our technological competencies.

回望過去，鎖定路向，展望將來。生產力局定當繼續運用對行業的專業技術知識，令業界能夠有充足準備迎接數碼轉型帶來的挑戰。再次感謝生產力局團隊在過去一年全力以赴，讓生產力局肩負起引領香港走向智慧紀元。我深信憑藉上述的各個里程碑，加上團隊的專業精神，本局可協助香港工業克服經濟動盪，迎接數碼經濟浪潮的機遇。

Looking ahead, HKPC will contribute with our specialised technology and know-how to groom the wider business sector in the age of digital transformation. My appreciation also goes to HKPC's extraordinary team for the great work over the year, which has made HKPC a splash in leading Hong Kong to a smart era. I am confident that building on these milestones and our professionalism, we can help Hong Kong industries counter economic upheavals and surf the wave of digital economy.

總裁
畢堅文

Mohamed D. Butt
Executive Director

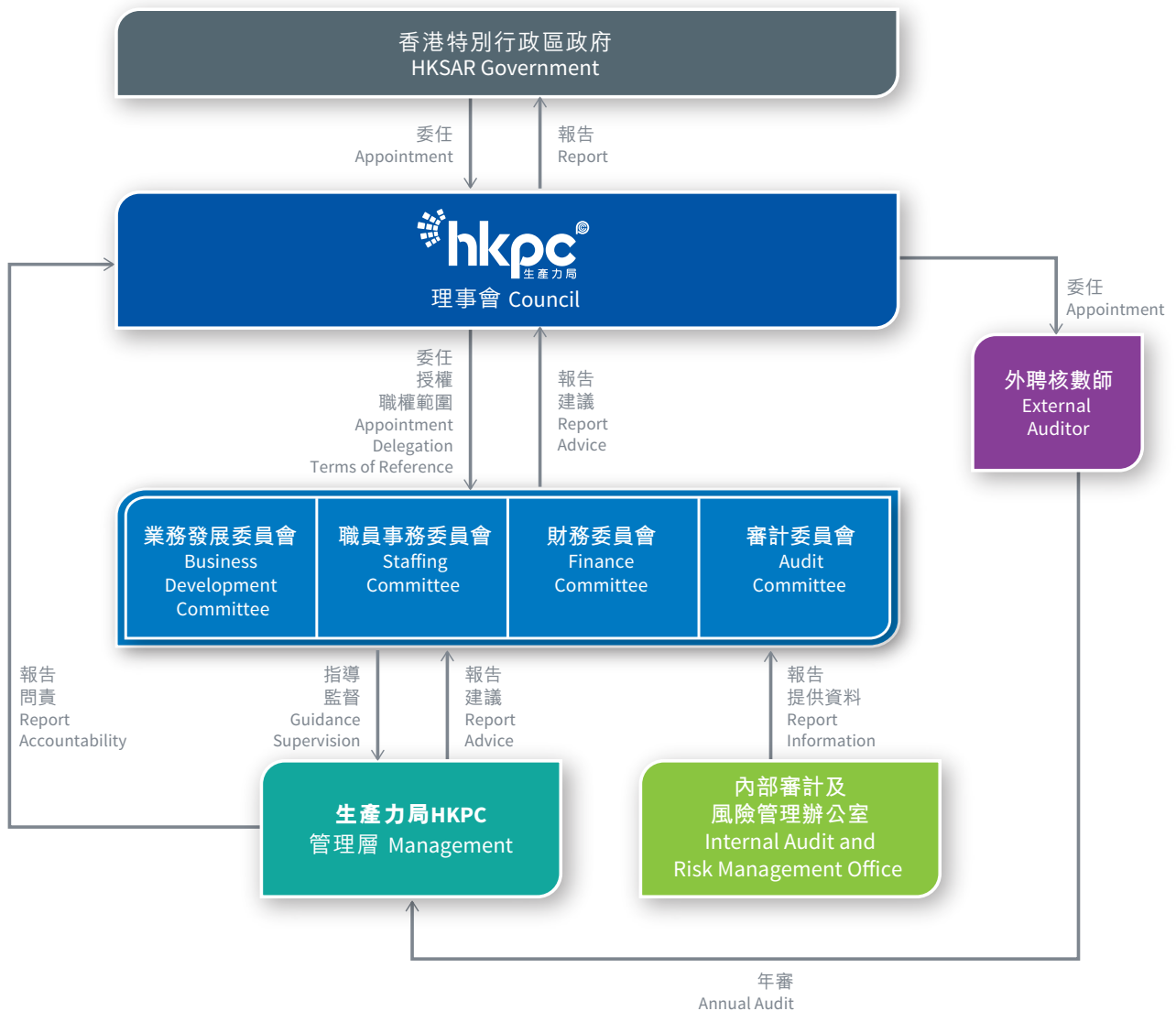


企業管治 Corporate Governance

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，滿足社會期望。本局極為重視問責、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 organisation 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 it strongly believes that good corporate governance is essential to accomplishing its public mission and meeting the expectations of its stakeholders. HKPC attaches paramount importance to adopting accountability, transparency, fairness and ethics as the cornerstones of its 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，由香港特區政府委任，包括不多於五位政府官員，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）委任一位主席及一位副主席。

理事會主席及其他成員均屬非執行性質。在本年度內，理事會召開了三次會議。個別成員的出席紀錄詳列於第24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及三年策略計劃。

理事會成員對賬目的責任

各理事會成員均明白本身有責任確保本局週年會計賬目的編製，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賬目審核報告的責任，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紀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紀錄則除外）。

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。

The Council

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

The Council comprises not more than 23 Members appointed by the HKSAR Government, of whom not more than 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 convened three meetings. The attendance records of individual members are available on page 24.

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

Council Members' Responsibility for the Accounts

Council Members acknowledge their responsibilities 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 HKPC is set out in the Independent Auditor's Report and Financial Statements.

Council's Committees

Four Committees have been set up under the auspices of the Council, to look after different aspects of Council business: 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 the HKPC website.

Audit Committee

The Audit Committee has been 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 authorised by the Council to investigate any activity and resolve any disagreement within its scope of duties.



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。辦公室向委員會主席匯報工作進度，而行政上則向總裁匯報。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成員擔任主席，現時共有六位成員。在本年度內，委員會召開了四次會議。

主席

黃志光

委員會成員

張益麟
郭敏宜
潘偉賢
楊嘉燕
蔡淑嫻, JP
畢堅文

截至2019年3月31日

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成員擔任主席，現有七位成員。在本年度內，委員會召開了三次會議。

主席

馮英偉

委員會成員

查逸超教授, JP
周博軒
史立德博士, BBS, MH, JP
楊嘉燕
歐錫熊, JP
陳納思
畢堅文

截至2019年3月31日

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 assisting the Audit Committee to safeguard and promote healthy corporate governance of HKPC.

The Audit Committee is chaired by a Council member and currently has six members. It met four times during the year in review.

Chairman

Mr Patrick Wong Chi-kwong

Members

Mr Alan Cheung
Ms Mandy Kwok Man-yee
Mr Paul Poon Wai-yin
Ms Karmen Yeung Ka-yin
Ms Annie Choi Suk-han, JP
Mr Mohamed D. Butt

As at 31 March 2019

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 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 is chaired by a Council member and currently has seven members. It met three times during the year in review.

Chairman

Mr Wilson Fung Ying-wai

Members

Prof John Chai Yat-chiu, JP
Mr Felix Chow Bok-hin
Dr Allen Shi Lop-tak, BBS, MH, JP
Ms Karmen Yeung Ka-yin
Mr Andrew Au Sik-hung, JP
Miss Kathy Chan Nap-sze
Mr Mohamed D. Butt

As at 31 March 2019

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，並在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，確保能夠聘請及挽留人才，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，尤其在雙方磋商後仍無法取得共識時，發揮其協調作用。

職員事務委員會由一位理事會成員擔任主席，現時共有九位成員。在本年度內，委員會召開了三次會議。

主席

陳祖恒

委員會成員

郭敏宜
李秀琼
梁頌恩, MH
李凱
黃志光
尤曾家麗, GBS, JP
李寶儀, JP
陳納思
畢堅文

截至2019年3月31日

業務發展委員會

業務發展委員會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。委員會提交本局的三年策略計劃給理事會審批，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成員擔任主席，現時共有七位成員。在本年度內，委員會召開了三次會議。

主席

于健安, JP

委員會成員

陳婉珊, MH
張益麟
周博軒
潘偉賢
譚嘉因教授, MH
陳納思
畢堅文

截至2019年3月31日

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 members 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 nine members. It met three times during the year in review.

Chairman

Mr Sunny Tan

Members

Ms Mandy Kwok Man-yee
Ms Amy Lee Sau-king
Ms Juan Leung Chung-yan, MH
Mr Li Hoi
Mr Patrick Wong Chi-kwong
Mrs Carrie Yau Tsang Ka-lai, GBS, JP
Miss Mabel Li Po-yi, JP
Miss Kathy Chan Nap-sze
Mr Mohamed D. Butt

As at 31 March 2019

Business Development Committee

The Business Development Committee reviews the business activities of HKPC, explores new business opportunities, and recommends the three-year strategic plan of HKPC to the Council. The Committee also monitors the performance of HKPC's subsidiary companies.

The Business Development Committee is chaired by a Council member and currently has seven members. It met three times during the year in review.

Chairman

Mr Emil Yu Chen-on, JP

Members

Ms Clara Chan Yuen-shan, MH
Mr Alan Cheung
Mr Felix Chow Bok-hin
Mr Paul Poon Wai-yin
Prof Tam Kar-yan, MH
Miss Kathy Chan Nap-sze
Mr Mohamed D. Butt

As at 31 March 2019



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，並向公眾問責，而外部和內部審計系統正可實踐此宗旨。

外部審計

理事會委任安永會計師事務所為外聘核數師，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方面也發揮重要作用。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。

辦公室致力尋找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。辦公室也制定和執行生產力局的審計政策和策略，以保障其資產，確保符合有關法律、法規，提高營運效率及效益，務求令文件紀錄準確可靠。

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，內部審計及風險管理辦公室審核了生產力局的六項運作，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 considers it is highly important to maintain a high standard of corporate governance and enhance the organisation's transparency and accountability to the public. The external and internal audit systems are instrumental in this regard.

External Audit

The Council has appointed Ernst & Young 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 an 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 HKPC 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 team with the Council's risk management function.

ARO proactively identifies and examines any area of risk in HKPC 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 for the Council to safeguard its assets, ensure compliance with relevant laws and regulations, promote operational efficiency and effectiveness, and ensure the 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 the auditing of control sufficiency and the compliance situation for different HKPC operations.

In the year under review, the ARO reported the audit results of six operations spanning various aspects of HKPC. The audit job plans were 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；
- 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項監控弱點，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的第46頁第19點。

各理事會及委員會成員的出席紀錄詳列於第24頁。

自2009年11月起，理事會及委員會的會議紀錄均以不具名方式刊載於生產力局網站（不包括涉及敏感或機密商業資料的討論事項以及審計委員會會議紀錄）。

此外，理事會採用「兩層式」利益申報制度，各成員必須在上任時及之後，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，各成員還須披露有報酬的聘任、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，成員如意識到未來的議題中，有任何事項可能涉及利益衝突，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, HKPC management has also performed the following tasks during the reporting period:

- Reviewed the effectiveness of the system of internal control and reported to the Council through a review of the findings and recommendations, as set out in the reports of the internal audit;
- Reviewed the resources for all divisions during the annual Programme and Estimates exercise;
- Conducted frequent reviews of the business, external environment and significant risks as part of the annual Programme and Estimates exercise; and
- Met with external auditors together with the Audit Committee Chairman to report on any control weaknesses and 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, 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 all senior executives in the top two tiers of HKPC management are disclosed under Note 19 to the financial statements on page 46 of the full audited accounts.

The attendance of Members in Council and Committees is detailed on page 24.

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 the HKPC 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, any 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 (amounting to 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.



為進一步加強企業管治，生產力局已參照廉政公署《公共機構成員行為守則範本》制定理事會成員的行為守則，目的是確保成員在履行職務時明白及遵守生產力局的價值及行為準則，在履行職務時保障持份者的利益。

行為守則為成員提供一套基本準則，以供判斷行為是否恰當，並在遇到常見情況時（例如接受利益、款待及可預見的利益衝突等），作出適當決策。守則涵蓋防止賄賂、利益衝突、濫用職權、保密資料及欠債等五個主要範疇。

舉報

理事會推行了舉報政策，為公眾提供舉報渠道和指引。若有人懷疑生產力局或任何員工出現違規、行為失當或舞弊的情況，可通過書信或專用電郵地址 (whistleblowing@hkpc.org) 直接向審計委員會主席舉報，只有獲得審計委員會主席指定的授權者，才可查閱有關電子郵件或書信。

審計委員會主席會檢視有關投訴，並決定處理方法，例如提名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

生產力局非常重視職業安全及機構保安，致力為員工及持份者提供安全健康的工作環境。

生產力局去年榮獲「第十七屆香港職業安全健康大獎 - 安全表現大獎」，表揚在過去三年一直保持傑出的職業健康安全紀錄。

自新版 ISO45001 於 2018 年 3 月推出以來，生產力局已不時檢視及更新職業健康安全管理体系，以配合新標準的執行。2019 年 2 月，本局正式通過認證審核，並獲頒 OHSAS 18001 及 ISO45001 證書。

To further enhance governance, a Code of Conduct based on the Independent Commission for Against Corruption's "Sample of Code of Conduct for Members of Public Bodies" is applicable to all Council Members. The objective of the Code is to communicate HKPC's values and standards of behaviour to which Members should adhere in the discharge of their duties.

It also provides a framework for determining appropriate actions and making appropriate decisions for situations which Members have commonly encountered, such as advantages and entertainment offered, conflict of interest foreseen, and so on. Specifically, the Code of Conduct includes five major categories: Prevention of Bribery, Conflict of Interest, Misuse of Official Position, Confidentiality of Information, and Indebtedness.

Whistleblowing

The Council has a whistleblowing policy to provide the wider public with reporting channels and guidance on whistleblowing. Persons who have legitimate concerns regarding any irregularity, misconduct or malpractice by 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 emails or correspondence.

The AC Chairman will review each complaint and decide how it should be addressed. This may involve nominating an appropriate investigating officer or setting up of a special committee to conduct an independent investigation into the matter.

Safety and Security Governance

Safety and security remain a priority of the Council. HKPC is committed to providing and preserving an inherently safe and healthy work environment for all staff and stakeholders.

Last year HKPC was awarded of "Safety Performance Award" (under The 17th Hong Kong Occupational Safety and Health Award) which demonstrated an outstanding performance in occupational health and safety (OHS) with proven good safety record over the past three years.

Addressing the new standard of ISO45001 issued in March 2018, HKPC has systemically reviewed and upgraded the OHS management system for the migration. In February 2019, HKPC passed the certification audit and awarded of both OHSAS 18001 and ISO45001 certification.

關愛員工

為鼓勵員工多參與公司事務，生產力局致力加強內部溝通，各展所長，凝聚充滿活力的機構文化，促進本局業務發展。本局在2018年進行了員工意向調查，邀請員工就業務、機構文化、管理模式、溝通渠道和工作環境等不同範疇表達意見。

生產力局致力栽培年青一代，早前推出了「逆向導師計劃」，年輕員工當管理層的「導師」，分享科技、社交媒體等方面的新趨勢，建立互惠的夥伴關係，一同增長知識，拉近彼此之間的距離。年輕員工可以向管理層分享對新產品和服務的意見、瞬息萬變的科技資訊、社交媒體和職場新趨勢；同時，他們可以從管理層身上，學習寶貴的企業管理和領導技巧。

生產力局一向亦有推行家庭友善措施，支持僱員平衡工作與家庭責任，由2018年11月起延長有薪產假至14個星期，並將有薪侍產假增加至5天。

Internal Communications and Staff Engagement

HKPC encourages effective communication, to foster engagement and unleash potentials to drive superior performance. HKPC aims to achieve business sustainability through promoting an energetic and productive workforce culture. An employee opinion survey was conducted in 2018. Staff were invited to share their views on different areas relating to HKPC's business, corporate culture, management leadership and style, communications, and workplace condition and other aspects.

HKPC is committed to nurturing and learning from young generation. Reverse Mentoring is an initiative in which senior executives are paired with and mentored by younger employees on topics such as technology, social media and current trends. Through this mutually beneficial partnership, mentors and mentees build skills and bridge generational gaps. Younger employees are to share with senior executives on new product and service ideas, ever-evolving technology, social media and the latest workplace trends. In return, they learn valuable organisational and leadership skills from their mentees.

HKPC is also committed to promoting holistic well-being and work life balance for its staff members. In November 2018, HKPC announced the extension of its paid maternity leave from 10 weeks to 14 weeks, and paid paternity leave from 3 days to 5 days for eligible staff members.



理事會及常務委員會會議出席紀錄

Council and Standing Committee Meeting Attendance Record

| 4/2018 - 3/2019 | | 理事會 Council | 職員事務 SC | 業務發展 BDC | 財務 FC | 審計 AC |
|----------------------------|--|----------------|------------|-------------|----------|----------|
| 林宣武先生，GBS，JP | Mr Willy Lin Sun-mo, GBS, JP | 3/3 | | | | |
| 黃志光先生 | Mr Patrick Wong Chi-kwong | 3/3 | 3/3 | | | 4/4 |
| 查逸超教授，JP | Prof John Chai Yat-chiu, JP | 3/3 | | | 3/3 | |
| 陳婉珊女士，MH (由 1/1/2019) | Ms Clara Chan Yuen-shan, MH (from 1/1/2019) | 1/1 | | 1/1 | | |
| 張益麟先生 | Mr Alan Cheung | 3/3 | | 3/3 | | 4/4 |
| 周博軒先生 | Mr Felix Chow Bok-hin | 1/3 | | 2/3 | 2/3 | |
| 馮英偉先生 | Mr Wilson Fung Ying-wai | 3/3 | | | 3/3 | |
| 郭敏宜女士 | Ms Mandy Kwok Man-ye | 3/3 | 3/3 | | | 4/4 |
| 梁廣泉先生，MH (至 31/12/2018) | Mr Leung Kwong-chuen, MH (till 31/12/2018) | 2/2 | 2/2 | | | 3/3 |
| 潘偉賢先生 | Mr Paul Poon Wai-yin | 2/3 | | 3/3 | | 3/4 |
| 史立德博士，BBS，MH，JP | Dr Allen Shi Lop-tak, BBS, MH, JP | 2/3 | | | 1/3 | |
| 譚嘉因教授，MH | Prof Tam Kar-yan, MH | 2/3 | | 3/3 | | |
| 陳祖恒先生 | Mr Sunny Tan | 3/3 | 3/3 | | | |
| 尤曾家麗女士，GBS，JP | Mrs Carrie Yau Tsang Ka-lai, GBS, JP | 3/3 | 2/3 | | | |
| 楊嘉燕女士 | Ms Karmen Yeung Ka-yin | 2/3 | | | 3/3 | 4/4 |
| 于健安先生，JP | Mr Emil Yu Chen-on, JP | 2/3 | 3/3 | | | |
| 李秀琼女士 | Ms Amy Lee Sau-king | 3/3 | 3/3 | | | |
| 梁頌恩女士，MH | Ms Juan Leung Chung-yan, MH | 3/3 | 3/3 | | | |
| 李凱先生 | Mr Li Hoi | 2/3 | 3/3 | | | |
| 創新及科技局常任秘書長或其候補委員 | Permanent Secretary for Innovation and Technology or his/her alternative members | 3/3 | | | | |
| 創新科技署署長或其候補委員 | Commissioner for Innovation and Technology or his/her alternative members | 3/3 | 2/3 | 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/her alternative members | 3/3 | | | | |
| 政府經濟顧問或其候補委員 | Government Economist or his/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/her alternative members | 3/3 | 3/3 | | | |
| 香港生產力促進局總裁 | Executive Director of HKPC | | 3/3 | 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



主要效績指標 Key Performance Measures

| | | 2018/19 | 2017/18 | 2016/17 | 2015/16 | 2014/15 |
|--|---|---------|---------|---------|---------|---------|
| 服務提供 Service Delivery | | | | | | |
| 顧問項目數目 Number of consultancy projects | | 944 | 699 | 948 | 917 | 970 |
| 培訓課程學員人數 Number of training course participants | | 6,079 | 6,196 | 4,198 | 4,248 | 3,041 |
| 展覽／考察團／會議參加者人數 Number of people attended exhibitions/study missions/ conferences | | 4,039 | 4,425 | 4,293 | 2,221 | 3,969 |
| 財務（百萬元） Financial Result (HK\$M) | | | | | | |
| 顧問項目收入 Income from consultancy projects | | 340.9 | 362.6 | 342.4 | 307.7 | 265.4 |
| 培訓課程收入 Income from training courses | | 7.6 | 8.0 | 9.4 | 8.9 | 12.9 |
| 展覽／考察團／會議收入 Income from exhibitions/study missions/conferences | | 6.2 | 8.1 | 9.4 | 4.8 | 9.4 |
| 製造支援項目收入 Income from manufacturing support projects | | 30.0 | 26.7 | 25.2 | 23.6 | 26.0 |
| 效益 Effectiveness | | | | | | |
| 市場推廣 Marketing effort | 生產力局活動/ 交流活動/免費研討會 參加者人數 Number of people attended events/networking activities for industry associations/free seminars | 28,396 | 24,187 | 22,093 | 20,620 | 23,531 |
| 客戶滿意 Customer satisfaction | 客戶滿意度指數 Customer satisfaction index | 9.07 | 8.99 | 8.99 | 8.92 | 8.9 |



管理層 Senior Management

畢堅文先生 總裁

畢堅文先生自2017年12月起領導生產力局，將其超過30年在跨國企業的行政領袖經驗、優秀的高級管理才能和成功個案帶到生產力局。畢先生對基建、工業和消費市場等領域知識深厚，高瞻遠矚，洞悉市場脈搏，往績彪炳。

畢先生曾負責管理多個由私營和公共企業合作的大規模轉型項目。他曾任職通用電氣(GE)逾20年，擔任多個業務部門的管理要職，包括GE運輸亞太區總裁兼首席執行官，專責策略制定和業務拓展。此前，他亦曾任GE照明亞洲區及安防亞太區總裁兼首席執行官。

畢先生畢業於美國明尼蘇達州的威諾納州立大學，獲工商管理學士學位。此外，他還持有凱洛格－香港科大行政人員工商管理碩士(EMBA)學位。

張梓昌博士 首席創新總監

張梓昌博士於1996年加入生產力局，他具有超過25年研究及發展、管理及顧問經驗，他負責多個業務範圍，包括科技研究及發展、汽車工業、智能電子、機械人和自動化、醫療器材、環境管理、智能物料、製造技術和測試服務等領域。

張博士在加入生產力局前居於澳洲，在澳洲科學與工業研究組織(CSIRO)擔任高層研究職位。張博士畢業於澳洲蒙納殊大學，獲工程學學士(榮譽)學位和理學士學位，其後獲蒙納殊大學博士學位。

黎少斌先生 首席數碼總監

黎少斌先生於2018年加入生產力局，帶領團隊開拓數碼轉型、智能製造和內地業務的發展，是工業4.0 (i4.0) 和企業4.0 (e4.0) 的應用技術專家；黎先生熟悉數碼市場趨勢，並擁有豐富的本地與海外業務拓展經驗，銳意透過生產力局的服務協助企業升級轉型。

黎先生加入生產力局前，任職跨國公司通用電氣公司超過20年，在其信息科技部完成管理培訓計劃，隨後任職內部審計和財務部門，並於大中華區、澳洲、日本、新加坡、瑞士、美國等領導不同業務部門，涵蓋航空、金融、醫療、塑料、電力、交通運輸等專業領域，他亦致力推動通用電氣公司不同區域以至全球業務的發展，範疇包括能源儲存、礦業、鐵路、再生能源、火力發電等。

黎先生持有香港大學電腦工程學學士學位和電腦科學研究碩士學位。

Mr Mohamed D. Butt Executive Director

Mr Mohamed D. Butt has led HKPC since December 2017. He brought to the Council with more than 30 years of executive leadership experience, well-practised senior management skills and success cases from multinational environment, with deep industry and customer knowledge in infrastructure, industrial and consumer sectors, backed by his profound strategic mindset, rich business insights and remarkable winning track records.

Mr Butt previously spearheaded large transformational projects, in collaboration with private and public sectors. He worked for General Electric (GE) for over two decades, where he held various senior management positions including President & CEO of GE's Transportation Business in the Asia Pacific region, provided strategic leadership to have expanded the business footprints. Before such role, he also served as President & CEO of GE Lighting Asia and GE Security Asia respectively.

Mr Butt graduated from Winona State University, Minnesota, US, with a Bachelor of Science degree in Business Administration. He also received his Master in Business Administration from Kellogg School of Management and the Hong Kong University of Science and Technology.

Dr Lawrence Cheung Chi-chong Chief Innovation Officer

Dr Lawrence Cheung joined HKPC in 1996. He has more than 25 years of experience in research and development, consultancy and business. He manages a broad business portfolio on technological research and development as well as consultancy services in automotive, smart electronics, robotics and automation, medical devices, environmental management, smart materials and manufacturing technology, and testing services.

Prior to joining HKPC, Dr Cheung held a senior research post at the Commonwealth Scientific and Industrial Research Organisation (CSIRO) of Australia. He obtained a doctorate degree, and Bachelor of Engineering (with honours) and Bachelor of Science degrees from Monash University in Australia.

Mr Edmond Lai Shiao-bun Chief Digital Officer

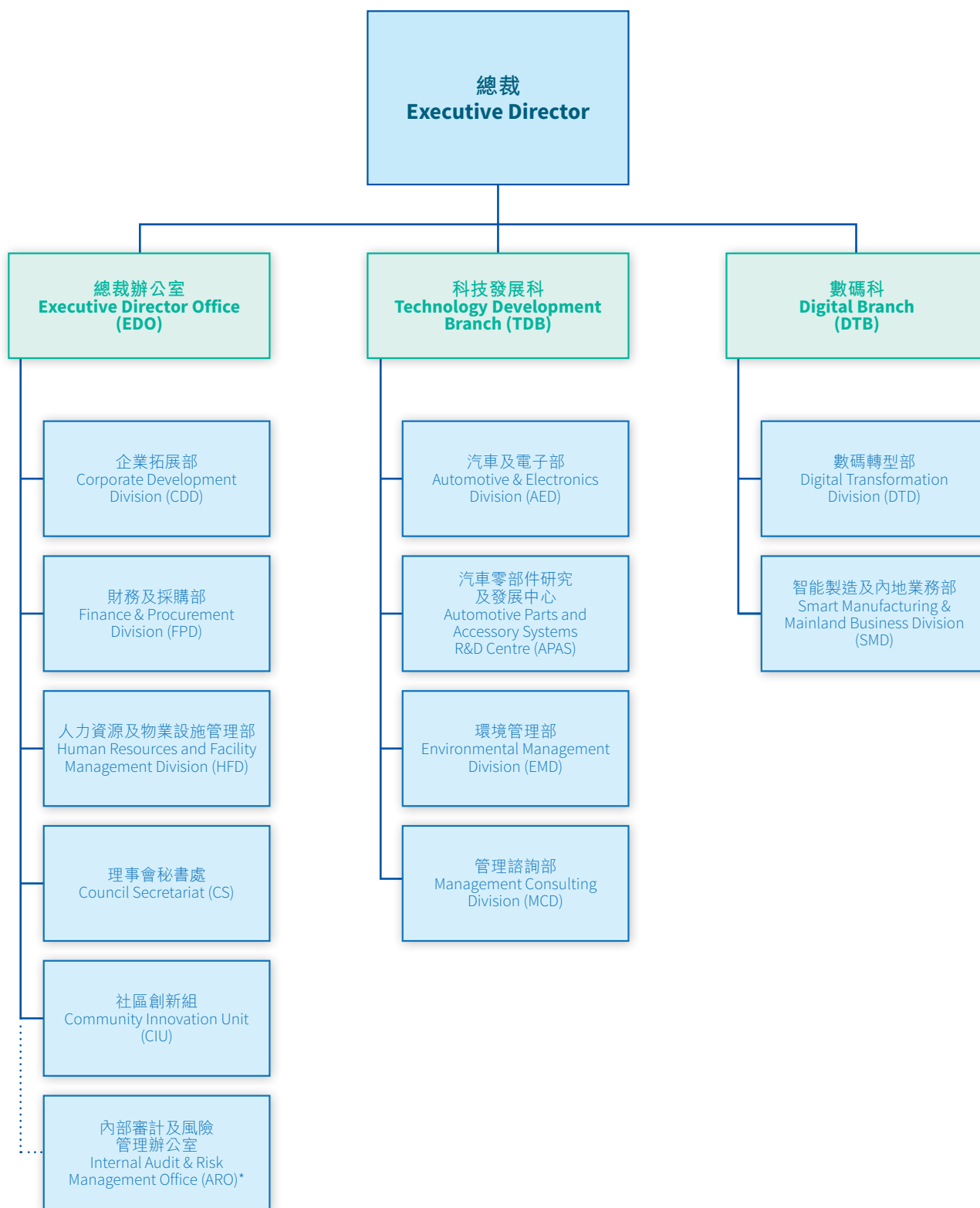
Mr Edmond Lai joined HKPC in 2018 to lead the digital transformation, smart manufacturing and Mainland business of the HKPC. Mr Lai is an expert in Industry 4.0 (i4.0) and Enterprise 4.0 (e4.0) business transformation, as well as digital product development, with experience in local and overseas market development.

Prior to joining HKPC, Mr Lai worked in General Electric (GE) for more than 20 years. He successfully completed the management trainee programme in the information technology department of the multinational company, and then had also served in their internal audit and finance functions. He also spearheaded his expertise across other business units, such as aviation, capital, healthcare, plastics, power, transportation, etc., among various regions including Greater China, Australia, Japan, Singapore, Switzerland, the United States, etc. He also assumed regional and global responsibilities to drive the business growth for various industries, such as energy storage, mining, marine, rail, renewable energy, thermal power generation, etc.

Mr Lai held the Bachelor of Engineering (Computer Engineering) and Master of Philosophy (Computer Science) degrees from the University of Hong Kong.



組織架構 Organisation Structure



* Functionally reports to Audit Committee Chairman
辦公室向審計委員會主席直接匯報



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跨越價值鏈的綜合支援，協助企業提升生產力。

為了達成上述目標，生產力（控股）有限公司於2004年在珠三角成立了生產力（東莞）諮詢有限公司及生產力（深圳）諮詢有限公司等兩家獨資企業。

生產力（控股）有限公司

董事局

林宣武（董事局主席）、畢堅文、蔡淑嫻、陳祖恒、黃志光、于健安

生產力（東莞）諮詢有限公司

董事局

黎少斌（董事局主席）、畢堅文、張梓昌、賀俊強、林芷君、薛成剛

生產力（深圳）諮詢有限公司

董事局

黎少斌（董事局主席）、畢堅文、張梓昌、賀俊強、林芷君、薛成剛

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，及可作為向工商企業提供顧問支援服務的合同簽約方。該公司致力發展新一代以科技為本的技術，為研發成果提供直接有效的商品化渠道，令科研成果化為產品。

本年度，共舉辦了九次推廣活動，向行業介紹生產力局15項可供商品化的研發成果。這些活動吸引了80家公司參加，並在活動之後繼續與有意合作的企業聯繫，將技術方案引進相關行業，使更多行業受惠於生產力局的研發項目。

董事局

林宣武（董事局主席）、畢堅文、蔡淑嫻、潘偉賢、黃志光

截至2019年3月31日

Productivity (Holdings) Limited and Wholly Foreign Owned Enterprises in the PRD

The Productivity (Holdings) Limited was established on 28 July 2003, with the objective of promoting 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 two Wholly Foreign Owned Enterprises (WFOEs) in the PRD - Productivity (Dongguan) Consulting Co. Ltd., and Productivity (Shenzhen) Consulting Co. Ltd. incorporated in 2004.

Productivity (Holdings) Limited

Board of Directors

Mr Willy Lin (Chairman of the Board), Mr Mohamed D. Butt, Ms Annie Choi, Mr Sunny Tan, Mr Patrick Wong and Mr Emil Yu.

Productivity (Dongguan) Consulting Co. Ltd.

Board of Directors

Mr Edmond Lai (Chairman of the Board), Mr Mohamed D. Butt, Dr Lawrence Cheung, Mr Terrence He, Ms Vivian Lin and Mr Jeffrey Sit.

Productivity (Shenzhen) Consulting Co. Ltd.

Board of Directors

Mr Edmond Lai (Chairman of the Board), Mr Mohamed D. Butt, Dr Lawrence Cheung, Mr Terrence He, Ms Vivian Lin and Mr Jeffrey Sit.

HKPC Technology (Holdings) Co. Ltd.

HKPC Technology (Holdings) Co. Ltd. (HKPCT) was established on 1 September 2004 as a vehicle for the commercialisation of HKPC's patents, technologies and project deliverables with market potential, as well as an entity entering into contracts on consultancy and support services to business, industry and/or enterprises. 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, nine marketing events were held to promote 15 technologies developed by HKPC that are ready for commercialisation with industry. The events drew participants from 80 companies. Indications of interest were followed up to transfer the technology solutions to industry, so that more sectors could benefit from HKPC's development effort.

Board of Directors

Mr Willy Lin (Chairman of the Board), Mr Mohamed D. Butt, Ms Annie Choi, Mr Paul Poon and Mr Patrick Wong.

As of 31 March 2019



財務報告 Financial Review

香港生產力促進局及其附屬公司截至2019年3月31日止的全年綜合賬目由外聘核數師「安永會計師事務所」審計，並獲發無保留審計意見書。綜合財務狀況表、綜合收支賬目及綜合全面收益表載於後頁。

The consolidated accounts for the year ended 31 March 2019 of Hong Kong Productivity Council and its subsidiaries have been audited by the external auditor (Ernst & Young) with a clean audit opinion. Extracts of the Consolidated Statement of Financial Position, Consolidated Income and Expenditure Account and Consolidated Statement of Comprehensive Income are set out in the following pages.

「獨立核數師報告及財務報告」全文可於生產力局網站下載：www.hkpc.org

The full text of the “Independent Auditor’s Report and Financial Statements” is available on HKPC’s website: www.hkpc.org



綜合財務狀況表

Consolidated Statement of Financial Position

2019年3月31日 31 March 2019

| | | 2019 港幣千元 HK\$'000 | 2018 港幣千元 HK\$'000 |
|----------------|--|--------------------------|--------------------------|
| 非流動資產 | NON-CURRENT ASSETS | | |
| 物業、廠房和設備 | Property, plant and equipment | 220,069 | 221,399 |
| 無形資產 | Intangible assets | 6,446 | 8,524 |
| 聯營公司權益 | Interest in an associate | 1,559 | 1,553 |
| 非流動資產合計 | Total non-current assets | 228,074 | 231,476 |
| 流動資產 | CURRENT ASSETS | | |
| 應收賬款、預付款項及按金 | Accounts receivable, prepayments and deposits | 118,387 | 69,107 |
| 合約資產 | Contract assets | 40,517 | – |
| 現金、銀行存款及定期存款 | Cash, bank balances, and fixed deposits | 408,113 | 344,724 |
| 流動資產合計 | Total current assets | 567,017 | 413,831 |
| 流動負債 | CURRENT LIABILITIES | | |
| 應付賬款及應計費用 | Accounts payable and accruals | 108,858 | 246,678 |
| 合約負債 | Contract liabilities | 247,358 | – |
| 應付聯營公司款項 | Amounts due to associates | 1,098 | 811 |
| 應付稅項 | Tax payable | 6 | 307 |
| 流動負債合計 | Total current liabilities | 357,320 | 247,796 |
| 流動資產淨值 | NET CURRENT ASSETS | 209,697 | 166,035 |
| 淨資產 | Net assets | 437,771 | 397,511 |
| 總資金 | TOTAL FUNDS | | |
| 生產力局應佔資本資助金及儲備 | Capital subvention fund and reserves attributable to the Council | 435,736 | 395,832 |
| 非控股股東權益 | Non-controlling interests | 2,035 | 1,679 |
| 總資金 | Total funds | 437,771 | 397,511 |



綜合收支賬目

Consolidated Income and Expenditure Account

截至 2019 年 3 月 31 日止年度 Year ended 31 March 2019

| | | 2019 港幣千元 HK\$'000 | 2018 港幣千元 HK\$'000 |
|--------------|--|--------------------------|--------------------------|
| 收入 | INCOME | | |
| 經常性活動的政府資助 | Government subvention for recurrent activities | 239,424 | 223,294 |
| 服務收入 | Service income | 468,285 | 481,679 |
| 其他收入 | Other income | 13,906 | 11,198 |
| 應佔聯營公司利潤 | Share of profit of an associate | 6 | 8 |
| | | 721,621 | 716,179 |
| 支出 | EXPENDITURE | | |
| 職員薪俸 | Staff emoluments | (348,530) | (348,846) |
| 其他支出 | Other expenses | (300,224) | (317,412) |
| 除稅前盈餘 | SURPLUS BEFORE TAX | 72,867 | 49,921 |
| 所得稅 | Income tax expense | (251) | (248) |
| 從資本資助金轉入 | Transfer from capital subvention fund | 72,616 | 49,673 |
| | | 12,147 | 14,649 |
| 年內盈餘 | SURPLUS FOR THE YEAR | 84,763 | 64,322 |
| 歸屬於： | Attributable to: | | |
| 生產力局 | The Council | 84,298 | 64,167 |
| 非控股股東權益 | Non-controlling interests | 465 | 155 |
| | | 84,763 | 64,322 |



綜合全面收益表

Consolidated Statement of Comprehensive Income

截至 2019 年 3 月 31 日止年度 Year ended 31 March 2019

| | | 2019 港幣千元 HK\$'000 | 2018 港幣千元 HK\$'000 |
|-----------------------------|---|--------------------------|--------------------------|
| 年內盈餘 | SURPLUS FOR THE YEAR | 84,763 | 64,322 |
| 其他全面收益／（虧損） | OTHER COMPREHENSIVE INCOME/(LOSS) | | |
| 可能於其後重新歸類至收支賬目的其他全面收益／（虧損）： | Other comprehensive income/(loss) that may be reclassified to income and expenditure account in subsequent periods: | | |
| 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 financial statements of operations in the People's Republic of China ("PRC") | (807) | 1,174 |
| 年內註銷海外業務的重新分類調整 | Reclassification adjustment for a foreign operation deregistered during the year | - | (219) |
| 年內其他全面收益／（虧損）（稅後） | OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR, NET OF TAX | (807) | 955 |
| 年內全面收益額 | TOTAL COMPREHENSIVE INCOME FOR THE YEAR | 83,956 | 65,277 |
| 歸屬於： | Attributable to: | | |
| 生產力局 | The Council | 83,600 | 64,966 |
| 非控股股東權益 | Non-controlling interests | 356 | 311 |
| | | 83,956 | 65,277 |



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