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培育團隊 服務工商

GROOMING OUR TEAM SERVING THE INDUSTRY



主席前言
**MESSAGE FROM
THE CHAIRMAN**



梁君彥
主席
Andrew Leung
Chairman

前路崎嶇、挑戰嚴峻。由外圍經濟放緩、金融市場波動、資源價格及生產成本飆升，以至環保要求日益嚴格，加上國家調整加工貿易政策，向來靈活堅毅的港商確實面臨重大考驗。

香港企業在未來要保持競爭力，必須審時度勢，因應國際及地區營商環境的變化，迅速及有效地進行業務轉型、升級或轉移營運基地。香港生產力促進局正致力扶助工業界跨越挑戰，把握新機遇。

為回應珠三角地區對節能減排的訴求，生產力局在2007年10月成功完成「清潔生產技術支援試驗項目」。

項目證明推行清潔生產除可惠及環境，更能透過節省能源及原材料，協助廠商降低營運開支，帶來經濟上的回報。工業界亦開始認識到清潔生產是重要的商業投資，不是一項奢侈的開支。

Over the past year, the resilience and perseverance that distinguish Hong Kong manufacturers were put to the test. We witnessed the slackening US economy, the hike of the oil price, the roller-coaster stock market, soaring production costs, currency fluctuations, the tightening of environmental requirements, and the changes in the Mainland's policies regarding the processing trade.

Against these changes in the international and regional business environment, the competitiveness of Hong Kong enterprises in future hinges upon how swiftly and effectively they can restructure, upgrade or relocate their business operations. HKPC is committed to serving the industry to meet these challenges and capitalize on every new opportunity.

In addressing the call for energy efficiency and reduction in air pollutant emissions in the Pearl River Delta (PRD) region, we successfully completed the Cleaner Production Technical Support Pilot Project in October 2007.

With proven savings in operating costs, energy or raw materials, and achievements in carbon reduction, Cleaner Production (CP) has increasingly been recognized by the industry as an important strategic business decision, rather than a luxury addressing lofty concerns.

主席前言

MESSAGE FROM THE CHAIRMAN

作為香港綠色生產力的先驅，生產力局積極推動工業界減少碳足印，預期在未來五年將會取得令人鼓舞的成效，因為香港特區政府已委託本局推行為期五年的「清潔生產伙伴計劃」，目標是全面支援珠三角的港資工廠採用清潔生產技術及流程。該計劃將在2008年4月正式推出，直接惠及17,000間在珠三角地區的工廠及區內環境。

除了專注環保之外，生產力局亦致力協助工業界轉型，以回應內地調整加工貿易政策所帶來的挑戰。為支持工業界就將來的業務發展作出明智的部署，生產力局推出「升轉一站通」，提供一站式支援平台，協助港商升級、轉型及轉移。「升轉一站通」聯合本局與過百家香港及內地的策略伙伴，為港商提供廣泛全面的服務，解決業務升級轉型，以至轉移生產基地的難題。隨著「升轉一站通」於2008年年中推出，香港製造商將可以更有效地籌謀業務策略。

As a pioneer of green productivity in Hong Kong, HKPC will step up our efforts in driving the industry to reduce their carbon footprint. More encouraging results are expected in the coming five years as HKPC has been commissioned by the HKSAR Government to carry out a five-year Cleaner Production Partnership Programme to provide full-fledged technical support to Hong Kong-owned factories in the PRD region to adopt CP technologies and processes. Officially rolled out in April 2008, the Programme will bring direct benefits to 17,000 factories in the PRD, as well as the regional environment.

Apart from our green initiative, HKPC has also pulled out all stops to assist industry in making the right 'TURN' to face the challenges of the recent policy adjustments regarding processing trade in the Mainland. Taking the lead to support industry in making the best decisions about the future of their business, HKPC has initiated a one-stop support and service platform TURN – an acronym for 'Transform, Upgrade and Relocate for a New horizon'. By leveraging on our industry network and expertise, TURN will provide one-stop solutions through a spectrum of services by HKPC and over 100 local and Mainland strategic partners. As the TURN programme unfolds in mid 2008, manufacturers will be in a better position to chart their business strategies.

生產力局一方面與工業界結伴攜手，面對當前緊迫的挑戰；同時，為推動工業的長遠發展，我們亦高瞻遠矚，不斷開拓具商業潛力的新科技及服務。本局已釐訂三個重點發展領域，首先，在先進技術研發方面，將聚焦於醫療及保健設備、屋宇設備自動化及民航等產業；其次，在環境及食物方面，將集中研究食物安全及監察；第三，在清潔生產方面，將重點探索水質及廢物的管理。此外，生產力局亦擬於多個範疇加強對中小企業的支援服務，包括企業社會責任、知識產權管理及網絡化製造等。本局在未來一年將在這些嶄新領域展開步伐。

新的工作計劃縱然極富挑戰，但我們深信可以為工業界創造新優勢。我謹在此感謝生產力局理事會委員及全體同事全情投入、努力不懈，充分發揮專業精神。秉承與工業界攜手共進的一貫宗旨，生產力局將會繼續全力支持香港工商企業，躍進新里程。

梁君彥

主席

While partnering with industry to meet pressing challenges, HKPC loses no time in developing new technology and services where business potential abounds. We have identified three target areas, namely, Advanced Technology with a focus on medical devices and healthcare, building automation, and civil aviation; Environmental and Food Safety focusing on food safety and monitoring; and CP for water and waste management. Meanwhile, support for Small and Medium Enterprises will be enhanced, particularly in the areas of corporate social responsibility, intellectual capital management, and R2R (research and development to recovery and recycle) in network manufacturing. New initiatives in these exciting areas will be rolled out in the coming year.

I am confident that these challenging plans will bring benefits to our industry. I wish to take this opportunity to thank Members and staff of the Council for their commitment, professionalism and dedicated efforts. As the industry's closest partner in productivity advancement, HKPC is poised to serve Hong Kong enterprises to scale new heights and support Hong Kong industry to grow from strength to strength.

Andrew Leung

Chairman

理事會委員 COUNCIL MEMBERSHIP



(由左至右)

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Back row: Prof Lee Wing-bun, Mr Daniel Yip Chung-yin, Mr Fan Cheuk-hung, Mr Choi Kam-wah, Mr Poon Siu-ping, Mr Eddy Chan Yuk-tak, Mr Cliff Sun Kai-lit

(Absent from the photo: Mr Oscar Chow Vee-tsung, Mr Kwok Kwok-chuen, Ms Goretti Lau Wai-kuen, Mr Willy Lin Sun-mo, Mr Lo Foo-cheung, Mr Victor C.K. Ng, Prof Tuan Chyau)

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管理層匯報

THE YEAR IN REVIEW FROM SENIOR MANAGEMENT



在過去十二個月，香港製造業面對公認為近年最嚴峻的挑戰。當中，尤其是珠三角的加工貿易企業正承受巨大的衝擊，要在波濤洶湧的經濟洪流中求存，加工企業必須回應升級轉型的訴求。挑戰在前，生產力局四十多年一直作為工業界重要的支援機構，有必要重新審視現狀，以籌劃未來應有的工作定位。經過深入徹底的檢討，本局在去年進行了多項重要的內部重組及重新釐定業務策略。憑藉本局的往績及雄厚的基礎，我們相信生產力局將更穩固茁壯、與時並進。

培育團隊 服務工商

人才是生產力局最寶貴的資產。因此，我們必須備有一套嚴謹的工作表現評核及獎勵制度，確保為員工在本局締造良好及理想的事業發展機會。在本局理事會的支持下，加上我們持續與員工諮詢及鼓勵他們參與，本局成功地引進了一套接近360度的全面工作表現評核制度，令評核過程更加開放、更具透明度及讓員工充分參與。這套不可或缺的人力資源管理基礎，有助我們實現長期以來希望將本局薪酬架構跟公務員制度脫鉤的目標。本局員工更首次在此制度下獲發年終變動薪酬，這安排對於半政府機構來說實屬罕有。

In the past twelve months, Hong Kong's manufacturing industry has encountered what many would regard as the most formidable challenges in recent years. There have been resounding calls for our processing trade in the PRD, in particular, to transform or upgrade if they were to survive the relentless tide of economic development. With these challenges in the fore, it is equally important that HKPC, as a key industrial support organization for over 40 years, also take a critical look at where we stand today and where we should best position ourselves in the future. This critical review has resulted in some major reforms taken place last year which involved both internal re-structuring and re-defining our business strategies. Leveraging upon our long history and solid foundation, we are hopeful that HKPC would emerge as a more robust organization that progresses with times.

GROOMING OUR TEAM, SERVING THE INDUSTRY

The most valuable asset of HKPC is our people. It is therefore of paramount importance that we have a very rigorous appraisal and reward system that could give our staff the assurance of a promising and rewarding career in HKPC. With the support of the Council and our sustained efforts in staff consultation and engagement, we have successfully introduced a very sophisticated close-to-360 degrees appraisal system that is open, transparent and with ample staff participation. This essential HR infrastructure opens up the way for us to effect the long overdue delinking of our pay structure from that of the civil service. For the first time, our staff has been rewarded with year-end "variable pay" that remains quite an unusual feature in the quasi-governmental setting. Other complimentary schemes such as the Best Performance Recognition Scheme, Distinguished Achievement

右起：馮永業 總裁、李錫勳博士 副總裁(科技發展)、宋兆麟 副總裁(企業管理)

From right: Mr Wilson Fung, Executive Director, Dr Stephen Lee, Director (Technology Development), Mr Edmund Sung, Director (Business Consulting)

THE YEAR IN REVIEW FROM SENIOR MANAGEMENT

此外，本局還推出其他獎勵計劃以表揚優秀員工所作出的貢獻，例如「最傑出表現嘉許計劃」、「卓越成就嘉許獎」及「年度最佳部門獎」。

人才市場競爭劇烈，意味著招聘及留住人才仍是重要的挑戰。因此，我們決定自行栽培人才。本局在今年度推出的「見習顧問計劃」，成功由三間本地大學物色八位出色的年輕科學及工程人才。我們會提供最佳的培訓，期望他們未來能夠在生產力局獨當一面。

與員工溝通永遠是首要的工作，但往往說易行難。始於本年度每週舉行的「總裁咖啡會」活動，雖然對本局很多員工來說確是極大的文化衝擊，不過卻帶來很多驚喜。我們在一個輕鬆寫意的環境下，聆聽員工提出的工作困難或工作相關的建議，這些員工意見都是難以透過傳統的諮詢渠道獲取的。我們更在每一季度進行一次自願參與的「一分鐘員工士氣指數」調查，鼓勵員工評價管理層的工作表現。透過這些嶄新的安排，我們希望消除員工及管理層之間的障礙，並且讓管理層更加了解前線員工在日常工作中所面對的種種問題。

Award and the Best Division of the Year Award have gone a long way in ensuring that significant staff contributions are duly recognized.

The current highly competitive labour market implies that recruiting and retaining talents remains a challenge. We have therefore decided to groom our own. The introduction of the Trainee Consultant Scheme this year has brought us eight brilliant young scientists and engineers from three different local Universities. We will provide the best training ground for them and look forward to their playing a leading role in HKPC in the future.

Communication with staff has always been high on our agenda but is often easier said than done. The weekly Coffee with the Executive Director presents very much a cultural shock to many of our colleagues but it has brought many pleasant surprises. We do hear our colleagues out under a casual and relaxed environment, be they personal problems or work-related suggestions that could hardly be garnered from conventional consultation channels. We even encourage staff to rate the performance of the senior management on a quarterly basis through a voluntary One-Minute Staff Morale Index survey. Through these new initiatives, we hope to genuinely overcome any staff-management barrier and enable the management to appreciate more the issues faced by our front-line staff on a daily basis.

重整業務策略

生產力局為個別企業或行業提供顧問服務的歷史悠久。不過，面對今天種種艱鉅的挑戰，除非我們能夠持續顯著地提升服務，否則難以再為工商業界作出實質貢獻。生產力局絕不能獨力為香港所有工商企業提供服務。我們必須集合各界的力量及資源，針對性地解決業界的問題。有鑑於此，我們設立多個有效的業務合作平台，不但能夠提供更全面的服務給有需要的企業，更為所有業務夥伴及相關機構創造新的商機。

當中最具代表性的例子，就是將由特區政府資助的「清潔生產伙伴計劃」與「綠色融資計劃」合二為一。這個綜合性計劃為在珠三角的港資工廠提供全面的服務，有助他們決定為清潔生產作出投資。從事清潔生產的工廠不但獲得生產力局及其他環境技術公司的技術支援，而且在融資方面得到政府提供部份誘因及參與「綠色融資計劃」銀行所提供的貸款優惠。生產力局在過程中擔當關鍵的中介角色，為工業界提供極需要的一站式服務。

BUSINESS STRATEGIES REDEFINED

HKPC has a long history of providing consultancy services to individual enterprises or trades. But unless we were able to scale up our services substantively, we are not going to make any material impact on our industries against the stiff challenges they face. HKPC can never serve Hong Kong's industries in isolation. We must leverage upon the capabilities outside HKPC and focus all resources and efforts available, in a concerted manner, on identified problems. With that in mind, we have created several very powerful business platforms which not only provide more comprehensive services to the industries in need but also create new business opportunities for all other key stakeholders and business partners.

The most notable example is the packaging of our Green Financing Scheme with the Government-funded Cleaner Production Partnership Programme. The combined programme provides Hong Kong-owned factories in the PRD a full spectrum of services that facilitates their decision on investing in cleaner manufacturing process. They would not only receive technical support from either HKPC or other environmental technology companies, but also some form of financial incentive from the Government as well as favourable financing terms from participating banks. HKPC plays a pivotal role of an integrator in providing our industries a one-stop service which they need most.

THE YEAR IN REVIEW FROM SENIOR MANAGEMENT

同樣地，生產力局本年度推出的另一個旗艦平台「升轉一站通」項目，亦是透過匯聚本局百多個不同行業的策略性夥伴，包括先進製造、策略性資訊科技應用、物流管理、品牌建立、企業融資，以至轉移項目管理等，為業界提供一站式服務。「升轉一站通」項目正蓄勢待發，最終將成為支援珠三角加工貿易企業升級轉型的重要動力。

貫徹同一理念，我們亦在2007年9月成立「香港開放源碼軟件中心」及「半導體照明聯盟」。

展望未來，除了建立更多相類似的虛擬合作平台之外，我們亦致力建設新的服務設施，例如位於深圳的「深港生產力基地」及生產力局總部大樓內的「The Centrepoint」。我們歡迎本局的夥伴及各界人士蒞臨這些中心參觀，了解生產力局的服務。

憑著累積多年的經驗，我們深信透過匯集公、私營機構的資源，生產力局將能夠為工商企業提供更有價值的支援服務。而我們亦深信本局重整的業務策略，已為我們指出康莊大道。

Similarly, the TURN (Transformation, Upgrading and Relocation of our processing trade to unveil a New Horizon) project is another flagship “platform” which aims to integrate services from over 100 participating partners that span across advanced manufacturing, strategic IT application, logistics management, branding, enterprise financing and relocation project management. We are hopeful that once the project has gained momentum, it would ultimately become a strong catalyst in ushering our processing trade in PRD up the value chain.

Along the same vein, we have launched the Hong Kong Open Source Software Centre and the LED Lighting Application Consortium in September 2007 and there are many more similar collaborative platforms in the making. These virtual business platforms are being complimented by the physical platforms we established in parallel, such as the Shenzhen-Hong Kong Productivity Foundation in Shenzhen and the Centrepoint inside our Headquarters Building. We welcome our partners to visit these centres to see for themselves what HKPC has to offer.

On the basis of the experience gained hitherto, we can confidently conclude that by pulling together resources from both the private and public sectors, HKPC could bring a lot more value to our industries and we believe that our business strategies, as slightly redefined, is pointing us towards the right direction.

透過這份年報，各位將可共睹過去一年來本局推出的各項新計劃，以及了解生產力局上下員工的努力。2007/08年對生產力局絕對是重要的一年，立下了多個重要的發展里程碑，為這個擁有四十年悠久歷史的機構注入新動力。本局全體員工將會繼續攜手並肩、勇往直前，支援香港工商企業再創新天地。

馮永業
總裁

李錫勳
副總裁 (科技發展)

宋兆麟
副總裁 (企業管理)

Throughout this yearbook, you will see many more of our new initiatives developed in the past year and glimpses of our colleagues in action. 2007/08 is definitely a significant year for HKPC as we have laid another major milestone in rejuvenating this 40 years old organization. We are confident that all of our colleagues will join us in offering our greatest contributions to our industries on the road towards higher productivity.

Wilson Fung
Executive Director

Stephen Lee
Director (Technology Development)

Edmund Sung
Director (Business Consulting)



年度剪影

THE YEAR IN PICTURES

2007
四月
APR

「香港國際汽車零部件展2007」設置「生產力局展館」

HKPC Pavilion at the Hong Kong International Auto Parts Fair
28-4-1-5-2007



最佳創建品牌企業獎2007 (大中華區)
The Best Brand Enterprise Award 2007
(Greater China)
8-6-2007

2007
六月
JUNE

2007
八月
AUG

廣東省省長黃華華(中)率領代表團
訪問生產力局

Mr Huang Hua-Hua (centre), the
Governor of Guangdong Province
led a delegation to visit HKPC
1-8-2007



優質海水認可計劃證書頒授典禮
Presentation Ceremony of Quality
Seawater Assurance Scheme (QSAS)
23-8-2007

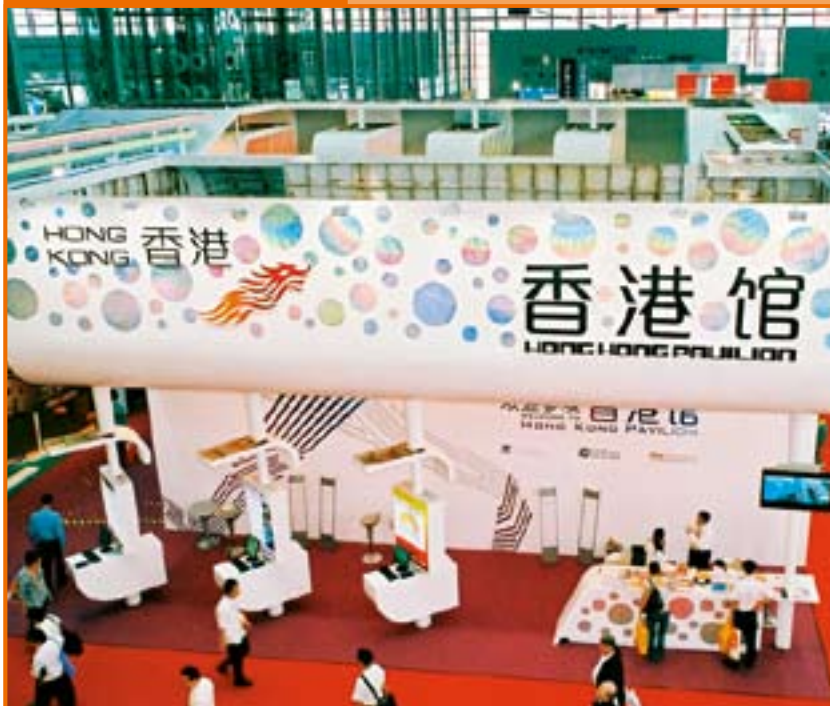


香港開放源碼軟件中心開幕
Opening of The Hong Kong Open Source
Software Centre (HKOSSC)
19-9-2007

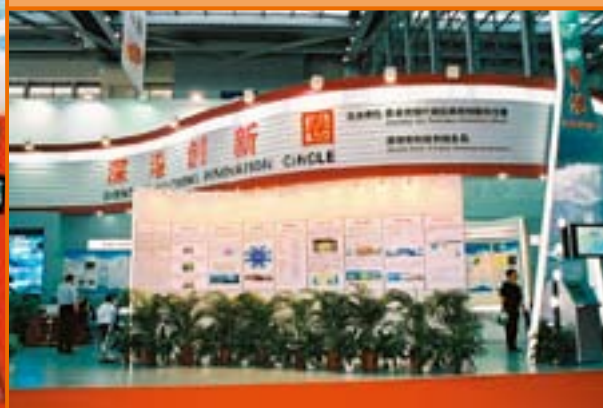
2007
九月
SEP

2007
十月
OCT

「與業界攜手推動清潔生產」研討會
Conference on Joint-Efforts with Industries
in Cleaner Production
16-10-2007



第九屆中國國際高新技術成果交易會(高交會)
「香港館」
Hong Kong Pavilion at China Hi-Tech Fair 2007
12-17-10-2007



年度剪影

THE YEAR IN PICTURES

2007
十月
OCT

「深港生產力基地」揭幕
Opening of the "Shenzhen SZ-HK Productivity
Foundation"
15-10-2007



「企業管理培訓中心」成立
Launch of Business Management
Training Centre (BMTc)
22-11-2007

2007
十一月
NOV

2007
十二月
DEC

香港珠三角工商界聯合晚會
Hong Kong-PRD Industrial Networking Gala
Dinner
14-12-2007



「Centrepoint」揭幕
Opening of the Centrepoint
25-1-2008

2008
一月
JAN

2008
一月
JAN

綠色融資計劃推出
Launch of Green Financing Scheme
31-1-2008



「香港標準鑽石測試方法」發佈會
Standard Methods for Diamond
Testing
4-3-2008

亞太區電腦保安事故協調組織 (APCERT) 會議及
周年大會
The Asia Pacific Computer Emergency Response
Team (APCERT) Conference
12-3-2008



2008
三月
MAR



電磁兼容科技中心推出新設施
Launch of Upgraded Electromagnetic
Compatibility (EMC) Centre
31-3-2008

綠色生活

GREEN

LIVING





綠色生活 GREEN LIVING



為下一代保護環境，人人有責。在2007/08年度，生產力局繼續不遺餘力，協助製造業實施清潔生產方法以達到節能、減排、降耗及增效四個重要目標。

Protecting the environment for future generations is a responsibility that everyone must shoulder. In 2007/08, HKPC continued its efforts in assisting our manufacturing industries to implement Cleaner Production (CP) measures to help them achieve the four pivotal goals: save energy, reduce emissions, cut wastage as well as enhance efficiency.

清潔生產伙伴

為鼓勵珠三角地區的港資工廠採用清潔生產技術及工序，香港特區行政長官於2007年10月在其施政報告中宣布資助生產力局9,300萬元，推行一個為期五年的「清潔生產伙伴計劃」，旨在改善能源效益及減少生產過程中的廢氣排放。該計劃將於2008年4月啟動，內容包括推廣清潔生產意識、實地生產評估、技術示範及成效核實。

PARTNERING FOR CLEANER PRODUCTION

To promote the adoption of CP initiatives by Hong Kong manufacturers in the PRD region, the Chief Executive of the HKSAR announced in his Policy Address in October 2007 to provide HKPC with a funding of \$93 million to implement a five-year Cleaner Production Partnership Programme. Aiming to improve energy efficiency and reduce air pollutant emissions from production processes, the Programme, to be launched in April 2008, includes awareness promotion, on-site assessment service, demonstration projects and verification of effectiveness of improvement projects.

節能減排計一計？

HOW MUCH DID THEY SAVE?

在香港特區政府的資助下，生產力局在2007年10月成功完成「清潔生產技術支援試驗項目」（圖1）。本局為15間在珠三角的製造廠制訂可行的清潔生產措施，並從中挑選4間進入計劃的下一階段。在這階段中，生產力局為這4間工廠設計詳細的清潔生產方案，並由廠商自費推行。在清潔生產方案實施之後，生產力局為廠商評估其成本效益，並向公眾及工商業界大力推廣成功個案，又編製了4本清潔生產方案實用指南，以分享試驗項目的經驗。成功個案包括：

- 一間印刷廠在其深圳生產廠房裝設更高能源效益的T5節能光管，並使用含低揮發性有機化合物的清潔劑，以代替汽油來清潔印刷機器，將揮發性有機化合物的排放量減少三分之一。
- 另一間紙品商則裝設熱泵式系統，將中央水冷式製冷機所產生的餘熱循環再用，以及在紙袋生產線裝設中央真空泵系統，令企業每年節省18萬升柴油及190萬伏特的電力。

HKPC successfully completed the Pilot Cleaner Production Technical Support Project (Fig.1) in October 2007, also funded by the HKSAR Government. Out of the 15 Hong Kong manufacturers in the PRD region where feasible CP practices were identified, four were selected to proceed to the next phase in which HKPC provided detailed design of specific CP measures for implementation at their own costs and verified the measures' cost-effectiveness afterwards. The success of the pilot cases was prominently promoted throughout the business community. HKPC eventually compiled four guidebooks on CP technologies and practices based on the experience of these pilot cases. For example:

- A printing company used low volatile organic compound (VOC) content cleaning solution as a substitute to the gasoline for cleaning the printing machines and fitted the more energy-efficient T5 fluorescent tubes in the high bay lamps at the factory floor, enabling it to cut the emission of VOC by one-third at its plant in Shenzhen.
- Another paper manufacturer was able to use 180,000 litres less diesel per year and saved around 1.9 million watts of power by installing measures such as a heat pump system to reuse the waste heat from the central water cooled-chillers and a central vacuum pump system on the production line of paper bag making.



環保油漆噴槍減少揮發性有機化合物排放
Advanced paint sprayer minimizes VOC emissions



太陽能熱水器
Solar Water Heater



此外，不少廠商因擴充業務或符合政策要求而要將生產基地遷移至珠三角以外地區，生產力局亦致力為有關製造商提供環保方案。

年內，本局替一間印刷線路板製造商在江西的新廠設計及興建大型污水處理系統。在此之前，本局曾替該製造商在東莞的廠房成功興建同類系統，並成為華南地區最大的工業廢水循環再用設備（圖2），能回收六成由廠房排出的廢水，相當於每日5,000立方米（圖3）。

HKPC also provided environmental solutions to manufacturers as they relocate to other production base beyond PRD for business expansion or compliance with mandatory requirements.

During the year, HKPC assisted a Hong Kong printed circuit board manufacturer to design and construct a mega wastewater treatment plant for its new production facilities in Jiangxi following the successful installation of similar system for its Dongguan factory. Being the largest industrial wastewater recycling plant (Fig.2) in the industry in southern China, the Dongguan system achieved a recovery rate of 60% of its wastewater discharge, equivalent to 5,000 m³/day wastewater (Fig.3).



馬耀華博士
Dr Anthony Ma

環境管理部首席顧問

Principal Consultant, Environmental Management Division

清純 PURE

世界工廠，換來了藍天不再、濁水滾滾。馬耀華博士與生產力局的环境工程專家，一直致力運用先進的水污染控制及回收技術，協助珠三角的廠商推行清潔生產，提高本港廠商生產力之餘亦為環保出力。才剛協助廠家在東莞安裝華南最大型的透膜水回收系統，馬不停蹄，又要為客戶到江西設新廠籌劃污水系統。工作忙碌，依然堅持專業進修，研究離子交換技術，今年更獲得博士學位。「學術研究的成果，有助將來進一步改善污水處理技術。」馬博士說。青山綠水，得來不易。

China's reputation as the "world factory" comes at the expense of its blue sky and clean water. Dr Anthony Ma and his environmental engineering team have been applying advanced water pollution control and recovery technologies to help manufacturers in the Pearl River Delta to implement cleaner production, raising their productivity while improving the environment. Anthony has just finished with the installation of the largest membrane system for recycling water in southern China for a manufacturer in Dongguan, he then wasted no time in heading to the client's new plant in Jiangxi for another wastewater treatment project. Amid this hectic schedule, he still managed to find time to continue his study on ion exchange technology which is expected to bring new developments in wastewater treatment. His dedication was rewarded with the conferment of a doctorate degree this year.



為清潔生產的資金煩惱？

為了協助廠商獲得額外資金推行清潔生產及其他綠色生產方案，生產力局聯同五間本港主要銀行於2008年1月推出「綠色融資計劃」（圖4），包括中國銀行（香港）有限公司、大新銀行有限公司、恒生銀行有限公司、東亞銀行有限公司及香港上海滙豐銀行有限公司（圖5）。

參與計劃的銀行將向香港廠商以優惠條件提供貸款，以協助他們投資於清潔生產技術及設備，推行環境管理方案。生產力局將對廠商的節能減排設備進行技術及專業評估，為有關銀行提供審批貸款的參考資料。與此同時，銀行將就每宗貸款，捐出一定款項，資助本港的環保組織推行活動。計劃的受惠綠色團體包括地球之友、綠色力量、長春社及世界自然基金會香港分會。

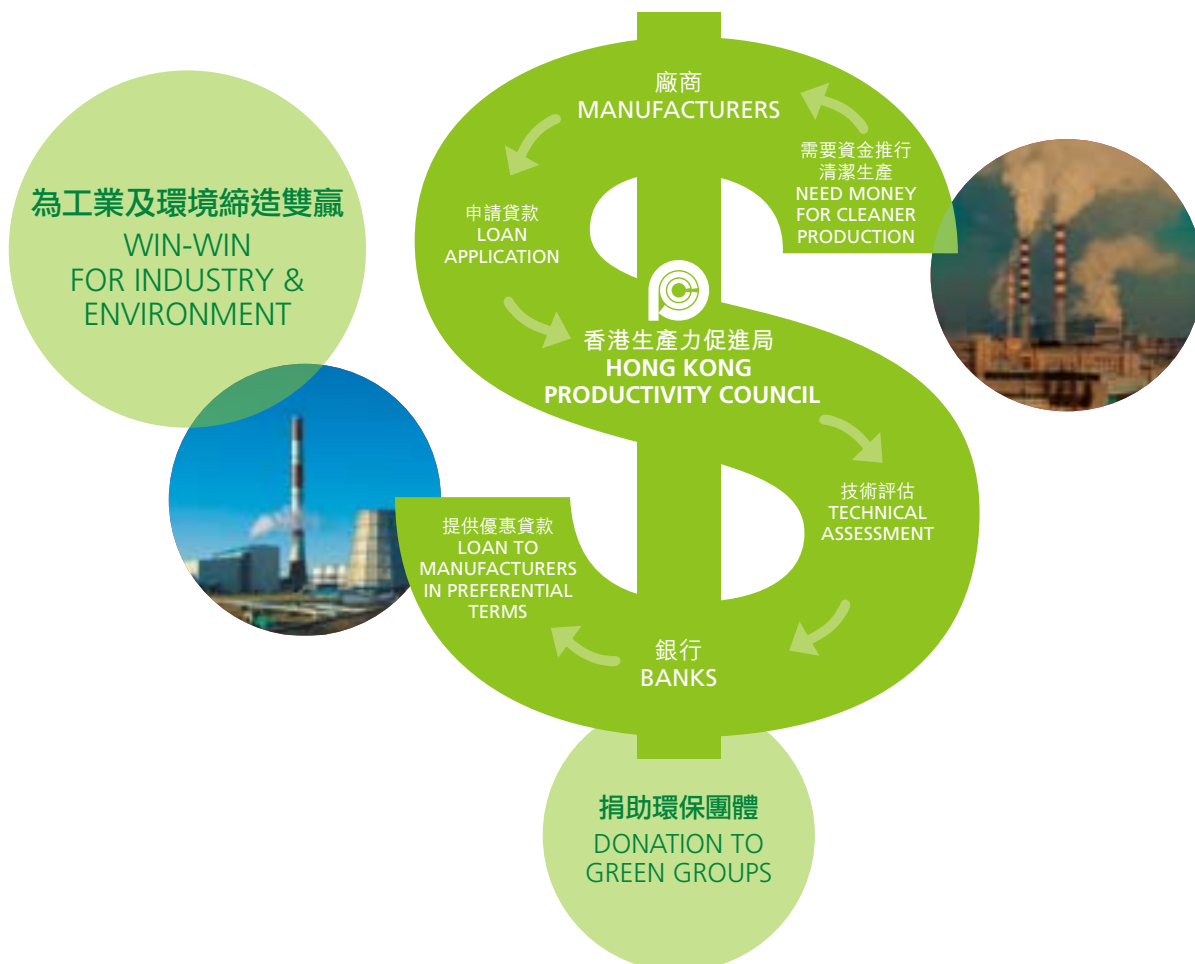
Need funds for your green projects?

To help industry secure additional capital to implement CP and other green solutions, the Green Financing Scheme (Fig.4) was launched with five major banks in Hong Kong, namely Bank of China (Hong Kong) Limited, Dah Sing Bank Limited, Hang Seng Bank Limited, The Bank of East Asia Limited and The Hongkong and Shanghai Banking Corporation Limited in January 2008 (Fig.5).

Companies would be offered preferential loan terms under the Scheme to support their investment in environmental management measures, while HKPC experts would provide technical assessments to facilitate banks' approval procedures. For each loan confirmed, participating banks would make a donation to Friends of the Earth, Green Power, The Conservancy Association and WWF Hong Kong to support their environmental activities.



綠色融資計劃如何運作？
HOW DOES GREEN FINANCING SCHEME WORK?





綠化香港

生產力局積極為本地工商業及社會引進新科技及服務，推展不同項目，致力改善本港的環境。

能源應用添效益

生產力局透過能源審核及顧問服務，協助本地工商業採取更環保及節省成本的措施。當中，生產力局為領匯管理有限公司旗下的慈雲山商場提供能源審核服務(圖6)。透過在夜間採取電力管理及控制措施，以及替冷凍系統引進節能方案，令商場每個月節省十萬元能源開支。

在2007/08年度，生產力局協助香港特區政府機電工程署更新在2000年針對辦公大樓而首度訂立的能源消耗基準模型(圖7)，並且收集香港辦公大樓的最新能源最終用途數據，以備制訂未來的能源效益政策。

GREENING HONG KONG

HKPC also strives to improve the domestic environment through various initiatives and the introduction of new technologies and services to local businesses and the community at large.

More Energy for Less

Through energy audits and consultancy services, HKPC helped local businesses to adopt more environmental-friendly and cost-saving practices. A notable example was the energy audit service for The Link Management's Tze Wan Shan Shopping Centre (Fig.6).

By implementing power management and control during night time and energy-saving measures for the chilling system, the shopping centre was able to save \$100,000 per month.

During the year, HKPC also helped the Electrical and Mechanical Services Department to update its energy benchmarking model (Fig.7) for office buildings, first developed in 2000, and collect the latest energy end-use data for these buildings in Hong Kong for the formulation of future energy efficiency policies.



8



9

慎終追遠更清新

燃燒冥鏹會產生大量的煙塵。生產力局開發的「清煙」化寶爐可有效地減少化寶所產生的煙塵，令中國傳統習俗得以保存之餘，同時亦兼顧環境需要。在年度內，生產力局成功將兩座「清煙」化寶爐裝設在經翻新後的鑽石山火葬場（圖8）。該化寶系統之前一直應用在廟宇，而這是首次應用到火葬場。在2008年年底之前，該火葬場將會多添置兩座「清煙」化寶爐。

Ambience of Serenity

The burning of paper joss offerings results in considerable smoke. HKPC has developed a smoke removal system, the "Qing Yan" Smokeless Joss Paper Furnace, that offers a technological solution to balance environmental needs with social traditions. During the year, HKPC successfully installed two furnaces at the newly renovated Diamond Hill Crematorium (Fig.8). This is the first application of the system in a crematorium. Two more furnaces will be fitted in the Diamond Hill Crematorium by the end of 2008.

點廢成金

食肆及酒店的廚餘垃圾都會污染環境及佔據堆填區的空间，是當今亟需解決的問題。為此，生產力局開發了一套商用的廚餘垃圾就地轉化系統（圖9），每日可處理500公斤的廚餘垃圾。這套系統能將整體的廚餘垃圾減少八成，並可將剩餘部分轉化成有機肥料，真正點廢成金。這套系統已在香港公園成功測試，並將所轉化的有機肥料應用於栽植園林花木。

Turning Trash into Treasure

Food waste from restaurants, hotels and other catering outlets is a problem to society as it pollutes the environment and takes up limited landfill space. To tackle the issue, HKPC developed a commercial scale food waste conversion system (Fig.9) which can process 500 kg of food waste per day. It can reduce the total volume of food waste by 80% and generate the remaining into eco-fertilizers, literally turning trash into treasure. The system has been successfully tested in Hong Kong Park.



王小偉
Kenny Wong



全城協力 為環保加油

為鼓勵各行各業持續推動環境管理及表揚對環保作出貢獻的機構，「香港環保卓越計劃」在2008年2月開展。生產力局作為該計劃的協辦機構，負責推行計劃的「環保標誌」，以表揚達到既定環保目標的機構。

在2007/08年度，生產力局擔任第二屆「香港能源效益獎」的獨立評審機構。該獎項旨在推廣最佳的節能方法，並表揚及嘉許香港機構與公眾在能源效益及節能方面的努力和成就。

網上遊戲不單用作消閒娛樂，還可以推廣政府政策。生產力局為環境保護署開發香港首個以政府政策為基礎的角色扮演電腦遊戲—「環保市民」（圖10），旨在以互動形式教育公眾，尤其是年輕一代有關日益嚴重的都市廢物問題，以及介紹政府未來十年的都市固體廢物管理政策框架。至今已有超過8,700人註冊參與遊戲。

Drumming up Green Awareness

To encourage businesses and organizations to adopt green management and present them with an opportunity to benchmark their commitment towards environmental excellence, the Hong Kong Awards for Environmental Excellence (HKAEE) was launched in February 2008. As a co-organizer of the Awards Scheme, HKPC is responsible for the Environmental Labels recognition category which acknowledges organizations that have attained a prescribed number of specific environmental goals.

In 2007/08, HKPC also acted as the independent assessor for the 2nd Hong Kong Energy Efficiency Awards, HKAEE's co-predecessor, which promote best practices, recognize efforts and honour successes in energy efficiency and conservation for organizations and the public in Hong Kong.

Online games are not just for fun but can be used to promote government policies. HKPC developed Hong Kong's first government-policy-based computer role-playing game, SimEP (Fig.10), for the Environmental Protection Department (EPD) to help educate the community, especially the younger generation, in an interactive manner about the growing waste problem and the EPD's policy framework for managing municipal solid waste towards the next decade. More than 8,700 people have registered as login players to the game.



捍衛美食天堂

生產力局本年繼續獲得香港特區政府食物及衛生局的委託，推行「優質海水認可計劃」，提高用以飼養海鮮的海水質素。自計劃於2006年推出以來，共有約250家海鮮供應商及海鮮業者，包括海鮮批發商及分銷商、食肆、超級市場及海鮮商戶參與(圖11)。

此外，計劃亦引入獎勵制度，在一年內全面符合認可準則的「認可優質海水供應商」及「優質海水標誌商戶」可獲頒發「優秀表現證書」，頒獎禮在2007年8月舉行(圖12)。



Guardian of Gourmet Paradise

Commissioned by the Food and Health Bureau, HKPC continued to implement the Quality Seawater Assurance Scheme (Fig.11) to enhance the quality of seawater used for keeping live seafood. Since its launch in 2006, about 250 seawater suppliers and seafood traders, including seafood wholesalers and distributors, restaurants, super-markets and market stalls have participated in the Scheme.

A merit system was also introduced for the accredited participants. Those who fully complied with the accreditation criteria during the one-year period were presented with an "Excellent Performance Certificate" at a ceremony in August 2007 (Fig.12).



13 14



本年度，生產力局為香港其中一家最大型的燕窩及海味零售商（圖13）提供顧問服務，協助該企業取得ISO 22000食物安全管理體系認證（圖14），內容涵蓋甄選供應商、來料控制、食物配製、包裝、儲存及配送、衛生及員工培訓。

本局的環境及產品創新化驗室（圖15）在年內繼續為製造商及社會提供分析化驗服務及支援，以找出潛在的環境問題、審核法規的符合程度及評估環保系統效能。化驗室於2007/08年度開設一項嶄新的化驗服務，確認及分析受污染食物中所含的重金屬及有毒有機物（圖16）。本年度，化驗室為漁農自然護理署對300個鮮魚及生蠔樣本進行毒性測試。

During the year, HKPC also provided consultancy services to assist one of the biggest bird's nest and dried seafood retailers in Hong Kong (Fig.13) to attain certification on ISO 22000 Food Safety Management System (Fig.14), covering supplier selection, incoming materials control, food preparation, packaging, storage and distribution, hygiene and staff training.

The Environmental and Product Innovation Laboratory of HKPC (Fig.15) continued to provide analytical services and support to manufacturers as well as the community, to identify potential environmental issues, verify regulatory compliance, and assess system performance. In 2007/08 the Laboratory developed a new service to identify and analyze heavy metals and toxic organics in contaminated food (Fig.16). At its debut, the Laboratory tested the toxicity of 300 samples of fresh fish and oyster for the Agriculture, Fisheries and Conservation Department.



15



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食物安全三重防護

THREE-PRONGED SAFEGUARD OF FOOD SAFETY

有機污染物測試 ORGANIC CONTAMINANTS TEST

殘餘農藥、多環芳香族碳氫化合物、多氯化聯苯基
Pesticide residues, polynuclear aromatic hydrocarbons,
polychlorinated biphenyls

重金屬測試 METALS TEST

銻、砷、鎘、鉻、鉛、汞及錫
Antimony, Arsenic, Cadmium, Chromium,
Lead, Mercury and Tin

微生物測試 MICROBIOLOGY TEST

彎曲菌類、大腸桿菌O157、沙門氏菌類、霍亂弧菌、李斯特菌、副溶血性弧菌、金黃葡萄球菌、產氣英膜梭狀芽胞桿菌、蠟樣芽胞桿菌
Campylobacter spp., E.coli O157, Salmonella spp.,
V.cholerae, V.parahaemolyticus, L.monocytogenes,
S.aureus, C.perfringens, B.cereus



邁向新領域

TURNING

TOWARDS
A NEW HORIZON





邁向新領域

TURNING TOWARDS A NEW HORIZON



面對瞬息萬變的國際市場，單靠低成本及低增值的貼牌生產(OEM)業務已無法長保競爭力。生產力局在本年度加強綜合支援服務，涵蓋技術及產品創新以至卓越顧客服務，全面協助香港企業走向高增值及發掘高增長的工業商機，以確保競爭優勢。

In an ever-changing international market place, Hong Kong manufacturers can no longer thrive solely on low-cost and low value-added Original Equipment Manufacturing (OEM) business.

From technology and product innovation to customer service excellence, HKPC has been stepping up its integrated support services to help Hong Kong enterprises stay competitive by moving up the value chain and exploring new industries with high-growth potential.

知識品牌創造資產

知識產權管理能將創意轉化成利潤。

生產力局現時是香港特區政府「專利申請資助計劃」的執行機構。計劃於1998年4月推出，協助中小企業及發明者透過專利註冊，將發明成果轉化為資產。

在2007/08年度，本局審核125宗申請，其中81宗獲批准資助。自計劃推出以來，當中有514宗最終成功在本地、內地及海外註冊。

BRAND-NEW ASSETS IN KNOWLEDGE ECONOMY

Intellectual property (IP) management translates ideas into profits.

HKPC is currently the implementation agent of the Government's Patent Application Grant Programme. Launched in April 1998, the programme has enabled local companies, especially SMEs and individual inventors, to capitalize on their intellectual works through patent registration.

In 2007/08, HKPC screened 125 applications of which 81 were approved for the financial support under the Programme. Since 1998, 514 cases have been successfully registered with local, Mainland and overseas patent offices.



在本年度，生產力局透過建立網上版權及商標數據庫，繼續支持由「香港工商品牌保護陣綫」及香港海關聯合推行的「快速行動計劃」，在商貿展覽會上迅速打擊侵權及冒牌商品。

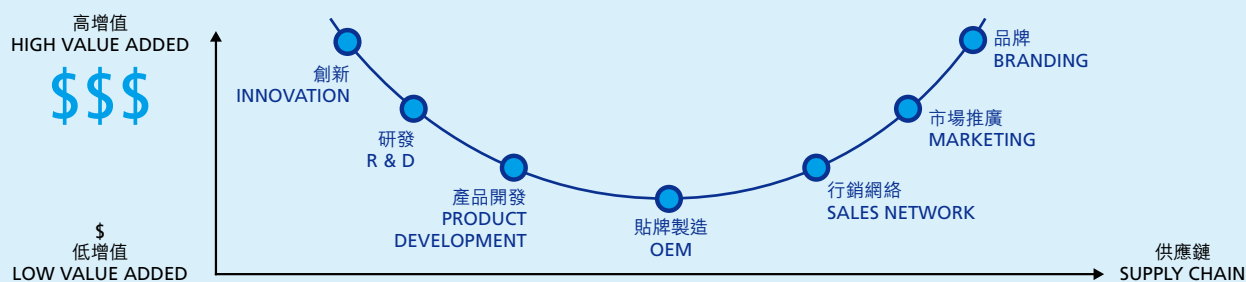
During the year, by maintaining an online copyright and trademark database, HKPC continued to support the Hong Kong Brands Protection Alliance and the Customs and Excise Department under the Fast Action Scheme to take prompt action against infringements in trade fairs.

創建品牌是知識產權管理不可或缺的要素，只有透過品牌才能突顯產品及服務的獨特性。本局在年內與中華商標協會合辦「最佳創建品牌企業獎2007」（圖1），並獲得香港特區政府及內地、香港多個商會支持。共有超過200家香港、澳門及內地企業參加，橫跨多個工商業領域。

As an integral part of IP management, branding endows products and services with unique value. The Best Brand Enterprise Award 2007 (Fig. 1) was organized to promote excellence in brand building. The Award was co-organized with the China Trademark Association and supported by the HKSAR Government and trade associations from both Hong Kong and the Mainland. The Award received over 200 entries from Hong Kong, Macau and the Mainland, covering a wide range of industry and business sectors.

品牌創新助製造業升級轉型

CREATION OF VALUE THROUGH INNOVATION & BRANDING



邁向新領域 TURNING TOWARDS A NEW HORIZON



設計創新開拓商機

生產力局善用其廣泛的設計及工程能力，積極支援本地製造商開發創新產品，以捕捉市場湧現的商機。

發光二極體 (LED) 能改善照明效率達百分之四十至九十，而且壽命更長，被視為高效的環保照明方案，能多方面應用於汽車燈、顯示器以至戶外照明等場合。

本局提供電腦輔助照明設計服務，支援本地製造商開發應用於半導體照明的優化部件，並推動在本年度成立「半導體照明聯盟」(圖2)，其宗旨是推廣及支援本港企業開發新一代的半導體照明產品。在聯盟會員的協助下，生產力局成功開發可替代普通螢光燈的創新半導體照明方案，適用於工商樓宇。

在「設計智優計劃」的資助下，生產力局與香港理工大學合作進行「中國尺碼」項目(圖3)。生產力局在屬下生產力(深圳)諮詢有限公司的協助下，走訪了六個內地城市，蒐集及分析了2,000多名華人的頭型與臉型的三維資料(圖4)，以供香港理工大學的研究人員建立全球首個華人頭型與臉型的數碼數據庫。這些數據有助不同行業的設計師開發完全適合華人的消費品。

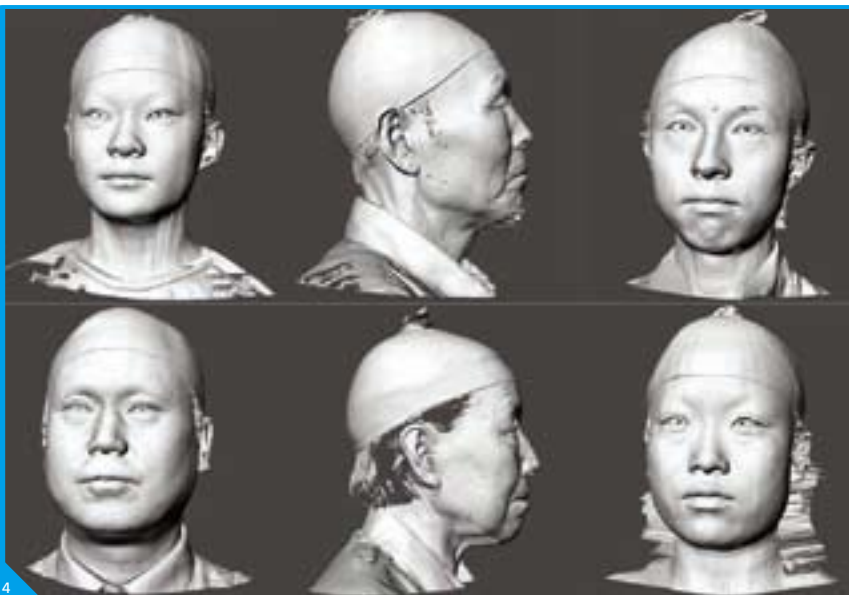
INNOVATION FOR SUCCESS AND SUSTAINABILITY

With its extensive design and engineering capabilities, HKPC actively supports local manufacturers in developing novel products to capture emerging market opportunities.

Improving lighting efficiency by 40% to 90% while having a longer lifespan, light-emitting diode (LED) is recognized as a green solution for a spectrum of applications, from automotive lights to illumination and outdoor lighting.

By providing computer-aided illumination design services, HKPC supported local manufacturers in developing optimized components for LED lighting. The LED Lighting Application Consortium (Fig.2) was formed in the year to promote and support enterprises in the design and development of next generation LED lighting products. With the assistance of Consortium members, HKPC has successfully developed a LED lighting solution which can directly replace fluorescent lamps commonly used in commercial and industrial premises.

HKPC also collaborated with the Hong Kong Polytechnic University (PolyU) to conduct a "Perfect Fit China" (Fig.3) project funded under the Government's DesignSmart Initiative. With the help of its Shenzhen subsidiary, HKPC captured and analyzed the data of some 2,000 3D human heads (Fig.4) from six Chinese cities, enabling PolyU researchers to construct the first digital database of Chinese head and face shapes. Such data are instrumental to the development of perfect fit consumer products for the Chinese population.



攀登科技階梯

為加快香港製造商邁向高增值，生產力局透過物色、開發及轉移先進製造科技，向香港工業界提供技術及流程升級服務。

物輕價重

隨著鎂合金在汽車及電子產品行業中之應用日益廣泛，為了協助製造商把握商機，生產力局在創新及科技基金的資助下成功開發高效能的鎂合金半固態成形系統，並且掌握相關技術知識。

香港製造商正面對其他低成本地區的激烈競爭，本地廠商得到生產力局材料加工技術的支援下，往往能夠在競爭對手之中脫穎而出；其中一個例子便是一家接獲製造半透明塗層高科技玻璃壺訂單的壓鑄製造商。

MOVE UP THE TECHNOLOGY LADDER

To accelerate Hong Kong manufacturers' moving up the value ladder, HKPC has been providing technology and process upgrading services to Hong Kong industries through the sourcing, development and transfer of advanced manufacturing technologies.

Material Process Matters

To help manufacturers ride on the growing popularity of magnesium in automotive and consumer electronics industry, HKPC successfully developed a highly efficient Magnesium Thixoforming system and acquired the know-how of this process with the support of the Innovation and Technology Fund (ITF).

Hong Kong manufacturers engaging in OEM business are facing intense competition from other low cost regions. With the support of the material processing technologies of HKPC, they can often gain a unique edge over their competitors. A case in point was a die-casting manufacturer who received business orders for a high-end glass kettle with a semi-transparent coating.

邁向新領域 TURNING TOWARDS A NEW HORIZON

半固態成形知多少？

半固態成形過程能夠生產極高強度的鎂合金部件，足以用作取代鎂合金或甚至鋼結構部件。這個項目的成果能夠支援香港製造業打進汽車及其他對部件的耐用性及可靠性要求嚴格的工業領域。



WHAT IS THIXOFORMING?

Thixoforming is a semi-solid forming process that can produce magnesium components with extremely high strength, substituting aluminum alloys or even steel in structural parts. The project deliverables will support Hong Kong manufacturers to make inroads into the automotive and other industrial sectors that have stringent durability and reliability requirements.

當水在煮沸的過程中，玻璃壺內的藍燈會亮起，令壺身呈透明狀態。水煮沸後，藍燈便會關上，而壺身塗層的反射會令壺身變回不透明狀態。生產力局成功為製造商設計一種鈦金屬塗層薄膜及裝設離子電鍍設備，令最終製成品不但具有科幻感，而且符合功能要求，令製造商的德國客戶十分滿意。

塑膠也環保

隨著塑膠行業的競爭日益劇烈，業界若能率先採用環保塑膠物料，將會是在市場取勝的關鍵。

熱塑性彈性體 (Thermoplastic elastomers) 結合橡膠具彈性的特質及塑膠的加工性能，在生產過程中較天然橡膠消耗較少能源，並且較聚氯乙烯這種傳統塑膠物料產生更少的污染物。

本年度，生產力局完成一項創新及科技基金項目，開發小批量混合環保及高性能熱塑性彈性體的技術，以支援本地塑膠業開發環保產品。該項目亦向本地製造商推廣各種熱塑性彈性體混合物的應用潛力，藉此為業界開創新的商機。

With this feature, the kettle can be seen through when a blue light is lit inside during the boiling process. Once the water is boiled, the light will be switched off and the reflection of the coating will make the kettle opaque again. HKPC successfully designed and manufactured a thin film of titanium coating and set up ion plating equipment for the manufacturer. Exuding a cyber feel while meeting the functional requirements, the end product was well received by the manufacturer's German client.

Green Plastics

With increasing competition in the plastics industry, early adoption of environmentally friendly plastic materials is one of the key factors to success.

Thermoplastic elastomers (TPE) combine the elastic properties of rubbers with the processability of plastics. They consume less energy than natural rubber in the production process and produce fewer pollutants than traditional plastic materials like Polyvinyl Chloride (PVC).

HKPC completed an ITF project to develop techniques for blending high performance thermoplastic elastomers in small batches to support the development of green products by the local plastics industry. The project also introduced potential applications of various types of thermoplastic materials to local manufacturers, opening new opportunities for the industry.

明亮 BRIGHT

霍露明
Crystal Fok

製造科技部顧問
Consultant, Manufacturing Technology Division

也許因為她的名字，霍露明負責的研究項目也跟「光」結下不解之緣。「別小看這盞LED交通燈，是利用了電腦模擬光學設計及精密模具技術，以蜂巢狀的微形鏡片組成透鏡，照出來的光才能更均勻、更明亮。」專責精密光學設計工作的霍露明娓娓道出「光」的奧妙。2005年香港中文大學畢業後加入生產力局當見習工程師。短短兩年間，出色的表現為她贏得2007年最佳表現員工獎。年青慧黠的她好學不倦，工餘在中大兼讀博士學位，鑽研納米技術，希望日後將研究心得應用於發展微型工業產品。「陽光型」的露明酷愛球類運動，更是本局鳳艇隊主力，果真能動能靜、專業卓越。

As if inspired by her Chinese name "FOK Lo-ming" (which means 'luminous'), the research projects that Crystal Fok oversees also involve light. "Don't be fooled by its humble appearance, this LED traffic signal lamp features a state-of-the-art design. The honeycomb elements of microlenses, fabricated with computer aided engineering and precision tooling technology, enable the LED lamp to deliver bright and even lighting," she says. Crystal, a precision optics design specialist, joined HKPC as a trainee engineer in 2005 after graduating from the Chinese University of Hong Kong. She won the Best Performer award in 2007 for her outstanding performance. Currently, she is studying part-time for a doctorate degree on the use of nanotechnology for developing micro-industrial products. A sports lover, Crystal is also a key member of the Council's women dragon boat team.

邁向新領域 TURNING TOWARDS A NEW HORIZON



直通快線提升績效

「精益」求精

精益製造源自豐田生產系統，是減少製造流程浪費的有效方法。它有助企業改善時間、人力資源及資產的應用，提升生產力。

一家傳統模具製造商為了符合並超越其國際客戶的要求，委託生產力局根據精益方法去推行改善計劃。該製造商採用了生產力局的「臻至製造」改善管理方法(圖5)，應用精益工具以改善生產流程，並成功令準時交付率由百分之四十六提升至百分之九十，而每名員工的盈利亦提升了百分之三十六。

SWIFT PROCESS FOR PERFORMANCE

Go Lean for Resources Optimization

Derived from the Toyota Production System, Lean Manufacturing is an approach to minimize waste. It enables companies to optimize the use of time, human resources and assets while enhancing their productivity.

In order to meet and surpass the requirements of its international clients, a traditional mold manufacturer commissioned HKPC to implement an improvement programme based on the Lean methodology. Adopted HKPC's TOPfactory™ solution (Fig.5), the manufacturer applied the Lean tools for production process improvement, and successfully increased the on-time delivery rate from 46% to 90% and revenue per employee by 36%.



貨如流轉

「單件流」方法是精益製造的重要工具。在「單件流」下，生產線每次生產和移動一個工件，以代替每次進行批量生產（圖6），從而減少錯誤、輪候時間及「在製品」（work-in-progress），同時更可改善產品質素及產量。

一家製衣企業採用「單件流」方法去改革生產管理系統，成功改善盈利表現。生產力局協助該企業應用「單件流」方法，成功改善生產效率及送貨時間超過百分之三十（圖7）。

訂單快速兌現

企業資源規劃（ERP）已被視為資訊科技應用在企業管理方面最成功的典範

本局在年內推出一項綜合企業規劃管理及產品生命週期管理的嶄新顧問服務。生產力局協助一家照明產品製造商成功推行企業資源規劃系統，並重新設計其產品工程流程（圖8）。透過採用企業規劃管理及產品生命週期管理的最佳典範，令企業大幅提升生產力，將訂購至現金交易的週期時間縮短達30天，以及將整體錯誤率減少高達百分之九十。

A Piece of Cake with “One-Piece Flow”

A key component of Lean manufacturing is “One-Piece Flow”. With this production system, items are processed and moved directly to the next process one piece at a time, instead of one batch at a time (Fig.6), thus reducing errors, queue time and work-in-process, while improving product quality and output.

A garment manufacturer turned to “One-Piece Flow” to improve their bottom line performance through a revamped production management system. HKPC assisted the company to adopt “One-Piece Flow” and successfully improved its production efficiency and delivery lead time by more than 30% (Fig.7).

Shorten Order-to-cash Cycle Time with ERP

Enterprise Resources Planning (ERP) is recognized as one of the most successful IT applications in effective management of business enterprises.

During the year, HKPC launched a new consultancy service on integrating ERP and Product Life cycle Management (PLM). HKPC assisted a lighting product manufacturer to successfully implement an ERP system while at the same time re-designing its product engineering workflow (Fig.8). The adoption of the best practice of ERP and PLM has brought about significant productivity improvement. Order-to-cash cycle time was shortened by at least 30 days and overall error rate reduced by over 90%.



(左 Left) 植居安 Stanley Chik
(右 Right) 潘展樂 Arnold Poon

邁向新領域
TURNING
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品質至上

全球認受香港鑽石測試標準

為鞏固香港作為世界珠寶貿易中心的領導地位，增強消費者及國際買家的信心，香港寶石學協會獲生產力局的技術支持，成功編製香港標準鑽石測試方法。

這套標準提供一個清晰的鑽石定義及標準測試方法，除符合國際標準ISO 17025的要求外，並獲香港認可處「HOKLAS香港鑑證所認可制度」之全面認受，令所有使用此鑽石測試方法的認可鑑證所簽發之鑑證書均獲國際認受。這套標準將為鑽石貿易商、化驗室及消費者帶來裨益。

QUALITY REIGNS SUPREME

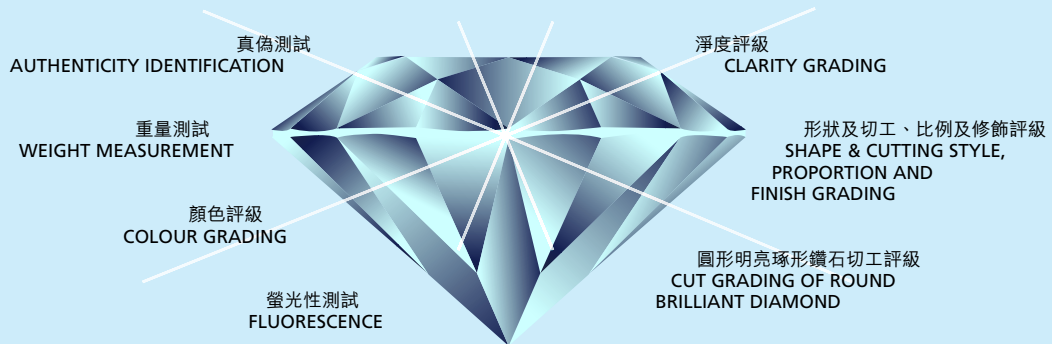
Diamond Trade's Best Friend – a Unique Hong Kong Testing Standard

To strengthen Hong Kong's status as a world leading jewellery trading centre for consumer and international buyers, the Gemmological Association of Hong Kong, with the technical assistance of HKPC, successfully developed Hong Kong's first standard methods for testing diamonds.

By offering a comprehensive and generally applicable basis for diamond testing, these methods not only comply with the stringent ISO 17025 international standard but are also accepted by the Hong Kong Laboratory Accreditation Scheme (HOKLAS) of the Hong Kong Accreditation Service. These ensure international recognition for diamond grading reports issued by accredited laboratories using these standard methods for diamond testing. Diamond traders, laboratories and consumers will all benefit from this standard.

標準鑽石測試方法

STANDARD METHODS FOR TESTING DIAMOND FOR HK



閃亮專業光彩

為協助香港業界發展標準鑽石測試方法，生產力局製造科技部顧問周浩文積極自我增值，特別進修及報考2007年「英國寶石學會」之寶石學文憑試，提升本身的專業知識。他的專業精神創出佳績，成為全亞洲唯一取得「優等」成績 (Distinction) 之考生。

Flying Colours

To assist the local diamond industry in the development of Hong Kong's first standard methods for diamond testing, Herman Chow, a consultant with the Manufacturing Technology Division of HKPC, took the Diamond Diploma Examination organized by the Gemmological Association of Great Britain in 2007. Herman's professional dedication paid off as he became the only student from Asia to be awarded the distinction honour.



邁向新領域 TURNING TOWARDS A NEW HORIZON



電磁兼容測試加快產品開發

隨著市場對高頻產品的電磁兼容測試需求與日俱增，加上業界需要符合更嚴格的國際電磁兼容法規要求，生產力局在2007/08年度斥資超過二百萬元提升電磁兼容科技中心的測試設施(圖9)，藉此向工業界提供更全面的支援服務。

新設施在年內推出，配合中心慶祝十週年。這些設施可縮短電磁兼容測試的過程，令製造商加快產品開發，以及開拓新興的市場領域如汽車電子零件。

賓至如歸

本局在年內續任「優質旅遊服務」計劃的專業顧問。這個計劃由香港旅遊發展局於1999年設立，協助旅客識別優質服務商戶。在生產力局的專業協助之下，獲頒「優質旅遊服務」計劃標誌的零售及餐飲商戶，其服務質素受到評核及監管，以符合嚴謹的標準。

EMC Compliance Made Easy

With rising demands for EMC tests for products which operate in higher frequencies, such as high precision wireless radio devices, and the need to comply with more stringent international EMC requirements, HKPC invested more than \$2 million to upgrade the facilities of its Electromagnetic Compatibility (EMC) Centre (Fig.9) to provide enhanced support and services to industry.

These upgraded facilities were launched during the year to coincide with the celebration of the 10th anniversary of the Centre. With these facilities, the test duration for the most demanding EMC tests will be significantly shortened, enabling manufacturers to further speed up their product development cycle and explore emerging market sectors such as automotive electronic components.

Be My Guests

HKPC continued to be the professional consultant for the Quality Tourism Services (QTS) Scheme, established by the Hong Kong Tourism Board (HKTB) in 1999 to help tourists identify quality service providers. With the professional help of HKPC, the service quality of the accredited dining and retail outlets are assessed and monitored under stringent criteria.



何笑輝
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自計劃推出至今，約有6,600家零售及餐飲商舖獲頒「優質旅遊服務」計劃標誌。根據香港旅遊發展局於2007年進行的一項調查顯示，超過百份之九十五獲頒「優質旅遊服務」計劃標誌的被訪商戶都贊同「優質旅遊服務」計劃有助提升企業形象、顧客信心及服務質素。

借鑑優質管理典範

生產力局致力推廣卓越品質及生產力，積極參與各種獎項計劃及論壇，促進各行各業的企業進行典範借鑑及分享最佳典範。本年度，生產力局與香港及深圳的品質機構合作舉辦「第十二屆香港品質管理大會暨第二屆泛珠地區品質論壇」(圖10)，超過二百多名企業代表出席。這項活動之目的是探討企業品質管理的最新趨勢，分享六式碼、卓越績效及優質服務的實踐經驗。

生產力局於本年繼續擔任「香港工商業獎：生產力及品質」的主辦機構(圖11)，旨在鼓勵香港機構持續改善生產力及品質，並表彰其努力成就。本年度共有27家來自製造及服務業的企業參加。

To date, about 6,600 retail and catering outlets have been accredited under the Scheme. According to a survey conducted by the HKTB in 2007, over 95% of the accredited merchants interviewed agreed that the QTS Scheme could help enhance their company image, customers' confidence and standard of service quality.

Look to the Winners of Quality

As a staunch promoter of quality and productivity excellence, HKPC actively participates in various award schemes and forums to facilitate benchmarking and sharing of best practices among companies in the trade. More than 200 business executives attended "The 12th Hong Kong Quality Management Convention and 2nd Pan-Pearl River Delta Quality Forum" (Fig.10) jointly organized by HKPC and quality associations in Hong Kong and Shenzhen, sharing insights of quality experts in value innovation, Six Sigma, performance excellence and service quality.

HKPC continued to be the organizer of the Hong Kong Awards for Industries: Productivity and Quality (Fig.11). The Award recognizes continual enhancement of productivity and quality by business enterprises. Twenty-seven companies from the manufacturing and service sectors participated in the 2007 Awards Scheme.

邁向新領域 TURNING TOWARDS A NEW HORIZON



積蓄人力資本

終身學習卓越績效

為了協助企業強化其人力資本及培育新一代的管理專才，生產力局在旗下生產力培訓學院成立企業管理培訓中心（圖12）。中心的培訓項目，是全港首個採取美國「波多里奇國家質量獎」的卓越績效管理模式編排及設計的課程。現時全世界八十多個質量獎項均以這個獎為藍本，其中包括中國的全國質量管理獎。

重塑企業成功文化

隨著香港企業將業務向海外擴展，他們都面對共同挑戰，就是如何維繫公司賴以成功的文化及價值。有鑑於此，生產力局提供企業文化重塑服務，協助企業將其文化及願景互相配合。

隨著內地業務的迅速擴展，一家在香港的主要物業發展商面對如何令新員工培養企業文化的挑戰。生產力局為其度身設計「iFOCUS」企業文化計劃（圖13），透過42個工作坊，向其1,000名香港及內地員工介紹及加強企業的核心價值。

BUILDING UP A WEALTH OF HUMAN CAPITAL

Lifelong Learning: Key to Business Survival

To help enterprises enhance their human capital and to nurture a new generation of business executives, HKPC launched the Business Management Training Centre (BMTC) (Fig.12) under its Productivity Training Institute. BMTC offers comprehensive talent development training programmes based on the Malcolm Baldrige framework, the blueprint for over 80 quality awards in the world, including the China Quality Award.

Corporate Culture? Why Bother?

As Hong Kong enterprises expand their business across the border, a common challenge is to sustain the culture and values behind the company's success. To this end, HKPC designed the Corporate Culture Reshape service to help companies align their culture with the corporate vision.

Due to its rapid expansion in the Mainland, a leading property development company is facing the challenges of cultivating their corporate culture with new employees. HKPC tailor-made an "iFOCUS Culture Programme" (Fig.13) for the company to introduce and reinforce its core values to its 1,000 Hong Kong and Mainland staff through 42 workshops.



培育管理梯隊

人才短缺成為珠三角地區各行各業所面對的問題，當中以科技行業尤其嚴重。生產力局憑著過去40多年的技術及管理培訓經驗，正好為珠三角的製造商提供完善的人才發展方案。

一家業務遍及全球的電子零部件製造商委託生產力局協助培育新一代的工程師及管理人，以支援企業的業務發展。生產力局為該企業設計一個員工才能發展計劃，培訓內容涵蓋核心製造流程及生產管理，目的是讓員工為未來晉升中層管理人作好準備。在過去四年間，超過80名工程師參與這個計劃，接受培訓(圖14)。

Talent Scouting for Succession Planning

Shortage of talents is posing a serious problem to all businesses in the Pearl River Delta (PRD) region, especially in the technology sectors. Leveraging HKPC's experience in technical and management training for over four decades, HKPC is well positioned to provide a comprehensive solution on talent development for manufacturers in PRD.

A global provider of engineered electronic components has commissioned HKPC to nurture a new generation of engineers and managers to support its business development. HKPC designed a staff competence development programme which covered training on core manufacturing processes as well as production management, preparing the participants to take up middle management positions in the future. Over the past four years, more than 80 engineers have been trained under this scheme (Fig.14).

邁向新領域 TURNING TOWARDS A NEW HORIZON



新興工業閃亮商機

為協助企業走向更高增值的方向，本局在2007/08年度致力推動高增長工業的發展，當中包括汽車及航空零部件、醫療設備，以至資訊科技及通訊行業。

工業翱翔藍天

香港特區政府於2006年4月成立「汽車零部件研發中心」，生產力局除了擔任中心的承辦機構之外，更不斷與中心緊密合作，構思具有市場需求的研發項目。

本年度，生產力局獲得「汽車零部件研發中心」核准，與中心合作為內地市場開發「汽車先進前大燈系統」(圖15)。

這系統能因應道路的路面情況而調校車頭燈光，有助駕駛者盡早知悉前面路面的情況，藉此提升道路安全水平(圖16)。雖然現時絕大部份汽車仍未將這類功能列為標準設備，但隨著越來越多汽車製造商在旗下新的汽車型號裝設這類系統，預期將會日益普及。

「汽車先進前大燈系統」開發項目的成果由兩間本地製造商共享，廠商並將於未來四年向內地的汽車製造商供應相關產品，現已獲得一間汽車製造商答應在旗下的新型號車款採用這套系統。

RISING STARS

To help local manufacturers move up the value chain, HKPC endeavours to facilitate the development of industries that offer high growth potential. In 2007/08, HKPC further stepped up its effort in various sectors, including the automotive and aviation parts, medical devices as well as the ICT industries.

On the Fast Lane with Automotive and Aviation Parts

With the setting up of the Hong Kong Automotive Parts and Accessory Systems (APAS) R&D Centre in April 2006, HKPC, apart from acting as the Centre's hosting organization, continues to work closely with the Centre to initiate market-led research and development projects.

HKPC undertook the first collaborative project under the APAS R&D Centre to develop an Adaptive Frontlight System (AFS) (Fig. 15) for the Mainland market.

AFS allows the frontlight beam to be adjusted along with the twists and turns of the road. The system helps the driver realize unforeseen situations on the road earlier, substantially improving the safety level (Fig. 16). Adaptive headlights are not yet standard equipment on most cars but are expected to be in popular demand as more car makers offer adaptive frontlight packages in their new models.

Two local companies will share the R&D results and supply their products to Mainland car makers (OEM) in the coming four years. An automotive OEM has already agreed to integrate this AFS into their new car model.



黑夜 SAI KUNG 8 PM

潘志健博士

Dr Lawrence Poon

汽車電子部高級顧問

Senior Consultant, Automotive and Electronics Division

晚上八時，零星的汽車在清水灣道上疾馳，車頭燈在黑夜中留下一線線殘光。潘志健博士腦海中反覆計算車速、橫擺角速、軔盤轉動速度，他聯同生產力局汽車電子部專家研發的「汽車先進前大燈系統」(AFS)，能使車燈照射方向因應行駛狀況而變化，大大提高黑夜駕駛的安全。專長電腦模擬分析的機械工程專家潘博士解釋：「這系統在外國已成熟，而當我們研發成功後，將會是中國第一套擁有自主知識產權的AFS，更可助本地業界打入國內中檔車零部件市場。」潘博士說：「開發AFS的過程，充分體會生產力局的重大優勢是擁有多方面的能力，由專利搜尋、光學、電子、機械設計到標準測試都可以一手包辦。」努力不懈，為工業照亮前路。

Dr. Lawrence Poon was gazing into the night scene at Clearwater Bay Road. He was deeply captivated by the vehicles whisking past him as he was running scores of mental calculation on the speed of the cars and other variables. The Automotive Advanced Frontlight System (AFS), which he co-develops with experts from the Automotive and Electronics Division of HKPC, can change the direction of the headlights in accordance with the driving conditions and hence enhance the safety of driving at night. Lawrence, a mechanical engineer, explains, "With the impending success of our project, it will be China's first self-developed AFS, offering opportunities for the local automotive industry to enter the auto parts market for mid-range automobiles in China." This project has also brought out the best of HKPC's unrivalled advantages - its spectrum of expertise ranging from patent search, optometric, electronics, mechanical design to compliance testing, he adds.

邁向新領域 TURNING TOWARDS A NEW HORIZON



生產力局憑著在電子、光學設計及TS16949汽車品質管理體系方面的專業技術及知識，協助一家生產車燈的本地製造商設計「汽車先進前大燈系統」的軟件及硬件，並且取得所需的TS認證；預期整個項目於2008年年底完成。

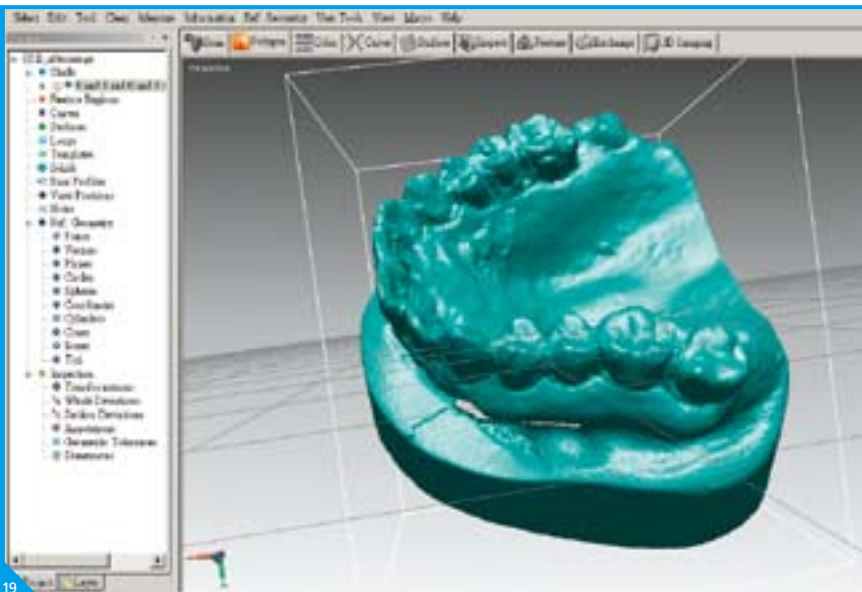
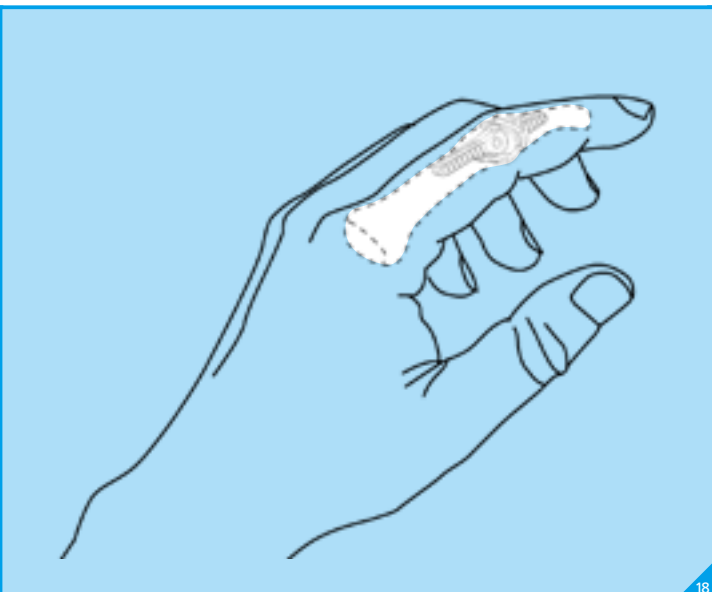
今天，汽車零部件製造商正面對日益嚴謹及不斷增加的工業規格要求。在本年度，生產力局推出「汽車零部件測試及顧問服務」，協助製造商符合種種要求。這項全港首創的一站式服務，提供包括性能、耐用性及可靠性等超過五十種測試。

除了汽車零部件工業外，航空業亦為香港製造商帶來龐大商機。內地航空業迅速發展，令飛機零部件的需求大增。在本年度，生產力局與香港航空業協會合辦天津及哈爾濱考察團，參觀當地的航空企業，發掘商機（圖17）。此外，生產力局亦舉辦培訓課程，向本地製造商介紹AS-9100管理體系及生產非關鍵性航空零部件的最新製造技術。

Leveraging its expertise in electronics, optical design and TS 16949 automotive quality management system, HKPC assisted a local manufacturer of head lamps to develop the hardware and software for the AFS and acquire the necessary TS certification. The project is expected to complete by the end of 2008.

Today, automotive parts manufacturers are faced with problems of complying with ever increasing and stringent industry requirements. During the year, HKPC launched the "Automotive Parts Testing and Consultancy Service" to assist manufacturers in meeting these requirements. The first of its kind in Hong Kong, this one-stop service consists of more than 50 tests, covering performance, life cycle as well as reliability testing.

The aviation industry is also a market with great potential for Hong Kong manufacturers. The rapidly growing aviation industry on the Mainland has driven up the demand for aircraft components. During the year, in collaboration with the Hong Kong Aviation Industry Association, HKPC organized study missions to Tianjin and Harbin to visit the aviation enterprises and explore business opportunities (Fig. 17). HKPC also organized training programmes to introduce the AS-9100 management system and latest manufacturing technologies to local industry for producing non-critical aviation parts.



養生商機無限

人口老化，令全球對醫療器材及保健設備的需求殷切。

為協助製造商及醫療設備企業捕捉新商機，生產力局在本年度繼續進行兩個獲得「創新及科技基金」資助的項目，包括與香港大學合作開發可植入的人工手指關節（圖18），及開發生產假牙的嶄新CAD/CAM系統（圖19）。

透過這些項目，生產力局將其在三維CAD/CAM及超精密模具及加工方面的專業技術伸展至牙科及醫療領域，令假牙的生產更具成本效益。這個由生產力局與香港大學合作的研究成果，將有助本地的醫療器材製造商開拓醫療植入物的新興市場。

Enjoy Good Health with a Little Help

Worldwide demand for medical and healthcare equipments continues to rise with the aging population.

To help manufacturers and medical practitioners capture new opportunities, HKPC continued to undertake two projects funded under the ITF. One involved collaboration with the University of Hong Kong (HKU) to develop implantable artificial finger joints (Fig.18) and the other was to develop a novel laser scanner and customized CAD/CAM solution for dental prostheses production (Fig.19).

Through these projects, HKPC has extended its expertise in 3D CAD/CAM and ultra precision tooling and machining to the dental and medical areas, where the production of dental prosthesis can be realized in a more cost effective manner. Local medical device manufacturers will be able to explore new markets in medical implants through the joint efforts of HKPC and HKU.

邁向新領域 TURNING TOWARDS A NEW HORIZON



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奔馳資訊高速公路

今天，無處不在的資訊及通訊科技已改變了經濟運作及業務經營的模式。生產力局致力向香港企業推廣應用先進的資訊及通訊科技，藉此保持競爭力。

結合業界不同的支援組織、專業團體、學術界和政府的共同努力，「香港資訊及通訊科技獎」於2006年成立，目的是為香港舉辦一個大型並獲國際認同的資訊及通訊科技專業獎項。生產力局同時擔當「香港資訊及通訊科技獎」的籌備委員會秘書處及其中一個獎項類別的主辦機構。七個獎項類別吸引超過330名來自不同界別的參賽者（圖20），成功加強業界及公眾的創新意識，開發富創意的資訊及通訊科技產品、服務及應用方案。

Riding on the Information Superhighway

The ubiquity of information and communications technology (ICT) has transformed economies and business practices. HKPC is committed to promoting the adoption of advanced ICT by Hong Kong enterprises to stay competitive.

The Hong Kong ICT Awards scheme was established in 2006 as a collaborative effort among industry support organizations, professional bodies, academia and the Government to establish a single and internationally recognized brand for various ICT awards of Hong Kong. HKPC was one of the seven organizers and the secretariat of the Hong Kong ICT Awards 2007. Attracted over 330 entries for the seven award categories (Fig.20), the Awards scheme successfully increased the awareness of innovative ICT products, services and applications among the industry and the public.



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隨著資訊及通訊科技的應用日益普及，資訊安全風險與日俱增，有效的資訊科技保安是減低風險的關鍵。由生產力局負責管理的香港電腦保安事故協調中心是作為本地企業及個人在電腦及網絡保安事故報告的協調中心。為加強亞太區的電腦保安事故協調中心的合作，香港電腦保安事故協調中心在本年度首次主辦亞太區電腦保安事故協調組織會議及周年大會（圖21）。

超過150名亞太區電腦保安專家出席，當中包括來自22個國家及地區超過25個電腦保安事故協調中心的代表（圖22）。由於北京奧運於2008年8月舉行，因此這個會議對中國及香港的電腦保安事故協調中心代表尤其重要。北京奧運期間，網絡保安及事故處理將由國家計算機網絡應急技術處理協調中心及香港電腦保安事故協調中心負責。

IT security is an answer to the risks associated with the increasing use of ICT. Managed by HKPC, the Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT) provides a centre of computer security incident reporting and response for local enterprises and Internet users in case of security incidents. To strengthen coordination among computer emergency response teams (CERTs) in the region, HKCERT hosted for the first time the Annual General Meeting and annual conference of the Asia Pacific Computer Emergency Response Teams (APCERT) in 2007/08 (Fig.21).

More than 150 delegates attended the event, including representatives from over 25 CERTs from 22 countries and regions (Fig.22). The meeting was particularly important for the Mainland and Hong Kong CERT members in view of the Beijing Olympic Games in August 2008. Cyber security and incident handling during the period will be meticulously handled by the National Computer network Emergency Response technical Team/Coordination Center of China and HKCERT.

協同合作建平台

PLATFORMS

FOR NEW SYNERGIES





Centrepoint

Networking for Productivity



協同合作建平台

PLATFORMS FOR NEW SYNERGIES



建立協同合作夥伴關係，不但是企業取得成功的關鍵，更有助發展能夠為行業及社會帶來革新的新科技。生產力局在年內推出多項嶄新的合作平台，並繼續致力促進香港、內地及海外地區的業界聯繫和伙伴關係。

Synergy building is important not only for business success but also for the development of new technologies that could revolutionize the industry and the community at large. During the year, HKPC launched various new collaboration platforms and continued to engage in partnership activities to strengthen industry liaison in Hong Kong, the Mainland and overseas.

輕鬆交流咖啡香

就是出於「輕談淺酌」這一個簡單意念，生產力局在其位於九龍塘的總部生產力大樓內開闢一個名為「The Centrepoint」的新設施(圖1)，藉以協助推動本港與內地工商業界的交流和合作。

成立於2008年1月的「The Centrepoint」，設有設計新穎的多媒體展示站，為本地及內地工商機構及業務夥伴推廣其工作及活動。此外還有咖啡及商務廊、附有Wi-Fi無線網絡和上網設施的資訊站、即時本地與國際新聞和財經資訊播放及「The Atrium」演講廳，為各項業界活動提供一個舒適的場所。

LET'S CHAT OVER A CUP OF COFFEE

Born out of a simple idea to have a place to chat casually over a cup of coffee, HKPC created The Centrepoint at its Kowloon Tong headquarters as a new platform for the business community to converge for networking and synergy building (Fig. 1).

Opened in January 2008, The Centrepoint is complete with display booths for local and Mainland trade organizations and industry partners to promote their missions and activities; a coffee and business lounge; a mini library; cyber kiosks with Wi-Fi and Internet access; real time news and international finance information broadcast; and the Atrium – a cosy venue for industry activities.



一切由咖啡開始

生產力局Centrepoint的構思，也得到倫敦證券交易所(圖2)的傳奇故事啟發。倫交所作為全球歷史最悠久的股票市場之一，最初亦是源於十七世紀倫敦的咖啡室。當時一位名為John Castaing的英國人在他辦公的Jonathan's Coffee House，提供商品股票的價格，供光顧咖啡室的投資者參考。而咖啡室所在的Change Alley附近也有不少股票交易進行，一些被皇家交易所(Royal Exchange)逐出的交易商，也開始聚集在此處，後來發展成為倫敦證券交易所的前身。一切從咖啡開始，其威力真的不可思議。

圖片來源：Wikimedia
Source of Photo：Wikimedia

IT ALL STARTED FROM A CUP OF COFFEE

The idea of the Centrepoint of HKPC was partly inspired by the legendary story of London Stock Exchange (Fig.2), one of the oldest stock exchanges in the world. In 17th century, a London broker John Castaing began showing stock and commodity prices in a coffee house in Change Alley to facilitate customers keeping an eye on the stock market over a cup of coffee. Gradually more and more stock dealers were attracted to the coffee house to carry out transactions. After many twists and turns in history, the coffee house in Change Alley grew to become one of the most important financial institutions in the world.



「The Centrepoint」在啟用以來已舉辦不少商務配對會、研討會及訪問等活動，提供推廣合作的機會；當中重點活動包括遠紅外線技術及汽車零部件商機講座，此外又接待了多個本地、內地及海外的工商界代表。

Events such as business matching sessions, seminars and visits are being held at The Centrepoint to create opportunities for business networking. Highlights included seminars on the application of far infrared technology, automotive parts opportunities, as well as visits by various local, Mainland and overseas delegations.

協同合作建平台 PLATFORMS FOR NEW SYNERGIES



夥伴攜手珠三角

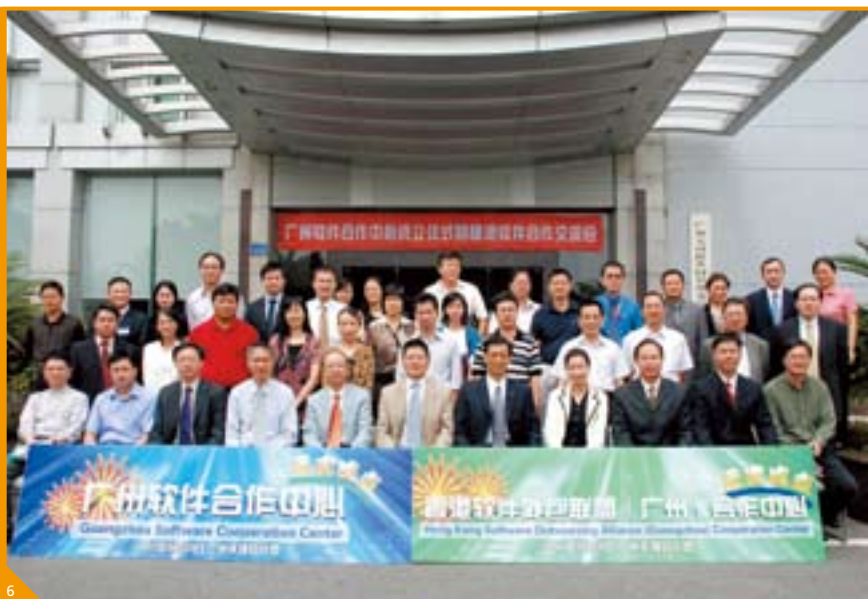
為促進香港及深圳的科技合作，生產力局與深圳市政府在深圳高新區聯合成立深港生產力基地（圖3），並於2007年10月揭幕啟用。這個基地設有六個技術中心，將提供環保技術、電子及汽車技術、軟件及動漫產業、科技轉移、管理諮詢及知識產權和品牌建设支援服務。

生產力局在本年度成立香港開放源碼軟件中心（圖4），以推動香港企業採用開放源碼軟件的應用和協助本地軟件業界開拓內地開放源碼市場。該中心提供一籃子服務，包括軟件移植、系統測試、方案展示、概念驗證/試驗項目、技術支援、軟件認證、培訓以及研究。

SETTING THE SCENE FOR PARTNERSHIP

To foster technology collaboration between Hong Kong and Shenzhen, HKPC and the Shenzhen Municipal Government jointly established the Shenzhen SZ-HK Productivity Foundation (Fig.3) in the Shenzhen High-tech Industrial Park. Commencing operation in October 2007, the Foundation houses six technology centres, providing support in environmental management, electronics and automotive technology, software and digital entertainment, technology transfer, business management, intellectual property management and brand building.

In 2007/08 HKPC also launched the Hong Kong Open Source Software Centre (Fig.4) to promote the adoption of open source software solutions in Hong Kong and support the local software industry in tapping related business opportunities on the Mainland. The Centre offers a range of services including software porting, system testing, solution demonstration, proof-of-concept/pilot projects, technical support, software certification, training as well as research.



為促進香港及珠三角兩地資訊科技業的發展，第五屆「珠三角軟件產業合作與發展論壇」於2008年1月舉行（圖5），而生產力局擔當執行統籌機構。這個為期兩天的論壇由粵港信息化合作專責小組主辦，匯聚香港及珠三角的軟件業界，就專業認證、軟件外包、嵌入式軟件、開源軟件、無線科技及數碼娛樂等課題深入探討，共有超過400位軟件業界專家出席。

在政府資訊科技總監辦公室的支持下，生產力局在本年度聯同香港資訊科技商會成立「香港軟件外包聯盟」（圖6）。聯盟包括17間主要業界企業及2,700名資訊科技專才，其宗旨是促進粵港合作，爭取國際軟件外包業務。

To facilitate cross-boundary IT development, the 5th Pearl River Delta Software Industry Forum (Fig.5) was also held with HKPC as the technical organizer. An initiative under the Hong Kong/ Guangdong Expert Group on Cooperation in Informatisation, the two-day Forum brought together software industry players from Hong Kong and PRD to share insights on aspects ranging from IT professional certification, software outsourcing opportunities, embedded software and wireless technology, to open source software and digital entertainment. More than 400 software industry professionals attended the event in January 2008.

In collaboration with the Hong Kong Information Technology Federation, HKPC set up the Hong Kong Software Outsourcing Alliance (HKSOA) (Fig.6), with the support of the Office of the Government Chief Information Officer and Guangdong Software Outsourcing Council. Comprising 17 major industry players and 2,700 IT professionals, HKSOA aims at promoting collaboration between Hong Kong and Guangdong to capture the booming global software outsourcing business.

協同合作建平台
PLATFORMS
FOR NEW SYNERGIES



生產力局與香港工業總會於2007年12月在惠州合辦「香港珠三角工商界聯合晚會」(圖7)，逾1,000名來自香港及珠三角的工業領袖、廠商及政府高級官員出席。這項每年一度的活動，目的是推動經濟及工業發展，以及促進香港及珠三角建立夥伴關係。晚會開始前舉辦講座，提供珠三角工業升級轉型的最新資訊及介紹生產力局為企業提供的支援服務。

In addition, over 1,000 industry leaders, manufacturers and senior government officials from Hong Kong and the PRD attended the Hong Kong-PRD Industrial Networking Gala Dinner (Fig.7), jointly organized by HKPC and the Federation of Hong Kong Industries, in Huizhou in December 2007. The annual event aims to promote economic and industrial development and foster partnership between Hong Kong and PRD. Prior to the Gala Dinner, a seminar was held to offer the latest update on industrial restructuring in PRD and HKPC's support services for enterprises.



葛明博士
Dr Ge Ming
生產力局內地公司行政總監
CEO - WFOEs

下一站 羅湖

NEXT STATION LO WU

「深圳的發展很快，五年後深圳的GDP可能追及香港。深港合作必須提升至更高層次的產業創新。」原籍安徽的葛明博士畢業後赴港在香港中文大學修讀博士學位，研究人工智能，2003年取得博士學位後到美國威斯康辛大學進行後博士研究。2004年加入生產力局後，葛博士經常奔走於香港、深圳和珠三角的工業重鎮，專責推展生產力局內地附屬公司及深港生產力基地的工作。深港兩地合作目前仍然面對政策、文化及經濟制度障礙，葛博士說：「生產力局應該發揮中介作用，將香港的國際經驗及視野帶到內地，協助兩地企業升級轉型。」推動深港合作，任重道遠。

“With its rapid development, Shenzhen’s GDP could catch up with that of Hong Kong in five years. As a result, Shenzhen-Hong Kong cooperation must step up to a new level of industry innovation,” says Dr Ge Ming. Born in Anhui Province, China, Dr Ge came to the Chinese University of Hong Kong and obtained his doctorate degree on artificial intelligence in 2003. He then went to the United States to continue his post-doctorate research. Since joining HKPC in 2004, he has travelled extensively between Hong Kong and the industrial hinterland of the Pearl River Delta to oversee the operation of HKPC’s Mainland subsidiaries and the SZ-HK Productivity Foundation. With Shenzhen and Hong Kong still having to overcome their differences in policy, culture and economic system, Dr Ge believed HKPC has an important role to play. “It could act as an intermediary by bringing the international experience of Hong Kong into the Mainland and helping enterprises across the boundary in industrial upgrading and business transformation,” he says.

後記 Postscript

馬耀華、霍露明、潘志健和葛明的背景南轅北轍，他們的故事各有千秋……生產力局中還有200多位專業顧問，他們的故事與馬/霍/潘/葛四人一樣，各有各精彩，但他們全情投入、卓越幹練、年青上進、專業勤奮，對工作充滿熱誠，為業界作出貢獻，又是始終如一。

Anthony Ma, Crystal Fok, Lawrence Poon and Ge Ming, they are but typical members of our robust team of 200 plus professional consultants, all with their unique stories and experiences. Together they serve the industry with one commitment.

培育團隊

GROOMING OUR TEAM





培育團隊

GROOMING OUR TEAM



生產力局致力推行長遠及持續的人才發展，於本年度推出多項新計劃，促進員工與管理層的溝通及改善整體工作環境。

HKPC is committed to the long-term growth and sustainable development of its staff members. A number of new initiatives were launched during the year to foster better communication between staff and management and improve the overall working environment of HKPC.

星級員工

為加強工作表現評核流程的透明度，並且為整個機構提供一個人才管理平台，生產力局於2007年4月推出一個嶄新的工作表現評核制度。生產力局又成立工作表現評核委員會，就員工的升遷、長期及合約員工薪酬進行檢討及向管理層提出建議。

與此同時，生產力局又推出「最傑出表現嘉許計劃」，對一眾由工作表現評核委員會甄選的傑出員工加以表揚。

生產力局在本年內推行見習顧問計劃，為生產力局的未來發展招募優秀的大學畢業生。該計劃為期一年，見習顧問將會接受專業的在職培訓，預期完成培訓後可勝任助理顧問一職。

HAND-PICKING THE STAR PERFORMERS

To enhance transparency in the appraisal process and provide an organization-wide platform for talent management, HKPC introduced a revamped performance appraisal system (PAS) in April 2007. Performance Appraisal Boards (PABs) were also created to review and make recommendations to the management on staff promotions, and award of permanent employment to the contract staff.

In conjunction with the new PAS, the Best Performance Recognition Scheme (BPRS) was launched to recognise the top performers identified by the PABs of each rank.

During the year, HKPC also introduced the Trainee Consultant Programme to recruit top-notch university graduates for the future growth of the Council. Under the Programme, the trainees will receive professional on-the-job training and are expected to take up Associate Consultant positions upon completion of the one-year programme.



開誠布公

為加強員工與高級管理層的溝通，生產力局每週舉行「總裁咖啡會」活動，鼓勵員工在輕鬆自如的氣氛下直接與總裁分享有助改善生產力局運作及工作環境的意念。

在2007/08年度，生產力局的管理層舉行了多個簡報會（圖1），向員工傳遞機構策略及政策的最新發展，並且收集他們的意見。而每個部門的專業級員工在定期會議中分享行業的最新情況，促進部門內各員工之間的經驗分享及合作。

生產力局的「勞資協商會」繼續為管理層及員工彼此定期交流資訊及意見，提供一個有效及正式的協商平台。協商會在2007/08年度增加各級員工的人數，更具代表性。

此外，本局於年內亦繼續推行「工作改善小組計劃」，透過鼓勵員工參與，藉此培育持續改善的文化，以及有效促進全機構的內部溝通。本年度，12個工作改善小組共提出24項改善計劃。為表揚小組成員的努力，本局於週年晚會上向表現最出色的「工作改善小組」頒發獎項以示表揚。

PEOPLE ENGAGEMENT AND CONTINUOUS DIALOGUE

To strengthen communication between staff and the senior management, a weekly 'Coffee with Executive Director' session was launched. Staff members are encouraged to share their ideas on how best to improve the operations and working environment of the Council directly with the Executive Director in a personal and informal manner.

In 2007/08, the HKPC management also hosted various briefings (Fig.1) to update staff and gauge their views on the latest development in corporate strategies and policies. Professional staff from different divisions also offered industry updates at regular meetings to facilitate experience sharing and inter-divisional collaboration.

HKPC's Joint Consultative Committee (JCC) remains to provide an effective consultation channel and a formal platform for the regular exchange of information and views between management and staff. In 2007/08, JCC was revamped with an enlarged employee representation.

In addition, the Work Improvement Team (WIT) programme continued to encourage staff participation and foster a culture of continuous improvement. The programme effectively provided channels for horizontal communications between divisions, as well as vertical communications between front-line staff and management. In 2007/08, 12 WITs submitted 24 improvement projects. The best performing WITs were recognized at a presentation ceremony at HKPC's Annual Dinner.

培育團隊
GROOMING
OUR TEAM

身心舒展
Team Spirit
Building and More...





在本年度，職員康樂會舉辦了各式活動，舒展身心之餘，亦可加強團隊精神，服務社群。除了週年晚宴及聖誕聯歡會等大型活動之外，職員康樂會亦發起員工參與公益服飾日、捐血日及百萬行等活動，表達本局對社會的關心。職員康樂會亦舉辦各項文康活動，包括乒乓球、遠足、保齡球、龍舟競賽、觀光旅行、烹飪班及瑜珈班，以至邀請社會傑出人士主持午間名人講座，令員工身心受益。

During the year, the Staff Recreation Club (SRC) organized a diverse range of activities to enhance team spirit, offer relief from work stress and support community services. Apart from organizing large scale events such as the Annual Dinner and Christmas Party, SRC also mobilized staff to participate in external charity events, including Dress Special Day, Blood Donation Day and Walks for Millions to demonstrate HKPC's support for worthy causes. Sports and leisure activities ranging from table tennis, hiking, bowling, dragon boat racing and sightseeing tours to cooking lessons, yoga classes and lunchtime talks by local distinguished guests were organized to help staff attain a more balanced and healthy style of living.

企業社會責任

CORPORATE SOCIAL RESPONSIBILITY



雖然企業社會責任沒有統一定義，但一般被理解為企業的營運模式必須在經濟、社會及環境方面達到可持續發展的要求，並同時平衡各方面的利益。為達到這個目標，生產力局採取一系列的內部措施以改善運作流程，並繼續透過各種推廣宣傳活動，向工商各界傳遞本局的使命。

積極推動企業管治

本局的內部審計組負責進行內部審計工作，包括檢視企業管治流程、檢查內部控制程序及審核財務數據。內部審計組直接向本局的審計委員會匯報，以確保其獨立性。

在2007/08年度，內部審計組完成六個由審計委員會批核的審計計劃，涵蓋範疇包括預算控制管理、採購、培訓設施使用、薪酬管理、機構車輛使用及應酬開銷。相關的審計報告已提交審計委員會。

2007年10月，生產力局成立新的審查隊伍，是內部審計組在加強本局企業管治方面的另一里程碑。這個小組透過頻密的審查，旨在提醒員工必須時刻遵守現行的所有標準守則。

Although there is no single definition of corporate social responsibility (CSR), it is generally understood as a company's commitment to operating in an economically, socially and environmentally sustainable manner whilst balancing the interests of diverse stakeholders. To this end, HKPC undertook a series of in-house measures to improve its operations and, at the same time, continued to disseminate its mission to industry and business sectors through various public relations and publicity activities.

PROACTIVE DRIVE IN CORPORATE GOVERNANCE

The Internal Audit (IA) Unit is tasked to perform in-house audit activities including review of corporate governance processes, checking of internal control procedures and verification of financial data. With its functions reporting directly to the Council's Audit Committee, the independence of the IA Unit is guaranteed.

During 2007/08, the IA Unit completed six audit programmes approved by the Audit Committee covering budgetary control management, procurement, usage of training facilities, payroll management, usage of company vehicle and entertainment expenses. Related audit reports have also been submitted to the Audit Committee for review.

The set up of a new compliance team in October 2007 was another milestone for the IA Unit in enhancing corporate governance in the Council. This team focused on current practices and performed frequent checks with an aim to alerting staff the need of full compliance with all standard practices.



綠色辦公室

生產力局在本年度在其九龍塘的總部大樓推出一系列的能源節約措施，包括局部時間開放扶手電梯、在影印房內裝設活動感測器以進行燈光控制，以及將辦公室的空調溫度保持攝氏25.5度(圖1)。

為加強員工的「整潔辦公室」意識，生產力局推出新的措施，收集辦公室內的廢棄紙張，轉售給循環再造公司。由2008年4月起，本局將每月推行「清潔日」，在九龍塘的總部內收集廢棄紙張，轉售的收益將資助員工活動。

GREEN OFFICE

During the year, HKPC implemented a series of energy-saving measures at its Kowloon Tong headquarters. These included rationalizing the use of the escalators, installing motion sensors in the photocopier rooms to control the operation of the lighting, and keeping the air-conditioning of the office at around 25.5°C (Fig.1).

To promote staff awareness of the "Clean Office", HKPC planned to introduce a new initiative of collecting waste paper for resale to recycling companies. Starting from the next financial year, a monthly "Cleaning Day" will be held to collect waste paper at the office in the headquarters. Income generated from the paper resale will go to fund staff activities.



梁偉堅
Tony Leung



回饋社會

本局在年度內透過多項活動與本地及內地的傳媒保持緊密聯繫(圖2)。這些活動包括安排傳媒參觀電磁兼容科技中心的新設施，向傳媒介紹及安排參觀位於深圳的深港生產力基地，向傳媒介紹即將推出的「清潔生產伙伴計劃」及「升轉一站通」計劃。

與此同時，生產力局的訪客計劃吸引大量本地、內地及海外考察團，年內有234個考察團共5,500人到訪。

REACH OUT TO THE COMMUNITY

During the year, close liaison with local and Mainland media (Fig.2) was maintained through various activities such as media tour on the enhanced electromagnetic compatibility (EMC) testing facilities of the EMC Centre on its 10th Anniversary, press briefing and tour to the Shenzhen SZ-HK Productivity Foundation, and media briefings on the forthcoming Cleaner Production Partnership Programme and the TURN programme.

At the same time, the HKPC Visitors' Programme drew enthusiastic response with requests coming from local, Mainland and overseas delegations. In 2007/08, over 5,500 visitors from 234 delegations from Hong Kong, the Mainland and abroad participated in the Programme.



為鼓勵員工透過義務工作回饋社會(圖3)，生產力局在年內成立義工隊。熱心同事在籌備2008年4月義工隊的首項活動之際，已成功邀得本地工業界的慷慨捐贈，設立了「玩具銀行」(圖4)，為有需要的小童及家庭帶來歡樂。

生產力局義工隊亦期望擔當工業界與慈善機構的橋樑，最終協助更多業界取得相關的企業社會責任認可。

To encourage staff to contribute to the betterment of the community through voluntary services (Fig.3), HKPC's first voluntary group, the "HKPC Volunteers", was formed during the year. In preparation for its kick-off programme scheduled for April 2008, the team successfully solicited the support of the local industry in establishing a Toys Bank (Fig.4) in Hong Kong to bring joy and fun to children and families in need.

The "HKPC Volunteers" also hope to play the bridging role in connecting the manufacturing industries to charity and hopefully HKPC could in due course assist our industries in obtaining appropriate CSR recognition.



(右 Right) 何綺敏 Celia Ho

附屬公司

SUBSIDIARIES

汽車零部件研究及發展中心有限公司

汽車零部件研究及發展中心有限公司(下稱中心)於政府資助下在2006年3月31日成立,由香港生產力促進局承辦,旨在推行市場導向的研發計畫,把研發成果轉化為商品,從而促進汽車零部件業的發展。

經過廣泛諮詢業界及學術界,中心制訂了科技發展藍圖,重點發展四個科技範疇:電子及軟件、安全系統、新材料及工序,以及混合動力、電力及環保科技。截至2008年3月底,在生產力局、香港各大學及業界的合作下,中心已成功推出12個由創新及科技基金資助的項目。中心將繼續發展更多由市場主導的項目,重點針對汽車電子控制及系統整合等範疇。

在2007/08年度,為推廣中心之工作及研發機會,中心舉辦了項目徵求工作坊、技術研討會,參與本地商會的論壇及考察團,並訪問內地主要汽車及零件廠,收集市場資訊,並在不同的汽車工業活動舉行簡報會及展覽。中心亦推出網站及會員計劃,推介最新活動,為業界會員提供最新的工業資訊、報告,以及國際車廠的標準及工程規格。

董事局

伍達倫博士(董事局主席)、陳育德、陳其鑣教授、陳仁錠、陳偉聰、鍾志平博士、馮永業、許浩明博士、李德志教授、李耀祥、呂新榮博士、伍偉雄、孫國華及陶偉洪

AUTOMOTIVE PARTS AND ACCESSORY SYSTEMS R&D CENTRE LTD.

The Automotive Parts and Accessory Systems R&D Centre Ltd. (the Centre) was established on 31 March 2006 by Government funding to undertake market-led R&D programmes and commercialize their results for the development of the automotive parts industry. The Centre is hosted by HKPC.

In consultation with the relevant industries and academia sector, the Centre has adopted a technology roadmap which covers 4 focus technology areas, namely electronics and software, safety systems, new materials & processes, and hybrid, electric drives & environment. Up to end March 2008, the Centre has successfully launched 12 ITF-funded projects with the collaboration of HKPC, Hong Kong universities and automotive industry partners. The Centre is continuing the effort to develop more market driven projects in Automotive Electronic Control and System Integration fields.

During 2007/08, to publicize the Centre's work and R&D opportunities, the Centre held proposal solicitation workshops and technical seminars, participated in local industry association forums and study missions, paid visits to major auto makers and component suppliers in China to collect market intelligence, and conducted presentations and exhibitions at different automotive related events. The Centre's website and Members Club continued to promote the Centre's latest events and facilitate Club members' access to industry information, reports, standards and engineering specifications of major global auto makers.

BOARD OF DIRECTORS

Dr T.L. Ng (Chairman of the Board), Mr Eddy Chan, Prof K.B. Chan, Mr Gordon Chan, Mr Ricky Chan, Dr Roy Chung, Mr Wilson Fung, Dr Herbert Hui, Prof Lee Tak Chi, Mr Brian Li, Dr S.W. Lui, Mr W.H. Ng, Mr Peter Sun and Mr To Wai Hung

製衣工藝示範中心有限公司

製衣工藝示範中心在1990年3月開始運作，同年9月正式成為本局的附屬機構。

在2007年7月17日舉行的第105次生產力局理事會會議上決定，基於製衣工藝示範中心在示範技術及生產系統的任務已完成，因此該中心應結束營業。

中心於2007年10月31日停止運作。

前董事局

林宣武(董事局主席)、陳焜鏞、蔡少森、何永鴻、李乃熺博士、羅樂風、蘇應垣、嚴震博士

CLOTHING TECHNOLOGY DEMONSTRATION CENTRE COMPANY LTD.

The Clothing Technology Demonstration Centre (CTDC) commenced operations in March 1990 and was officially incorporated as a subsidiary company of HKPC in September 1990.

Council resolved at its 105th meeting held on 17 July 2007 that as CTDC had completed its mission to demonstrate technologies and production systems through real time production of garments, the operation of CTDC should be ceased by voluntary winding-up.

The Company ceased operation on 31 October 2007.

PRIOR TO THE CLOSURE OF CTDC, THE BOARD OF DIRECTORS COMPRISED THE FOLLOWING MEMBERS:

Mr Willy Lin (Chairman of the Board), Mr Pedro Chan, Mr Philip Choi, Mr Ivan Ho, Dr Harry Lee, Mr Kenneth Lo, Mr Alan So and Dr Gordon Yen

生產力大樓管理有限公司

生產力大樓管理有限公司於1995年4月1日正式成立，管理生產力大樓。財政來源由香港生產力促進局按成本收回的管理費而來。自該公司成立以來，不斷為生產力大樓各部門及租戶提供高質素的管理服務。生產力大樓管理有限公司協助本局推行多項工程，提升原有大樓系統的效能。該公司亦協助在大樓內推行週年預防維修計劃，確保大樓內所有系統操作正常。

董事局

李錫勳博士(董事局主席)、羅洪偉及區明標

BMM LTD.

The BMM Ltd. was established on 1 April 1995 to manage the HKPC Building. It is financed by management fee income on a cost recovery basis by HKPC. Since its establishment, the company has been providing quality building management service to both HKPC and its tenants. During the year, the BMM Ltd. assisted HKPC to implement projects to upgrade the existing building facilities as well as the overall environment. It also assisted HKPC to implement an annual preventive maintenance programme to ensure the proper functioning of the building systems.

BOARD OF DIRECTORS

Dr Stephen Lee (Chairman of the Board), Mr Sam Law and Mr M.P. Au

附屬公司 SUBSIDIARIES

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。

自2006年成功將本局開發的「輕便型廁所污水消毒系統」商品化以來，逾30個由生產力局開發的技術及產品已刊登於生產力局的網站上，邀請業界發掘合作機會。

該公司繼續發掘其他創新產品的商品化機會，讓更多業界可以借助本局的科技成果，拓展本地及海外市場。

董事局

譚偉豪博士(董事局主席)、陳育德、周維正、馮永業及葉中賢

HKPC TECHNOLOGY (HOLDINGS) CO. LTD.

HKPC Technology (Holdings) Co. Ltd. (HKPCT) was established on 1 September 2004 as a vehicle for the commercialization of patents, technologies and project deliverables of HKPC that have market potential. The Company aims to contribute to Hong Kong's development of a new generation of technology-based economic activities through providing a more direct and effective avenue to turn R&D deliverables into products.

Following the successful commercialization of a Handy Toilet Waste Disinfection System (HTWDS), over 30 technologies/products developed by HKPC had been posted on HKPC's website to invite expressions of interest.

HKPCT will continue to explore opportunities to commercialize other innovative R&D products so that more industry players in local and overseas markets can benefit from HKPC's development efforts.

BOARD OF DIRECTORS

Dr Samson Tam (Chairman of the Board), Mr Eddy Chan, Mr Oscar Chow, Mr Wilson Fung and Mr Daniel Yip

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，協助企業更有效地運用資源，提高產品和服務的附加值，從而加強國際競爭力。

上述目標透過在珠三角成立的獨資企業來達成，包括分別於2003及2004年成立的生產力(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。

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 across the value chain of Hong Kong firms operating in the Pearl River Delta (PRD).

This objective is achieved through incorporating three Wholly Foreign Owned Enterprises (WFOEs) in the PRD, namely, Productivity (Guangzhou) Consulting Co., Ltd. (GZWFOE), Productivity (Dongguan) Consulting Co., Ltd. (DGWFOE) and Productivity (Shenzhen) Consulting Co., Ltd. (SZWFOE) in 2003 and 2004.

在2007/08年度期間，生產力促進局的獨資企業繼續為區內企業提供新技術、品質及流程管理、綠色生產、環保、知識產權及符合法規/標準相關的顧問及培訓服務。同時，亦與國內大專院校合作開展一系列研發活動。此外，還會配合生產力促進局的「清潔生產伙伴計劃」及「升轉一站通」(TURN)計劃，就清潔生產及企業升級、轉型和轉移，為珠三角的港資企業提供必要支援。

生產力(深圳)諮詢有限公司與深圳市政府轄下深圳市生產力促進中心成立的深港生產力基地有限公司，則為加強深圳與香港的技術及產業合作提供支援平台。利用該基地的設施和條件，生產力(深圳)諮詢有限公司準備成立一個「升轉一站通」支援中心，為港商提供企業升級、轉型和轉移顧問和諮詢服務。

董事局

生產力(控股)有限公司 — 梁君彥(董事局主席)、譚偉豪博士、麥鄧碧儀、陳育德及馮永業

生產力(廣州)諮詢有限公司 — 羅洪偉(董事局主席)、馮永業、李錫勳博士、宋兆麟、潘世華及譚錫榮

生產力(東莞)諮詢有限公司 — 羅洪偉(董事局主席)、馮永業、李錫勳博士、宋兆麟、潘世華及譚錫榮

生產力(深圳)諮詢有限公司 — 羅洪偉(董事局主席)、馮永業、李錫勳博士、宋兆麟、潘世華及譚錫榮

During 2007/08, the WFOEs continued to promote consultancy and training on new technologies, quality and process management, green production, environmental protection, intellectual property and standards compliance. There was also collaboration with Mainland tertiary institutions in a series of R&D projects. The WFOEs were also positioned to support the implementation of the Cleaner Production Partnership Programme and TURN programme to assist enterprises in the PRD in the areas of cleaner production, and business transformation, upgrading and relocation.

The Shenzhen SZ-HK Productivity Foundation Co., Ltd., (the Foundation) a joint venture between SZWFOE and the Shenzhen Productivity Centre (a subsidiary of the Shenzhen Municipal Government), would provide a platform to strengthen technology and business development between Hong Kong and Shenzhen. Making use of the facilities at the Foundation, the Company was in the process of setting up a TURN Support Centre to provide Hong Kong enterprises in the PRD a one-stop platform through which manufacturers can get support from a wide spectrum of services by HKPC and its strategic partners in the process of transforming, upgrading and relocating their operations.

BOARD OF DIRECTORS

Productivity (Holdings) Ltd. – The Hon Andrew Leung (Chairman of the Board), Dr Samson Tam, Mrs Agnes Mak, Mr Eddy Chan, and Mr Wilson Fung

Productivity (Guangzhou) Consulting Co., Ltd. – Mr Sam Law (Chairman of the Board), Mr Wilson Fung, Dr Stephen Lee, Mr Edmund Sung, Mr Jeremy Poon, and Mr Alfonso Tam

Productivity (Dongguan) Consulting Co., Ltd. – Mr Sam Law (Chairman of the Board), Mr Wilson Fung, Dr Stephen Lee, Mr Edmund Sung, Mr Jeremy Poon, and Mr Alfonso Tam.

Productivity (Shenzhen) Consulting Co., Ltd. – Mr Sam Law (Chairman of the Board), Mr Wilson Fung, Dr Stephen Lee, Mr Edmund Sung, Mr Jeremy Poon, and Mr Alfonso Tam

管理層

SENIOR MANAGEMENT



馮永業
Mr Wilson Fung

總裁
Executive Director

馮永業先生具有二十多年公共行政經驗。他於1985年加入政府出任政務主任，曾服務政府多個決策局及部門，擁有多方面的工作經驗，包括航權及貿易談判、地政與城市規劃、房屋政策、消費者保障及競爭政策。馮先生曾參與多個大型項目，包括策劃數碼港、香港科學園及香港迪士尼樂園；亦負責籌備香港機場管理局私有化及香港競爭政策的公眾諮詢工作。

馮先生於1985年畢業於香港中文大學，獲社會科學學士(一級榮譽)學位。他於2006年12月出任香港生產力促進局總裁。

Mr Wilson Fung has over 20 years of experience in public administration. He joined the civil service as an Administrative Officer in 1985 and has since served in various Government policy bureaux and departments. His experience stretches from air services negotiations to trade negotiations, lands and city planning, housing policies, consumer protection and competition policies. He was involved in a number of major projects including the planning of the Cyberport, Hong Kong Science Park and Hong Kong Disneyland; preparation for the privatization of the Airport Authority Hong Kong and the public consultation on the way forward for Hong Kong's Competition Policy.

Mr Fung graduated from the Chinese University of Hong Kong with a Bachelor of Social Science degree (First Class Honours) in 1985. Mr Fung joined HKPC as Executive Director in December 2006.



李錫勳博士
Dr Stephen Lee

副總裁(科技發展)
Director, Technology Development

李錫勳博士是英國資深特許工程師及香港資深工程師。在加入香港生產力促進局之前，曾在本港及英國工業界擔任要職，專責品質管理、產品開發及工業工程等。李博士並於香港理工大學任職講師及職業訓練局任職系主任及署理副院長等職。

李博士在生產力局主管科技發展業務，其中包括汽車電子、環境管理、製造科技、材料科技及知識產權等。

李博士畢業於香港工業專門學院(香港理工大學前身)，後於英國Cranfield大學及蘇格蘭Heriot-Watt大學相繼取得製造工程學及電子工程學碩士學位，及後更取得英國Warwick大學工程學哲學博士學位。李博士於2000年加入香港生產力促進局。

Dr Stephen Lee is a Chartered Engineer of the United Kingdom and Fellow of various Hong Kong and UK professional engineering institutions. Prior to joining HKPC, he worked in companies in both Hong Kong and the UK, holding various positions in quality assurance, product development and industrial engineering. Dr Lee was a lecturer at the Hong Kong Polytechnic University, and department head and acting Vice-Principal at the Vocational Training Council.

Dr Lee is currently responsible for the management and development of an array of HKPC's technology-related services, including automotive and electronics, environmental management, manufacturing technology, materials technology, and innovation and intellectual property.

Dr Lee graduated from Hong Kong Technical College (predecessor of the Hong Kong Polytechnic University) and holds Master's degrees in Manufacturing Engineering and Electronics Engineering from the UK's Cranfield University and Heriot-Watt University respectively and a Ph. D. in Engineering from the University of Warwick, UK. Dr Lee joined HKPC in 2000.

管理層
**SENIOR
MANAGEMENT**



宋兆麟
Mr Edmund Sung

副總裁(企業管理)
Director, Business Consulting

宋兆麟先生有超過29年管理工作經驗，在公營及私營機構歷任要職，專注於品質及卓越管理的顧問服務，協助本地製造業及服務業增強全球競爭優勢，工作範圍涵蓋香港及內地。

宋先生自2000年獲行政長官委任為中小型企業委員會委員，現為創新及科技基金（一般支援計劃）評審委員會委員及專業服務發展資助計劃評審委員會成員。宋先生亦為香港工商業獎生產力及品質類別評審委員會委員、香港工程師學會資深會員、世界生產力科學聯盟院士、香港管理顧問學會公認院士、香港品質管理協會資深會員及榮譽顧問、香港市務學會榮譽顧問、中國香港（地區）商會理事、香港工業工程師學會董事，以及香港大學工程舊生會會長（2004-5）。

宋先生為香港大學工業工程學士及碩士，並擁有香港理工大學管理研究文憑。他在1981年加入香港生產力促進局。

Mr Edmund Sung has over 29 years of working experience in management positions in both the private and public sectors, engaged mainly in assisting locally owned companies in the services and manufacturing sectors of Hong Kong and the Mainland to gain global competitive advantages through productivity and quality excellence.

Mr Sung is currently a member of the Small and Medium Enterprises Committee, appointed by the Chief Executive of HKSAR in 2000; a member of the Innovation and Technology Fund (General Support Programme) Vetting Committee; a member of the Professional Services Development Assistance Scheme Vetting Committee; a member of the Judging Panel for the Hong Kong Awards for Industries in the Productivity and Quality category; Fellow of the Hong Kong Institution of Engineers, Fellow of the World Academy of Productivity Science, Fellow of The Institute of Management Consultants Hong Kong; Fellow & Honorary Advisor of Hong Kong Quality Management Association; Honorary Advisor of Hong Kong Institute of Marketing, Director of the Hong Kong Chamber of Commerce in China – Guangdong, President (2001-2) and Director of the Institute of Industrial Engineers (Hong Kong) and President of H.K.U. Engineering Alumni Association (2004-5).

Mr Sung holds a Bachelor's and Master's Degree in Industrial Engineering from the University of Hong Kong and a Post Graduate Diploma in Management Studies from the Hong Kong Polytechnic University. He joined HKPC in 1981.

部門主管 DIVISION HEADS



(由左至右)

何富豪 企業傳訊部總經理

容啟泰 資訊科技業發展部總經理

鄭偉文 企業管理部總經理

梁偉明 汽車及電子部總經理

羅洪偉 財務部總經理

李利民 製造科技部總經理

潘永生 創新及知識產權部總經理

楊利堅 材料科技部總經理

曾錦林 環境管理部總經理

區明標 人力資源及行政部總經理

潘世華 流程管理部總經理

(From left to right)

Mr Jonathan Ho, General Manager, Corporate Communications

Mr K T Yung, General Manager, IT Industry Development

Mr Raymond Cheng, General Manager, Business Management

Mr Frank Leung, General Manager, Automotive & Electronics

Mr Sam Law, General Manager, Finance

Mr L M Li, General Manager, Manufacturing Technology

Mr Joseph Poon, General Manager, Innovation & IP

Dr L K Yeung, General Manager, Materials Technology

Mr K L Tsang, General Manager, Environmental Management

Mr M P Au, General Manager, Human Resources & Administration

Mr Jeremy Poon, General Manager, Process Management

政府資助項目

GOVERNMENT FUNDED PROJECTS

2007/08年度創新及科技基金資助之新項目

NEW PROJECTS FUNDED UNDER INNOVATION AND TECHNOLOGY FUND (ITF) IN 2007/08

項目名稱	Project Title	生產力局角色 Role of HKPC	資助金額 Approved Funding (\$M)	申請機構 Applicant
開發一套使用氣控式雙線杆擠壓技術生產可降解母粒及包裝材料	Development of Control Atmospheric Twin-screw Extrusion Technique for Manufacturing of Environmentally Degradable Master Batches and Packaging Materials	申請機構 Applicant	3.4	生產力局 HKPC
開發一套鎂合金半固態混合漿生產設備作流變壓鑄成型以生產高強度及輕巧之鎂合金汽車零部件	To Develop a Mg Semi-solid Slurry Maker for Rheo-diecasting in Production of High Strength Low Weight Mg Automotive Parts	申請機構 Applicant	2.49941	生產力局 HKPC
開發微發泡注塑與共注塑結合技術於生產高質量及高增值塑料汽車部件	Development of Microcellular Foam Injection Moulding Technology Incorporated with Co-Injection Technology for Producing High Quality and Value-Added Plastic Automotive Parts	執行機構 Implementation Organization	3.29942	汽車零部件研發中心 APAS R&D Centre
設計及研發可植入人體的人工手指關節作生物性修復手指關節功能	Design and Development of Implantable Artificial Finger Joints for Biological Repair	合作機構 Collaborating Organization	3.19766	香港大學 The University of Hong Kong
開發一台創新設計，可作成衣和輔料的染色及後整理，用途廣泛的滾筒式濕整理系統	Development of an Innovative Finishing System for Wet Processing of Garments and Accessories	聯合申請機構 Co-applicant	1.44945	香港紡織及成衣研發中心 Hong Kong Research Institute of Textiles and Apparel
無電池輪胎壓力監測系統	Batteryless Tire Pressure Monitoring System	聯合申請機構 Co-applicant	1.63	汽車零部件研發中心 APAS R&D Centre
發展一套實驗室規模的電化學絲光漂白工藝用於技術的評估	Development of a Laboratory-Scale Electrochemical Mercerization and Bleaching System for Technological Evaluation	聯合申請機構 Co-applicant	0.978	香港紡織及成衣研發中心 Hong Kong Research Institute of Textiles and Apparel
開發應用於複雜金屬管狀汽車零部件製造之管件液壓成型技術	Development of Advanced Tube Hydroforming Technology for Making Complicate-Shaped Metallic Tubular Automotive Parts	聯合申請機構 Co-applicant	3.2	汽車零部件研發中心 APAS R&D Centre
開發汽車先進前大燈系統	Development of Automobile Advanced Frontlight System	執行機構 Implementing Organization	3.45866	汽車零部件研發中心 APAS R&D Centre
開發減低羊絨衫起毛球的綜合方案	Development of an Integrated Solution for Minimizing Pilling Problem of Cashmere Knitwear	聯合申請機構 Co-applicant	2.4795	香港紡織及成衣研發中心 Hong Kong Research Institute of Textiles and Apparel

2007/08年度中小企業發展支援基金資助之新項目 NEW PROJECTS FUNDED UNDER SME DEVELOPMENT FUND (SDF) IN 2007/08

項目名稱	Project Title	生產力局角色 Role of HKPC	資助金額 Approved Funding (\$M)	申請機構 Applicant
以透過對世界市場上光學產品及有關科技的深入調查與研究，而為本地光學工業制定朝著高附加值及高精度的光學產品之未來策略性發展藍圖	Strategic Road Map for Future Development of the Local Optics Industry towards High Value-added and High Precision Optical Products by In-depth Study of the Worldwide Products and Technologies Development Trend	執行機構 Implementation Agent	0.981	香港攝影及光學製造業協會 Hong Kong Photographic and Optics Manufacturers Association
中小型企業開放源碼軟件普及化計劃及應用個案分享	SME OSS/Linux Popularization Programme and Success Case Sharing	執行機構 Implementation Agent	1.1	香港Linux商會 Hong Kong Linux Industry Association Ltd.
協助電子電器業中小企符合「中國RoHS」的支援計劃	A "China RoHS" Compliance Support Programme for SMEs in the Electronics and Electrical Industry	執行機構 Implementation Agent	0.858	香港電器製造業協會 Hong Kong Electrical Appliances Manufacturers Association Ltd.
協助香港中小企業符合環球汽車模具工業標準VDA 6.4:2005	To Enable Hong Kong SMEs to Comply with VDA 6.4:2005 – the Global Automotive Tooling Quality Management Standard	執行機構 Implementation Agent	0.843	香港汽車零部件工業協會 Hong Kong Auto Parts Industry Association Ltd.

政府資助項目
**GOVERNMENT
 FUNDED PROJECTS**

2007/08年度專業服務發展資助計劃資助之新項目
**NEW PROJECTS FUNDED UNDER PROFESSIONAL SERVICES
 DEVELOPMENT ASSISTANCE SCHEME (PSDAS) IN 2007/08**

項目名稱	Project Title	生產力局角色 Role of HKPC	資助金額 Approved Funding (\$M)	申請機構 Applicant
推廣及提升香港鞋履及手袋設計師之專業地位以探索CEPA之商機	To Enhance the Professionalism of Hong Kong Shoes and Bags Designers in order to Explore the CEPA Opportunity	執行機構 Implementation Agent	0.668	香港鞋履及手袋設計師協會 Hong Kong Shoes and Bags Designers Association
增強本地飛機工程師的能力以提高他們在航空業的專業服務	To Enhance the Capabilities of Local Aviation Engineers in Upgrading Their Professional Services in the Aviation Industry	執行機構 Implementation Agent	0.406	香港工程師學會—製造及工業工程分部 The Hong Kong Institution of Engineers – Manufacturing and Industrial Division
引進海外最新科技及條例以應用於環保設計及塑膠產品生產來提升本地塑膠工程師專業知識	To Upgrade the Professional Knowledge of Local Plastic Engineers by Introducing the Overseas Latest Technologies/Regulations on Environmental-friendly Design and Manufacture of Plastic Products	執行機構 Implementation Agent	0.313	塑膠工程師學會—香港分會 Society of Plastics Engineers – Hong Kong Chapter
透過舉辦持續進修活動，提昇本地工業設計師及研發工程師的創新設計能力	To Enhance the Innovative Design Competencies of Industrial Designers and R&D Engineers via CPD Programmes	執行機構 Implementation Agent	0.696	香港工業設計師協會 Industrial Designers Society of Hong Kong
擴闊本地牙醫於先進牙科技術上之知識，提昇專業服務水平	To Broaden the Knowledge of Local Dentists in Various Technology Areas for Providing Professional Dental Care Service to Our Community	執行機構 Implementation Agent	0.818	香港牙科醫學院 College of Dental Surgeons of Hong Kong
提昇香港製造工程師的製造工程及技術知識水平以應付在內地提供專業服務時之要求	To Equip Hong Kong Manufacturing Engineers with the Specific Manufacturing Engineering and Technical Knowledge to Cope with the Requirements in Delivering Professional Services in the Mainland	執行機構 Implementation Agent	0.213	香港工程師學會—製造及工業工程分部 The Hong Kong Institution of Engineers – Manufacturing and Industrial Division
推廣香港生物醫學工程師之技能及專業地位，以提升整體設計及製造高增值醫療產品之能力	To Promote the Professionalism and Enhance the Competence of Local Engineers in Facilitating the Design and Manufacturing of High Value-added Medical and Healthcare Devices	執行機構 Implementation Agent	0.336	香港工程師學會—生物醫學分部 The Hong Kong Institution of Engineers – Biomedical Division

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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」)已審核列載於第88至133頁香港生產力促進局(以下簡稱「生產力局」)的綜合賬目,此綜合賬目包括於2008年3月31日的綜合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。

生產力局就賬目須承擔的責任

生產力局須負責根據香港會計師公會頒佈的《香港財務報告準則》及《香港生產力促進局條例》(「條例」)編製及真實而公平地列報該等賬目。這責任包括設計、實施及維護與編製及真實而公平地列報賬目相關的內部控制,以使賬目不存在由於欺詐或錯誤而導致的重大錯誤陳述;選擇和應用適當的會計政策;及按情況下作出合理的會計估計。

核數師的責任

我們的責任是根據我們的審核對該等賬目作出意見。我們是按照條例的規定,僅向整體理事會委員報告。除此以外,我們的報告書不可用作其他用途。我們概不就本報告書的內容,對任何其他人士負責或承擔法律責任。

我們已根據香港會計師公會頒佈的香港審計準則進行審核。這些準則要求我們遵守道德規範,並規劃及執行審核,以合理確定此等賬目是否不存有任何重大錯誤陳述。

INDEPENDENT AUDITOR'S REPORT 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 Hong Kong Productivity Council ("the Council") set out on pages 88 to 133, which comprise the consolidated and Council balance sheets as at 31 March 2008, and the consolidated and Council income and expenditure account, the consolidated statement of changes in reserves and the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

COUNCIL'S RESPONSIBILITY FOR THE ACCOUNTS

The Council is responsible for the preparation and the true and fair presentation of these accounts in accordance with Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants and the Hong Kong Productivity Council Ordinance ("the Ordinance"). This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and the true and fair presentation of accounts that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these accounts based on our audit. This report is made solely to you, as a body, in accordance with the Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of the 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 as to whether the accounts are free from material misstatement.

獨立核數師報告

INDEPENDENT AUDITOR'S REPORT

審核涉及執行情序以獲取有關賬目所載金額及披露資料的審核憑證。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賬目存有重大錯誤陳述的風險。在評估該等風險時，核數師考慮與生產力局編製及真實而公平地列報賬目相關的內部控制，以設計適當的審核程序，但並非為對生產力局的內部控制的效能發表意見。審核亦包括評價理事會委員所採用的會計政策的合適性及所作出的會計估計的合理性，以及評價賬目的整體列報方式。

我們相信，我們所獲得的審核憑證是充足和適當地為我們的審核意見提供基礎。

意見

我們認為，該等賬目已根據《香港財務報告準則》真實而公平地反映生產力局及集團於2008年3月31日的事務狀況、生產力局及集團的盈餘以及截至該日止年度的現金流量，並已按照條例妥為編製。

畢馬威會計師事務所

執業會計師
香港中環
遮打道10號
太子大廈8樓

2008年9月4日

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the accounts. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and true and fair presentation of the accounts 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, as well as evaluating the overall presentation of the 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 Council and of the Group as at 31 March 2008 and of the Council's and the Group's surplus and the Group's cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards and have been properly prepared in accordance with the Ordinance.

KPMG

Certified Public Accountants
8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

4 September 2008

綜合資產負債表

CONSOLIDATED BALANCE SHEET

2008年3月31日 (以港幣為單位)

at 31 March 2008 (Expressed in Hong Kong dollars)

	附註 Note	2008	2007
非流動資產			
Non-current assets			
固定資產	2	\$200,286,401	\$206,328,732
綜合賬目以外的 附屬公司投資	3	10,001	10,001
聯營公司權益	4	1,265,627	1,190,496
		\$201,562,029	\$207,529,229
流動資產			
Current assets			
消耗品		\$89,175	\$96,845
應收賬款、預付款項 及按金	5	39,644,706	33,271,067
銀行存款及現金	6	114,228,454	94,841,889
		\$153,962,335	\$128,209,801
流動負債			
Current liabilities			
應付賬款及應計費用	7	\$134,883,938	\$116,780,672
應付聯營公司款項	8	687,097	648,622
政府貸款	9	13,025,401	13,025,401
應付稅項	18(c)	422,938	226,484
		\$149,019,374	\$130,681,179
流動資產/(負債) 淨額		\$4,942,961	\$(2,471,378)
總資產減流動負債		\$206,504,990	\$205,057,851
非流動負債			
Non-current liability			
政府貸款	9	26,050,804	39,076,205
淨資產		\$180,454,186	\$165,981,646
NET ASSETS			
生產力局應佔資本資助金 及儲備	10	\$179,924,941	\$165,469,031
Capital subvention fund and reserves attributable to the Council			
少數股東權益	10	529,245	512,615
Minority interests			
資本資助金及 儲備		\$180,454,186	\$165,981,646
CAPITAL SUBVENTION FUND AND RESERVES			

生產力局於2008年9月4日核准並許可發出。

Approved and authorised for issue by the Council on 4 September 2008

主席 Chairman

副主席 Deputy Chairman

第94至第133頁的附註屬本賬目的一部分。

The notes on pages 94 to 133 form part of these accounts.

資產負債表

BALANCE SHEET

2008年3月31日 (以港幣為單位)

at 31 March 2008 (Expressed in Hong Kong dollars)

		附註 Note	2008	2007
非流動資產	Non-current assets			
固定資產	Fixed assets	2	\$199,600,353	\$205,420,096
附屬公司投資	Investments in subsidiaries	3	20,020,001	20,020,001
			\$219,620,354	\$225,440,097
流動資產	Current assets			
消耗品	Consumables		\$89,175	\$96,845
應收賬款、預付款項 及按金	Accounts receivable, prepayments and deposits	5	36,103,719	31,886,940
應收附屬公司款項	Amounts due from subsidiaries	8	3,548,857	1,635,030
銀行存款及現金	Cash at bank and in hand	6	100,569,318	84,175,953
			\$140,311,069	\$117,794,768
流動負債	Current liabilities			
應付賬款及應計費用	Accounts payable and accruals	7	\$130,990,831	\$114,642,103
應付附屬公司款項	Amounts due to subsidiaries	8	10,919,503	10,728,094
政府貸款	Government loan	9	13,025,401	13,025,401
			\$154,935,735	\$138,395,598
流動負債淨額	Net current liabilities		\$(14,624,666)	\$(20,600,830)
總資產減流動負債	Total assets less current liabilities		\$204,995,688	\$204,839,267
非流動負債	Non-current liabilities			
政府貸款	Government loan	9	26,050,804	39,076,205
淨資產	NET ASSETS		\$178,944,884	\$165,763,062
資本資助金及儲備	CAPITAL SUBVENTION FUND AND RESERVES	10	\$178,944,884	\$165,763,062

生產力局於2008年9月4日核准並許可發出。

Approved and authorised for issue by the Council on 4 September 2008

主席 Chairman

副主席 Deputy Chairman

第94至第133頁的附註屬本賬目的一部分。

The notes on pages 94 to 133 form part of these accounts.

綜合收支賬目

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

截至2008年3月31日止年度（以港幣為單位）

for the year ended 31 March 2008 (Expressed in Hong Kong dollars)

		附註 Note	2008	2007
收入	Income			
政府資助	Government subvention for recurrent activities	11	\$152,930,000	\$139,669,000
服務收入	Services income	12	263,017,382	262,693,239
其他收入	Other income	13	8,820,814	9,333,701
			\$424,768,196	\$411,695,940
支出	Expenditure			
職員薪俸	Staff emoluments	14	(232,306,905)	(225,542,249)
其他支出	Other expenses	17	(208,890,974)	(220,681,505)
應佔聯營公司虧損	Share of loss of an associate		(6,920)	(9,497)
			\$(16,436,603)	\$(34,537,311)
稅項	Taxation	18(a)	(208,376)	(24,658)
			\$(16,644,979)	\$(34,561,969)
轉自／(往)：	Transfer from/(to)：			
－ 與下列項目的相關費用 配對的資本資助金賬目	－ Capital subvention fund account to match with the related costs of			
－ 處置固定資產虧損／ (利潤)	－ loss/(gain) on disposal of fixed assets	10(a)	69,735	(292,877)
－ 年內折舊費用	－ depreciation charge for the year	10(a)	19,791,131	22,794,778
－ 政府貸款利息支出	－ interest expenses on government loan	10(a)	4,297,904	5,340,416
－ 年內購置固定資產比資本 資助（超出的金額）／ 節省的金額	－ (Excess)/savings of fixed assets purchased over capital subvention for the year	10(a)	(6,393,736)	3,616,980
－ 大廈維修儲備	－ Building maintenance reserve	10(f)	－	3,039,707
－ 應用研究及開發儲備	－ Commercial research and development reserve	10(c)	－	155,979
－ 少數股東權益	－ Minority interests	10(j)	(16,630)	10,629
轉往收入資助儲備的 淨盈餘	Net surplus transfer to revenue subvention reserve	10(e)	\$1,103,425	\$103,643

第94至第133頁的附註屬本賬目的一部分。

The notes on pages 94 to 133 form part of these accounts.

收支賬目

INCOME AND EXPENDITURE ACCOUNT

截至2008年3月31日止年度 (以港幣為單位)
for the year ended 31 March 2008 (Expressed in Hong Kong dollars)

		附註 Note	2008	2007
收入	Income			
政府資助	Government subvention for recurrent activities	11	\$152,930,000	\$139,669,000
服務收入	Services income	12	258,400,403	260,712,668
其他收入	Other income	13	8,564,517	8,875,480
			\$419,894,920	\$409,257,148
支出	Expenditure			
職員薪俸	Staff emoluments	14	(231,535,345)	(224,643,375)
其他支出	Other expenses	17	(205,604,058)	(219,233,456)
			\$(17,244,483)	\$(34,619,683)
轉自/(往):	Transfer from/(to):			
— 與下列項目的相關費用 配對的資本資助金賬目	— Capital subvention fund account to match with the related costs of			
— 處置固定資產虧損/ (利潤)	— loss/(gain) on disposal of fixed assets	10(a)	69,735	(292,877)
— 年內折舊費用	— depreciation charge for the year	10(a)	19,791,131	22,794,778
— 政府貸款利息支出	— interest expenses on government loan	10(a)	4,297,904	5,340,416
— 年內購置固定資產比資 本資助 (超出的金額)/ 節省的金額	— (Excess)/savings of fixed assets purchased over capital subvention for the year	10(a)	(6,393,736)	3,616,980
— 大廈維修儲備	— Building maintenance reserve	10(f)	—	3,039,707
— 應用研究及開發儲備	— Commercial research and development reserve	10(c)	—	155,979
轉往收入資助儲備的 淨盈餘	Net surplus transfer to revenue subvention reserve	10(e)	\$520,551	\$35,300

第94至第133頁的附註屬本賬目的一部分。

The notes on pages 94 to 133 form part of these accounts.

綜合現金流量表

CONSOLIDATED CASH FLOW STATEMENT

截至2008年3月31日止年度 (以港幣為單位)
for the year ended 31 March 2008 (Expressed in Hong Kong dollars)

	附註 Note	2008	2007
營運活動			
營運現金流入／(流出) 淨額已收利息	19	\$11,695,501	\$(33,782,403)
已收利息		3,070,289	3,348,573
已付中華人民共和國 (「中國」) 企業所得稅		(11,922)	(77,727)
營運活動的現金流入／ (流出) 淨額		\$14,753,868	\$(30,511,557)
投資活動			
處置固定資產所得款項		\$42,718	\$488,493
購入固定資產		(9,149,897)	(3,656,671)
於附屬公司的投資		–	(10,000)
投資活動的現金流出淨額		\$(9,107,179)	\$(3,178,178)
融資活動			
用作購入固定資產的 政府資助		\$13,103,000	\$15,804,000
政府貸款資助		13,025,401	13,025,401
償還政府貸款		(13,025,401)	(13,025,401)
有關政府貸款利息的 政府資助		4,297,904	5,340,416
已付政府貸款利息		(4,297,904)	(5,340,416)
融資所得的現金流入淨額		\$13,103,000	\$15,804,000
現金及現金等價物增加／ (減少)		\$18,749,689	\$(17,885,735)
於4月1日的銀行存款 及現金		94,841,889	112,421,763
匯率變動的影響		636,876	305,861
於3月31日的銀行存款 及現金	6	\$114,228,454	\$94,841,889

第94至第133頁的附註屬本賬目的一部分。

The notes on pages 94 to 133 form part of these accounts.

綜合儲備變動表

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

截至2008年3月31日止年度 (以港幣為單位)

for the year ended 31 March 2008 (Expressed in Hong Kong dollars)

	附註 Note	2008	2007
於4月1日的總儲備		\$165,981,646	\$166,087,519
直接在權益中確認的 淨支出 換算中國附屬公司賬目的 匯兌差異	Net expenditure recognised directly in equity Exchange difference on translation of accounts of People's Republic of China ("PRC") subsidiaries	691,214	313,568
轉往收入資助儲備的 淨盈餘 來自： — 集團 — 少數股東	Net surplus transfer to revenue subvention reserve Attributable to: — The Group — Minority interest	1,103,425 16,630	103,643 (10,629)
		1,120,055	93,014
直接在儲備中確認的收入 及支出 資本資助金 應用研究及開發 儲備 醫療福利儲備 大廈維修儲備	Income and expenditure recognised directly in reserves Capital subvention fund Commercial research and development reserve Medical benefits reserve Building maintenance reserve	10(a) 12,661,271 10(c) — 10(d) — 10(f) —	2,710,520 (155,979) (27,289) (3,039,707)
於3月31日的總儲備		\$180,454,186	\$165,981,646

第94至第133頁的附註屬本賬目的一部分。

The notes on pages 94 to 133 form part of these accounts.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策

(a) 遵例聲明

本賬目是按照香港會計師公會頒布的所有適用的《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)、香港公認會計原則及《香港生產力促進局條例》的規定編製。以下是生產力局及附屬公司(統稱「集團」)採用的主要會計政策概要。

香港會計師公會頒布了多項新訂和經修訂的《香港財務報告準則》和詮釋。這些準則和詮釋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用。

在呈示年度的賬目中採用的會計政策並無因這些準則變化而出現任何重大的修訂。然而，由於採納了《香港財務報告準則》第7號－「金融工具：披露」和《香港會計準則》第1號修訂－「財務報表的列報：資本披露」，賬目已披露了若干額外的內容如下：

由於採納了《香港財務報告準則》第7號，與早前根據《香港會計準則》第32號－「金融工具：披露和列報」須予披露的資料相比，本賬目所包含有關集團金融工具的重要性和這些工具所產生風險的性質及程度的披露內容更加詳盡。這些披露內容載列於本賬目的各個部分，特別是附註21。

《香港會計準則》第1號修訂引入了額外的披露要求，以便就資本水平和集團與生產力局管理資本的目標、政策及流程提供資料。這些新的披露內容載列於附註10(k)。

《香港財務報告準則》第7號和《香港會計準則》第1號修訂均沒有對在金融工具中所確認數額的分類、確認和計量構成任何重大的影響。

集團並無採用任何在當前會計期間尚未生效的新準則或詮釋(參閱附註23)。

1 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”), accounting principles generally accepted in Hong Kong and the requirements of the Hong Kong Productivity Council Ordinance. A summary of the significant accounting policies adopted by the Council and its subsidiaries (together referred to as the “Group”) is set out below.

The HKICPA has issued a number of new and revised HKFRSs and Interpretations that are first effective or available for early adoption for the current accounting period of the Group and the Council.

There have been no significant changes to the accounting policies applied in these accounts for the years presented as a result of these developments. However, as a result of the adoption of HKFRS 7, “Financial instruments: Disclosures” and the amendment to HKAS 1, “Presentation of financial statements: Capital disclosures”, there have been some additional disclosures provided as follows:

As a result of the adoption of HKFRS 7, the accounts include expanded disclosure about the significance of the Group’s financial instruments and the nature and extent of risks arising from those instruments, compared with the information previously required to be disclosed by HKAS 32, “Financial instruments: Disclosure and presentation”. These disclosures are provided throughout these accounts, in particular in note 21.

The amendment to HKAS 1 introduces additional disclosure requirements to provide information about the level of capital and the Group’s and the Council’s objectives, policies and processes for managing capital. These new disclosures are set out in note 10(k).

Both HKFRS 7 and the amendment to HKAS 1 do not have any material impact on the classification, recognition and measurement of the amounts recognised in the financial instruments.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period (see note 23).

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(b) 賬目編製基準

本賬目是按照《香港生產力促進局條例》第17條編製。截至2008年3月31日止年度的綜合賬目涵蓋生產力局和各附屬公司和集團的聯營公司權益。

賬目的計算基準為歷史成本會計法。管理層需在編製符合《財務準則》的賬目時作出對會計政策應用，以及資產、負債、收入和支出的報告數額構成影響的判斷、估計和假設。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依循其他途徑即時得知資產與負債的賬面值時所作出判斷的基礎。實際結果可能有別於估計數額。

管理層會不斷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。

(c) 附屬公司及受控制實體

綜合賬目包括生產力局及其若干附屬公司(附註3)截至3月31日的賬目。

根據香港《公司條例》，附屬公司是指集團直接或間接持有其過半數已發行股本，或控制其董事會的組成的公司。當公司有權直接或間接支配附屬公司的財務及經營政策，並藉此從其活動中取得利益，則該附屬公司被視為受該公司控制。現有可行使的潛在性投票權也是釐定控制存在的因素。

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(b) Basis of preparation of the accounts

The accounts have been prepared in accordance with section 17 of the Hong Kong Productivity Council Ordinance. The consolidated accounts for the year ended 31 March 2008, comprise the Council and its subsidiaries 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.

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.

(c) Subsidiaries and minority interests

The consolidated accounts include the accounts of the Council and certain of its subsidiaries (note 3) made up to 31 March.

A subsidiary, in accordance with Hong Kong Companies Ordinance, is a company in which the Group, directly or indirectly, holds more than half of the issued share capital, or controls the composition of the board of directors. Subsidiaries are considered to be controlled if the company has the power, directly or indirectly, to govern the financial and operating policies, so as to obtain benefits from their activities. In assessing control, potential voting rights that presently are exercisable are taken into account.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(c) 附屬公司及受控制實體 (續)

於受控制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合併計算。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。

少數股東權益是指並非由生產力局直接或透過附屬公司間接擁有的股權所佔附屬公司資產淨值的部分，集團並沒有與擁有這些權益的持有人同意任何新增條款並引致集團對這些權益產生與財務負債定義同符合的合約責任。少數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。集團業績內的少數股東權益在綜合收支賬目中分為少數股東權益及生產力局於年內盈利或虧損總額的賬面應佔金額列示。

如果歸屬少數股東的虧損超過其所佔附屬公司的儲備，超額部分和歸屬少數股東的任何進一步虧損便會沖減集團所佔權益；但如少數股東須履行具有約束力的義務，並且有能力作出額外投資以彌補虧損則除外。如果附屬公司其後錄得利潤，所有有關利潤便會分配為集團的權益，直至集團收回以往承擔的少數股東應佔虧損為止。

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（附註1(g)）後入賬。

(d) 聯營公司

聯營公司是指集團或生產力局對其管理層有重大影響（並非控制）的實體，重大影響包括參與其財務及經營決策。

1 SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(c) Subsidiaries and minority interests (continued)

An investment in a controlled 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.

Minority interests represent the portion of the net assets of subsidiaries attributable to interests that are not owned by the Council, whether directly or indirectly through subsidiaries, 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 interest that meets the definition of a financial liability. Minority interests are presented in the consolidated balance sheet within reserves, separately from reserves attributable to the Council. Minority interests in the results of the Group are presented on the face of the consolidated income statement as an allocation of the total profit or loss for the year between minority interests and the Council.

Where losses applicable to the minority exceed the minority's interest in the reserves of a subsidiary, the excess, and any further losses applicable to the minority, are charged against the Group's interest except to the extent that the minority has a binding obligation to, and is able to, make additional investment to cover the losses. If the subsidiary subsequent report profits, the Group's interest is allocated all such profits until the minority's share of losses previously absorbed by the Group has been recovered.

In the Council's balance sheet, an investment in a subsidiary is stated at cost less impairment losses (note 1(g)).

(d) Associates

An associate is an entity in which the Group or the Council has significant influence, but not control, over its management, including participation in the financial and operating policy decisions.

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(d) 聯營公司 (續)

於聯營公司的投資是按權益法記入綜合賬目，並且以成本初始入賬，然後就集團所佔該聯營公司淨資產的收購後變動作出調整。綜合收支賬目反映年內集團所佔聯營公司的收購後除稅後業績。

當集團對聯營公司承擔的虧損額超過集團佔聯營公司的權益時，權益金額便會減少至零，並且不再確認額外虧損；但如集團已代表聯營公司產生法定和推定義務或作出支付則除外。就此而言，集團在聯營公司所佔權益是以按照權益法計算投資的賬面金額，以及實質上構成集團在聯營公司淨投資一部分的長期權益為準。

集團與聯營公司之間交易所產生的未變現損益，均按集團於聯營公司所佔的權益比率抵銷，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。

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(附註1(g))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後記入資產負債表。

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)，在估計可用年限內以直線法計算：

香港生產力促進局50年大樓(「生產力大樓」)	50年
租賃樓宇改良工程	
— 生產力大樓	3年
— 其他	剩餘租約期
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)。

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(d) Associates (continued)

An investment in an associate is accounted for in the consolidated accounts under the equity method and is initially recorded at cost and adjusted thereafter for the post-acquisition changes in the Group's share of the associate's net assets. The consolidated income and expenditure account includes the Group's share of the post-acquisition, post-tax results of the associates for the year.

When the Group's share of losses exceeds its interest in the associate, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal and constructive obligations or made payments on behalf of the associate. For this purpose, the Group's interest in the associate 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.

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 associate, except where unrealised losses provide evidence of an impairment of the asset transferred, in which case they are recognised immediately in income and expenditure.

In the Council's balance sheet, an investment in an associate is stated at cost less impairment losses (note 1(g)).

(e) Fixed assets

Fixed assets are stated in the balance sheet at cost less accumulated depreciation and impairment losses.

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	
— HKPC Building	3 years
— Others	Over the unexpired period of the lease
Furniture and equipment	3 to 10 years

Both the useful life of an asset and its residual value, if any, are reviewed annually.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(e) 固定資產 (續)

固定資產的賬面金額會於各結算日予以審閱是否存在減值跡象。倘某一資產或其所屬的現金產出單元的賬面金額高於其可收回金額，則會確認為減值虧損。資產或其所屬的現金產出單元的可收回金額乃指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及資產特有風險的評估的稅前折現率，折現至其現值。如果用以確定可收回金額的估計數額出現正面的變化，有關的減值虧損便會轉回。

報廢或處置固定資產所產生的收益或虧損是以處置所得款項淨額與該資產的賬面金額之間的差額所釐定，並於報廢或處置日在收支賬目中確認。

(f) 租賃資產

租賃安排指集團於一宗交易或一系列相關交易，被賦予權利可於同意的期間內透過付款或支付一系列款項而使用資產。釐定一項安排是租賃與否乃基於該安排之本質而不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，但無法在租賃開始時將其公允價值與建於其上的建築物的公允價值分開計量的土地是按以融資租賃持有方式入賬；但清楚地以經營租賃持有的建築物除外。就此而言，租賃的開始時間是指集團首次訂立租賃時，或自前承租人接收建築物時。

1 SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(e) Fixed assets (continued)

The carrying amounts of fixed assets are reviewed for indications of impairment at each balance sheet date. An impairment loss is recognised to the extent that the carrying amount of an asset, or the cash-generating unit to which it belongs, is more than its recoverable amount. The recoverable amount of an asset, or of the cash generating unit to which it belongs, is the greater of its net selling price 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 assessment of time value of money and the risks specific to the assets. An impairment loss is reversed if there has been a favourable change in estimates used to determine the recoverable amount.

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 income or expenditure on the date of retirement or disposal.

(f) 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.

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(f) 租賃資產 (續)

(ii) 經營租賃費用

如果集團是以經營租賃獲得其他資產的使用權，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。租賃所涉及的激勵措施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。

以經營租賃持有土地的收購成本是按直線法在租賃期內攤銷。

(g) 資產減值

(i) 應收賬款、預付款項及按金的減值

集團在每個結算日審閱應收賬款、預付款項及按金，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的有關以下一宗或多宗損失事件的可觀察數據：

- 債務人出現重大的財務困難；
- 違反合約，如拖欠利息或本金付款；
- 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。

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(f) 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 income or expenditure 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 income or expenditure as an integral part of the aggregate net lease payments made. Contingent rentals are charged to income or expenditure 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.

(g) Impairment of assets

(i) Impairment of accounts receivable, prepayments and deposits

Accounts receivable, prepayments and deposits are reviewed at each balance sheet date 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.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(g) 資產減值 (續)

(i) 應收賬款、預付款項及按金的減值 (續)

如有任何這類證據存在，倘若折現影響重大，減值虧損便會以資產的賬面金額與以金融資產的初始實際利率（即在初始確認有關資產時計算的實際利率）所折現的預計未來現金流量的現值之間的差額計量。按攤銷成本列賬的金融資產凡有類似風險特徵，如過往欠付狀況相似，而並無於減值時進行個別評估，即共同進行此評估。共同評估減值的金融資產的未來現金流量，根據信貸風險特徵與該集合組別類似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，則應通過盈餘或虧損轉回減值虧損。減值虧損的轉回不應使資產的賬面金額超過其在以往年度沒有確認任何減值虧損的情況下而確定的金額。

(ii) 其他資產的減值

集團在每個結算日審閱內部和外來的信息，以確定以下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：

- 固定資產；及
- 於附屬公司及聯營公司的投資。

1 SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(g) Impairment of assets (continued)

(i) Impairment of accounts receivable, prepayments and deposits (continued)

If any such evidence exists, any 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 carried at amortised cost 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 surplus or deficits. 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.

(ii) Impairment of other assets

Internal and external sources of information are reviewed at each balance sheet date to identify indications that the following assets may be impaired or an impairment loss previously recognised no longer exists or may have decreased:

- fixed assets; and
- investments in subsidiaries and an associate

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(g) 資產減值 (續)

(ii) 其他資產的減值 (續)

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。

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(g) Impairment of assets (continued)

(ii) Impairment of other assets (continued)

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 net selling price 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 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 income or expenditure whenever 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 income or expenditure in the year in which the reversals are recognised.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(h) 消耗品

消耗品包括化學品及工具，並以成本列賬。

當消耗品耗用時，其賬面金額會於消耗的年度內確認為支出。

(i) 應收賬款、預付款項及按金

應收賬款、預付款項及按金按公允價值初始確認，其後按攤銷成本減去對呆賬減值的減值準備後所得數額入賬（附註1(g)）。

(j) 附息借貸

附息借貸按公允價值減去應佔交易成本後初始確認。初始確認後，附息借貸以攤銷成本列賬，而初始確認的金額與贖回價值之間的任何差異，連同任何應付利息和費用，均以實際利息法於借貸期內在收支賬目中確認。

(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；但如折現影響並不重大，則按成本入賬。

(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。這些投資可以隨時換算為已知的現金額、價值變動方面的風險不大，並在購入後三個月內到期。

1 SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(h) Consumables

Consumables comprise chemicals and tools and are stated at cost.

When consumables are consumed, the carrying amount of those consumables is recognised as an expenditure in the period in which the consumption occurs.

(i) Accounts receivable, prepayments and deposits

Accounts receivable, prepayments and deposits are initially recognised at fair value and thereafter stated at amortised cost less impairment allowance for impairment of doubtful debts (see note 1(g)).

(j) Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost with any difference between the amount initially recognised and redemption value being recognised in income or expenditure over the period of the borrowings, together with any interest and fees payable, using the effective interest method.

(k) Accounts payable and accruals

Accounts payable and accruals are initially recognised at fair value and subsequently stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at cost.

(l) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on 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.

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(m) 僱員福利

- (i) 短期僱員福利及界定供款退休計劃的供款

薪金、年度獎金、有薪年假、界定供款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。

- (ii) 辭退福利

辭退福利只會在集團有正式的具體辭退計劃並且沒有撤回該計劃的現實可能性時，以表明集團決意終止僱用或因僱員自願接受精減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，但直接在儲備中確認的相關項目，則在儲備中確認。

當期所得稅是按本年度應稅所得，根據已執行或在結算日實質上已執行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。

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(m) Employee benefits

- (i) Short term employee benefits and contributions to defined contribution retirement plans

Salaries, annual bonuses, paid annual leave, 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.

- (ii) 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 income or expenditure except to the extent that they relate to items recognised directly in reserve, in which case they are recognised in reserve.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the balance sheet date, 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.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(n) 所得稅 (續)

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，根據已執行或在結算日實質上已執行的稅率計量。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義務，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該時間或數額不定的負債計提準備。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。如果集團的義務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。

(p) 收入資助儲備

根據香港特別行政區政府（「政府」）與生產力局在2003年3月22日簽訂的《行政安排備忘錄》（「備忘錄」）第8節，生產力局可以將每年度政府資助（包括收入資助及用於購入固定資產的資本資助）中節省的金額保留作儲備。不論在任何時間，儲備水平均不得高於生產力局有關財政年度資助額的15%。2007/2008年度的總資助額為港幣1.66億元（2006/2007年度：港幣1.55億元）；按此計算，備忘錄所允許的收入資助儲備上限為港幣2,500萬元（2006/2007年度：港幣2,300萬元）。

1 SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(n) Income tax (continued)

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 balance sheet date. 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.

(p) Revenue subvention reserve

In accordance with section 8 of the Memorandum of Administrative Arrangement ("MAA") dated 22 March 2003 signed between the Government of the Hong Kong Special Administrative Region ("the Government") and the Council, the Council is allowed to keep any savings from its annual block grant (revenue subvention and capital subvention for purchase of fixed assets) as reserves. At any one point in time the level of reserve shall not exceed 15% of the Council's annual block grant in the current financial year. The total block grant for the year of 2007/2008 was \$166 million (2006/2007: \$155 million) and based on this, the maximum level of revenue subvention reserve allowed under the MAA is \$25 million (2006/2007: \$23 million).

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(q) 收入確認

如果經濟利益很可能會流入生產力局，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中確認：

(i) 政府資助

政府資助包括經常活動的收入資助，以及購入固定資產和政府貸款與利息還款的資本資助。當可以合理地確定集團履行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。確認為收入的資本資助只限於年內產生的相關支出。財政年度內有關經常活動及購入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（附註1(p)）由生產力局與政府協定。超出上限的數額將於下一個財政年度退還予政府。

(ii) 提供服務的收入

提供服務的收入於提供相關服務時入賬。

(iii) 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中確認；但如另有一種方法更能代表從使用租賃資產所得的利益模式則除外。經營租賃所涉及的激勵措施均在收支中確認為應收租賃淨付款總額的組成部分。

(iv) 利息收入

利息收入按實際利息法累計確認。

(v) 銷售貨品

銷售貨品的收入在貨品送達客戶場地，而且客戶接收貨品和所有權的相關風險與回報時確認。

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(q) Income recognition

Provided it is probable that the economic benefits will flow to the Council and the income and expenditure, if applicable, can be measured reliably, income is recognised in income or expenditure as follows:

(i) Government subventions

Government subventions consist of revenue subventions for recurrent activities and capital subventions for fixed asset purchases and government loan and interest repayments. Revenue subventions are recognised as revenue in income and expenditure when there is reasonable assurance that the Group will comply with the conditions attaching with them and that the subvention will be received. Capital subventions are recognised as income to the extent of the related expenditures incurred during the year. 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 (note 1(p)). Amount in excess of the limit will be returned to the Government in the following financial year.

(ii) Income from provision of services

Income from provision of services is recognised when the related services are rendered.

(iii) Rental income from operating leases

Rental income receivable under operating leases is recognised in income or expenditure 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 income or expenditure as an integral part of the aggregate net lease payments receivable.

(iv) Interest income

Interest income is recognised as it accrues using the effective interest method.

(v) Sale of goods

Income is recognised when goods are delivered at the customers' premises which is taken to be the point in time when the customer has accepted the goods and the related risks and rewards of ownership.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(r) 外幣換算

年內的外幣交易按交易日的外幣匯率換算。以外幣為單位的貨幣資產與負債則按結算日的外幣匯率換算。匯兌盈虧在收支賬目內確認。

香港境外經營的業績按與交易日的外幣匯率相若的匯率換算為港幣。資產負債表項目則按結算日的外幣匯率換算為港幣。所產生的匯兌差額直接確認在權益的獨立組成部分中。處置香港境外經營時，已在權益中確認並與該香港境外經營有關的累計匯兌差額會包括在計算處置項目的收支內。

(s) 借貸成本

借貸成本於產生期間在收支賬目中列支，但與收購、建造或生產需要長時間才可以投入擬定用途或銷售的資產直接相關的借貸成本則予以資本化。

(t) 有關連人士

就本賬目而言，以下人士被視為集團之有關連人士：

- (i) 該名人士有能力在財務和經營政策決策上直接或間接透過一位或多位中介人士控制集團或對集團作出重大影響，或共同控制集團；
- (ii) 集團與該名人士均受制於共同控制；
- (iii) 該名人士是集團的聯營公司；
- (iv) 該名人士是集團之主要管理人員，或其關係密切的家族成員，或一個實體受該名人士控制，共同控制或作出重大影響；

1 SIGNIFICANT ACCOUNTING POLICIES

(CONTINUED)

(r) 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 balance sheet date. Exchange gains and losses are recognised in income or expenditure.

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 foreign exchange rates ruling at the balance sheet date. The resulting exchange differences are recognised directly in a separate component of reserve. On disposal of an enterprise outside Hong Kong, the cumulative amount of the exchange differences recognised in reserve which relate to that operation outside Hong Kong is included in the calculation of income or expenditure on disposal.

(s) Borrowings costs

Borrowing costs are expensed in income or expenditure in the period in which they are incurred, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to get ready for its intended use or sale.

(t) Related parties

For the purposes of these accounts, a party is considered to be related to the Group if:

- (i) the party has the ability, directly or indirectly through one or more intermediaries, to control the Group or exercise significant influence over the Group in making financial and operating policy decisions, or has joint control over the Group;
- (ii) the Group and the party are subject to common control;
- (iii) the party is an associate of the Group;
- (iv) the party is a member of key management personnel of the Group, or a close family member of such an individual, or is an entity under the control, joint control or significant influence of such individuals;

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

1 主要會計政策 (續)

(t) 有關連人士 (續)

- (v) 該名人士為 (i) 所述關係密切的家族成員或一個實體受該名人士控制、共同控制或作出重大影響；或
- (vi) 該名人士為就集團或集團有關連人士任何實體之員工福利的退休福利計劃中的一方。

關係密切的家族成員指能在其家族成員公司內的交易有影響作用。

2 固定資產

(a) 集團

		租賃土地及 生產力大樓 Leasehold land and HKPC Building	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2007年4月1日	At 1 April 2007	\$267,784,136	\$31,850,074	\$124,807,521	\$424,441,731
外匯儲備	Exchange reserve	–	–	102,916	102,916
添置	Additions	–	433,160	13,657,945	14,091,105
處置	Disposals	–	(674,998)	(7,539,980)	(8,214,978)
於2008年3月31日	At 31 March 2008	\$267,784,136	\$31,608,236	\$131,028,402	\$430,420,774
累計折舊：	Accumulated depreciation:				
於2007年4月1日	At 1 April 2007	\$89,576,495	\$21,857,437	\$106,679,067	\$218,112,999
外匯儲備	Exchange reserve	–	–	40,787	40,787
年度折舊	Charge for the year	5,355,682	5,696,179	9,031,251	20,083,112
處置	Disposals	–	(650,998)	(7,451,527)	(8,102,525)
於2008年3月31日	At 31 March 2008	\$94,932,177	\$26,902,618	\$108,299,578	\$230,134,373
賬面淨值：	Net book value:				
於2008年3月31日	At 31 March 2008	\$172,851,959	\$4,705,618	\$22,728,824	\$200,286,401

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(t) Related parties (continued)

- (v) the party is a close family member of a party referred to in (i) or is an entity under the control, joint control or significant influence of such individuals; or
- (vi) the party is a post-employment benefit plan which is for the benefit of employees of the Group or of any entity that is a related party of the Group.

Close family members of an individual are those family members who may be expected to influence, or be influenced by, that individual in their dealings with the entity.

2 FIXED ASSETS

(a) The Group

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

2 固定資產 (續)

(a) 集團 (續)

		租賃土地及 生產力大樓 Leasehold land and HKPC Building	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2006年4月1日	At 1 April 2006	\$267,784,136	\$31,932,643	\$134,547,221	\$434,264,000
外匯儲備	Exchange reserve	–	–	41,704	41,704
添置	Additions	–	371,280	3,285,391	3,656,671
處置	Disposals	–	(453,849)	(13,066,795)	(13,520,644)
於2007年3月31日	At 31 March 2007	\$267,784,136	\$31,850,074	\$124,807,521	\$424,441,731
累計折舊：	Accumulated depreciation:				
於2006年4月1日	At 1 April 2006	\$84,220,812	\$13,740,966	\$110,384,038	\$208,345,816
外匯儲備	Exchange reserve	–	–	9,567	9,567
年度折舊	Charge for the year	5,355,683	8,510,920	9,216,041	23,082,644
處置	Disposals	–	(394,449)	(12,930,579)	(13,325,028)
於2007年3月31日	At 31 March 2007	\$89,576,495	\$21,857,437	\$106,679,067	\$218,112,999
賬面淨值：	Net book value:				
於2007年3月31日	At 31 March 2007	\$178,207,641	\$9,992,637	\$18,128,454	\$206,328,732

2 FIXED ASSETS (CONTINUED)

(a) The Group (continued)

		租賃土地及 生產力大樓 Leasehold land and HKPC Building	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2006年4月1日	At 1 April 2006	\$267,784,136	\$31,932,643	\$134,547,221	\$434,264,000
外匯儲備	Exchange reserve	–	–	41,704	41,704
添置	Additions	–	371,280	3,285,391	3,656,671
處置	Disposals	–	(453,849)	(13,066,795)	(13,520,644)
於2007年3月31日	At 31 March 2007	\$267,784,136	\$31,850,074	\$124,807,521	\$424,441,731
累計折舊：	Accumulated depreciation:				
於2006年4月1日	At 1 April 2006	\$84,220,812	\$13,740,966	\$110,384,038	\$208,345,816
外匯儲備	Exchange reserve	–	–	9,567	9,567
年度折舊	Charge for the year	5,355,683	8,510,920	9,216,041	23,082,644
處置	Disposals	–	(394,449)	(12,930,579)	(13,325,028)
於2007年3月31日	At 31 March 2007	\$89,576,495	\$21,857,437	\$106,679,067	\$218,112,999
賬面淨值：	Net book value:				
於2007年3月31日	At 31 March 2007	\$178,207,641	\$9,992,637	\$18,128,454	\$206,328,732

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

2 固定資產 (續)

(b) 生產力局

		租賃土地及 生產力大樓 Leasehold land and HKPC Building	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2007年4月1日	At 1 April 2007	\$267,784,136	\$31,850,074	\$123,302,372	\$422,936,582
添置	Additions	–	433,160	13,650,681	14,083,841
處置	Disposals	–	(674,998)	(7,539,980)	(8,214,978)
於2008年3月31日	At 31 March 2008	\$267,784,136	\$31,608,236	\$129,413,073	\$428,805,445
累計折舊：	Accumulated depreciation:				
於2007年4月1日	At 1 April 2007	\$89,576,495	\$21,857,437	\$106,082,554	\$217,516,486
年度折舊	Charge for the year	5,355,682	5,696,179	8,739,270	19,791,131
處置	Disposals	–	(650,998)	(7,451,527)	(8,102,525)
於2008年3月31日	At 31 March 2008	\$94,932,177	\$26,902,618	\$107,370,297	\$229,205,092
賬面淨值：	Net book value:				
於2008年3月31日	At 31 March 2008	\$172,851,959	\$4,705,618	\$22,042,776	\$199,600,353

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

2 固定資產 (續)

(b) 生產力局 (續)

		租賃土地及 生產力大樓 Leasehold land and HKPC Building	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2006年4月1日	At 1 April 2006	\$267,784,136	\$31,932,643	\$133,243,637	\$432,960,416
添置	Additions	–	371,280	3,125,530	3,496,810
處置	Disposals	–	(453,849)	(13,066,795)	(13,520,644)
於2007年3月31日	At 31 March 2007	\$267,784,136	\$31,850,074	\$123,302,372	\$422,936,582
累計折舊：	Accumulated depreciation:				
於2006年4月1日	At 1 April 2006	\$84,220,812	\$13,740,966	\$110,084,958	\$208,046,736
年度折舊	Charge for the year	5,355,683	8,510,920	8,928,175	22,794,778
處置	Disposals	–	(394,449)	(12,930,579)	(13,325,028)
於2007年3月31日	At 31 March 2007	\$89,576,495	\$21,857,437	\$106,082,554	\$217,516,486
賬面淨值：	Net book value:				
於2007年3月31日	At 31 March 2007	\$178,207,641	\$9,992,637	\$17,219,818	\$205,420,096

(c) 持作自用的租賃土地及生產力大樓均位於香港，並以中期租賃形式持有。

(c) The leasehold land and HKPC Building held for own use is situated in Hong Kong and is held under medium-term lease.

3 附屬公司投資

3 INVESTMENTS IN SUBSIDIARIES

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
非上市股份， 按成本值計算	Unlisted shares, at cost	\$1,718,695	\$1,718,695	\$21,728,695	\$21,728,695
減值虧損	Impairment loss	(1,708,694)	(1,708,694)	(1,708,694)	(1,708,694)
		\$10,001	\$10,001	\$20,020,001	\$20,020,001

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

3 附屬公司投資 (續)

集團及生產力局的附屬公司於2008年3月31日的詳情如下：

3 INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Details of the Group's and the Council's subsidiaries as at 31 March 2008 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	
製衣工藝示範中心有限公司 ^{##} Clothing Technology Demonstration Centre Co. Ltd. ^{##}	香港 Hong Kong	港幣HKD 1,706,695元	100%	100%	–	成衣製造及生產示範 Clothing manufacturing and demonstration
汽車零部件研究及發展中心 有限公司 [®] Automotive Parts and Accessory Systems R&D Centre Ltd. [®]	香港 Hong Kong	港幣HKD 10,000元	100%	100%	–	研究及發展 Research and development
生產力大樓管理有限公司 BMM Ltd.	香港 Hong Kong	港幣HKD 2,000元	100%	100%	–	大廈管理 Building management
生產力科技(控股)有限公司 HKPC Technology (Holdings) Co. Ltd.	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 and project deliverables of HKPC
生產力(控股)有限公司 Productivity (Holdings) Ltd.	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 Productivity (Guangzhou) Consulting Co., Ltd.	中國 PRC	港幣HKD 2,400,000元	100%	–	100%	顧問及培訓服務 Consultancy and training services
生產力(東莞)諮詢有限公司 Productivity (Dongguan) Consulting Co. Ltd.	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 Productivity (Shenzhen) Consulting Co. Ltd.	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 Shenzhen SZ – HK Productivity Foundation Co. Ltd.	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

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

3 附屬公司投資 (續)

- 這些附屬公司是為特定目的註冊成立，並且獨立地管理，其營運獲政府直接資助。因此，這些附屬公司的財務業績並沒有包括在生產力局的綜合賬目內，因為生產力局對附屬公司的財務及經營政策並無控制權及重大影響。生產力局認為沒有在生產力局的綜合賬目合併計算的附屬公司財務業績並不重大。

- # 於年內，生產力局已同意透過自動清盤結束製衣工藝示範中心有限公司。截至2008年3月31日，有關清盤仍在處理過程中，且尚未完成。

除汽車零部件研究及發展中心有限公司外，所有附屬公司都不是由畢馬威會計師事務所審核。並非由畢馬威會計師事務所審核的附屬公司賬目所反映的淨資產總額及收入總額分別佔相關綜合數額約15%及4%。

4 聯營公司權益

3 INVESTMENTS IN SUBSIDIARIES

(CONTINUED)

- These subsidiaries were incorporated for specific purposes and are managed independently and their operations are directly subvented by the Government. Accordingly, the financial results of these subsidiaries 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 subsidiaries. The financial results of the subsidiaries not dealt with in the consolidated accounts of the Council are not considered to be material by the Council.

- # During the year, the Council agreed to the voluntary winding up of Clothing Technology Demonstration Centre Co. Ltd. As at 31 March 2008, the voluntary winding up had not yet been completed.

Except for Automotive Parts and Accessory Systems R&D Centre Ltd, all the subsidiaries are not audited by KPMG. The accounts of the subsidiaries not audited by KPMG reflect total net assets and total income constituting approximately 15% and 4% respectively of the related consolidated totals.

4 INTEREST IN AN ASSOCIATE

		集團 The Group	
		2008	2007
應佔淨資產	Share of net assets	\$1,265,627	\$1,190,496

聯營公司於2008年3月31日的詳情如下：

Details of the associate as at 31 March 2008 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 人民幣 RMB	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 PRC	3,000,000元	40%	顧問及培訓服務 Consultancy and training services

該聯營公司並非由畢馬威會計師事務所進行審核。

The associate is not audited by KPMG.

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

4 聯營公司權益 (續)

聯營公司的財務資料摘要如下：

		資產 Assets	負債 Liabilities	權益 Equity	收入 Revenues	虧損 Loss
2008	2008					
100% 集團實際權益	100 per cent Group's effective interest	\$3,189,912 1,275,965	\$(25,844) (10,338)	\$3,164,068 1,265,627	\$5,983 2,393	\$(17,300) (6,920)
2007	2007					
100% 集團實際權益	100 per cent Group's effective interest	\$3,005,539 1,202,216	\$(29,299) (11,720)	\$2,976,240 1,190,496	\$282,807 113,123	\$(23,743) (9,497)

4 INTEREST IN AN ASSOCIATE (CONTINUED)

Summary financial information on the associate:

5 應收賬款、預付款項及按金

5 ACCOUNTS RECEIVABLE, PREPAYMENTS AND DEPOSITS

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
應收賬款 呆賬準備	Accounts receivable Allowance for doubtful debts	\$26,081,548 -	\$26,458,379 (150,221)	\$23,873,350 -	\$25,321,769 (150,221)
預付款項及按金	Prepayments and deposits	\$26,081,548 13,563,158	\$26,308,158 6,962,909	\$23,873,350 12,230,369	\$25,171,548 6,715,392
		\$39,644,706	\$33,271,067	\$36,103,719	\$31,886,940

所有應收賬款、預付款項及按金均預期於一年內收回或確認為支出。

All of the accounts receivable, prepayments and deposits are expected to be recovered or recognised as expenditure within one year.

(a) 應收賬款減值

應收賬款的減值虧損以準備賬記錄。除非集團認為能收回有關數額的可能性極低，否則減值虧損會直接沖銷應收賬款（參附註1(g)(i)）。

下表概述對呆賬的減值虧損的變動：

		集團及生產力局 The Group and the Council	
		2008	2007
於4月1日	At 1 April	\$150,221	\$546,997
已確認的減值虧損	Impairment loss recognised	-	35,000
已註銷的未收回金額	Uncollectible amounts written off	(49,501)	(104,570)
已轉回的減值虧損	Impairment loss reversed	(100,720)	(327,206)
於3月31日	At 31 March	\$-	\$150,221

(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 1(g)(i)).

The following table summarises the changes in impairment losses for doubtful accounts:

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

5 應收賬款、預付款項及按金 (續)

(b) 並無減值的應收賬款

應收賬款及應收票據均於發票日起計30天內到期。有關生產力局的信貸政策的進一步詳情載列於附註21(a)。

非個別或共同地被認為已減值的應收賬款及應收票據的賬齡分析如下：

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
非逾期或減值	Neither past due nor impaired	\$16,528,192	\$11,057,108	\$14,319,994	\$9,920,498
逾期一個月內	Less than 1 month past due	\$6,107,912	\$4,644,036	\$6,107,912	\$4,644,036
逾期一至三個月	1 to 3 months past due	1,870,114	3,010,108	1,870,114	3,010,108
逾期三個月以上	More than 3 months past due	1,575,330	7,596,906	1,575,330	7,596,906
		\$9,553,356	\$15,251,050	\$9,553,356	\$15,251,050
		\$26,081,548	\$26,308,158	\$23,873,350	\$25,171,548

未逾期或減值的應收款與多名近期並無拖欠還款記錄的不同類型客戶有關。

逾期未收回但並無減值的應收款與生產力局許多擁有良好往績記錄的獨立客戶有關。根據以往經驗，由於信貸素質並無重大變動，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。集團並無就該等結餘持有任何抵押品。

5 ACCOUNTS RECEIVABLE, PREPAYMENTS AND DEPOSITS (CONTINUED)

(b) Accounts receivable that are not impaired

Trade debtors and bills receivable are due within 30 days from the date of billing. Further details on the Council's credit policy are set out in note 21(a).

The ageing analysis of trade debtors and bills receivable that are neither individually nor collectively considered to be impaired are as follows:

Receivables that were neither past due nor impaired relate to a wide range of customers for whom there was no recent history of default.

Receivables that were past due but not impaired relate to a number of independent customers that have a good track record with the Council. 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. The Group does not hold any collateral over these balances.

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

6 銀行存款及現金

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
銀行存款	Cash at bank	\$113,839,277	\$94,434,473	\$100,229,413	\$83,862,971
現金	Cash in hand	389,177	407,416	339,905	312,982
		\$114,228,454	\$94,841,889	\$100,569,318	\$84,175,953

6 CASH AT BANK AND IN HAND

7 應付賬款及應計費用

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
應付賬款	Trade payables	\$18,752,415	\$15,565,520	\$16,806,263	\$15,157,520
預收賬款	Receipts in advance	69,264,394	59,012,203	68,427,971	57,875,433
年假補償撥備*	Provision for annual leave compensation*	30,063,396	33,138,977	30,063,396	33,138,977
應計費用及其他 應付款	Accruals and other payables	16,803,733	9,063,972	15,693,201	8,470,173
		\$134,883,938	\$116,780,672	\$130,990,831	\$114,642,103

7 ACCOUNTS PAYABLE AND ACCRUALS

所有應收賬款、應計費用及其他應付款均預期於一年內清償。

All of the trade payables, accruals and other payables are expected to be settled within one year.

* 年假補償撥備

* Provision for annual leave compensation

		集團及生產力局 The Group and the Council
於2007年4月1日	At 1 April 2007	\$33,138,977
已作出的額外撥備	Additional provision made	1,019,535
已動用的撥備	Provision utilised	(4,095,116)
於2008年3月31日	At 31 March 2008	\$30,063,396

根據香港《僱傭條例》，服務滿一整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，收取所賺取但未使用的年假薪酬的現金款項，款額視乎僱員的最後薪金及於結算日剩餘的年假日數而定。

Under 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. The balance is dependent on the employees' final salary and annual leave days remaining at the balance sheet date.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

8 應付聯營公司款項及應收／付附屬公司款項

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，並可按要求隨時償還。

8 AMOUNT DUE TO AN ASSOCIATE AND AMOUNTS DUE FROM/TO SUBSIDIARIES

Amount due to an associate and amounts due from/to subsidiaries are unsecured, non-interest bearing and repayable on demand.

9 政府貸款

集團及生產力局

9 GOVERNMENT LOAN

The Group and the Council

		2008	2007
本金	Principal	\$249,425,000	\$249,425,000
資本化利息	Capitalised interest	18,385,117	18,385,117
		\$267,810,117	\$267,810,117
以往年度已償還數額	Amounts repaid in prior years	(215,708,511)	(202,683,110)
本年度償還的數額	Amount repaid in the current year	(13,025,401)	(13,025,401)
		\$39,076,205	\$52,101,606
包括在「流動負債」內的一年內到期數額	Amount due within one year included under "current liabilities"	(13,025,401)	(13,025,401)
		\$26,050,804	\$39,076,205

由政府提供以興建生產力大樓的貸款須根據香港發鈔銀行所定的最優惠貸款利率按日計算利息。

The loan, provided by the Government to fund construction of the Council's building, bears interest calculated on a daily basis at the best lending rates quoted by the note-issuing banks of Hong Kong.

本金及資本化利息分20年，每年1期償還，最後一期還款於2010年12月到期。每年分期償還的款項由政府每年資助。

The principal and capitalised interest is repayable by twenty annual instalments with the last instalment due in December 2010. Funding for payment of the annual instalment is obtained by an annual government subvention.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

10 資本資助金及儲備

10 CAPITAL SUBVENTION FUND AND RESERVES

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
資本資助金	Capital subvention fund	(a) \$183,182,087	\$170,520,816	\$183,182,087	\$170,520,816
公積金	Provident fund	(b) –	–	–	–
應用研究及開發	Commercial research and development	(c) –	–	–	–
醫療福利	Medical benefits	(d) –	–	–	–
收入資助儲備	Revenue subvention reserve	(e) (4,540,512)	(5,643,937)	(4,237,203)	(4,757,754)
大廈維修	Building maintenance	(f) –	–	–	–
生產力局40週年	HKPC 40th anniversary	(g) –	–	–	–
其他	Other	(h) –	–	–	–
		\$178,641,575	\$164,876,879	\$178,944,884	\$165,763,062
外匯儲備	Exchange reserve	(i) 1,283,366	592,152		
		\$179,924,941	\$165,469,031		
少數股東權益	Minority interests	(j) 529,245	512,615		
		\$180,454,186	\$165,981,646		

(a) 資本資助金

集團及生產力局

(a) Capital subvention fund

The Group and the Council

		2008	2007
於4月1日	At 1 April	\$170,520,816	\$167,810,296
用作購入固定資產的	Government subvention for purchase of fixed assets		
政府資助	– funds spent	13,103,000	12,187,020
– 已動用款項	– funds unspent	–	3,616,980
– 未動用款項	Government subvention for repayment of government loan		
用作償還政府貸款的	– principal (note 9)	13,025,401	13,025,401
政府資助	– interest	4,297,904	5,340,416
– 本金 (附註9)	Transfer (to)/from income and expenditure account to match with the related costs of		
– 利息	– (loss)/gain on disposal of fixed assets	(69,735)	292,877
轉 (往) / 自收支賬目	– depreciation charge for the year (note 2(b))	(19,791,131)	(22,794,778)
以配對下列項目的相關費用	– interest expenses on government loan	(4,297,904)	(5,340,416)
– 處置固定資產	Transfer from/(to) income and expenditure account	6,393,736	(3,616,980)
(虧損) / 利潤			
– 年度折舊費用			
(附註2(b))			
– 政府貸款利息支出			
轉自 / (往) 收支賬目			
於3月31日	At 31 March	\$183,182,087	\$170,520,816

資本資助金是為了記錄購置固定資產、償還政府貸款及為興建生產力大樓向政府借入貸款的應計利息、固定資產的折舊以及以往年度出售固定資產的收益/(虧損)的累積影響而產生。

This fund was created for recording the cumulative effect of the purchase of fixed assets, repayment of government loan and interest accrued for the loan borrowed from the government for the construction of the HKPC Building, depreciation charges of fixed assets and gain/(loss) on disposal of fixed assets in prior years.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

10 資本資助金及儲備 (續)

(b) 公積金儲備

集團及生產力局

		2008	2007
於4月1日	At 1 April	\$-	\$20,651,653
轉往收入資助儲備	Transfer to revenue subvention reserve	-	(20,651,653)
於3月31日	At 31 March	\$-	\$-

以前年度的公積金儲備是指離職僱員未合資格領取的公積金的局方供款。所收回的供款在儲備中累計，並於1982年獲生產力局批准用於支付員工的人壽保險費。2007年3月13日，經生產力局財務委員會批覆，餘額已轉往收入資助儲備。

10 CAPITAL SUBVENTION FUND AND RESERVES (CONTINUED)

(b) Provident fund reserve

The Group and the Council

The balance of this reserve in prior years represented contributions by the Council in respect of resigned staff who were not entitled to full repayment of their provident fund contributions. Such contribution recoveries were accumulated in the reserve and used to fund life insurance premium for staff as approved by the Council in 1982. As approved by the Finance Committee of the Council on 13 March 2007, the balance was transferred to revenue subvention reserve.

(c) 應用研究及開發儲備

集團及生產力局

		2008	2007
於4月1日	At 1 April	\$-	\$155,979
轉往收支賬目	Transfer to income and expenditure account	-	(155,979)
於3月31日	At 31 March	\$-	\$-

以前年度的儲備是為了作為應用研究及開發之目的而產生。2007年3月13日，經生產力局財務委員會批覆，餘額已轉往收支賬目。

(c) Commercial research and development reserve

The Group and the Council

This reserve was created for the purpose of commercial research and development in prior years. As approved by the Finance Committee of the Council on 13 March 2007, the balance was transferred to the income and expenditure account.

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

10 資本資助金及儲備 (續)

(d) 醫療福利儲備

集團及生產力局

		2008	2007
於4月1日	At 1 April	\$-	\$27,289
多提醫療福利成本	Over-provision for cost of medical benefits	-	(27,289)
於3月31日	At 31 March	\$-	\$-

以前年度，醫療福利儲備按薪金的固定百分比在收支賬目列支，並且撥入儲備。已付賠償及保費於儲備中扣除。生產力局已於1967年批准將任何年內盈餘結轉，以抵銷日後應付的賠償。

10 CAPITAL SUBVENTION FUND AND RESERVES (CONTINUED)

(d) Medical benefits reserve

The Group and the Council

In prior years, a fixed percentage of salary costs was charged to the income and expenditure account and credited to the reserve. Claims and insurance premiums paid were charged against the reserve and any surplus arising during the year is carried forward to offset against future claims as approved by the Council in 1967.

(e) 收入資助儲備

(e) Revenue subvention reserve

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
於4月1日	At 1 April	\$(5,643,937)	\$(31,949,773)	\$(4,757,754)	\$(30,995,247)
轉自收支賬目	Transfer from income and expenditure account	1,103,425	103,643	520,551	35,300
轉自公積金儲備	Transfer from provident fund reserve	-	20,651,653	-	20,651,653
轉自大廈維修儲備	Transfer from building maintenance reserve	-	3,495,000	-	3,495,000
轉自生產力局40週年儲備	Transfer from HKPC 40th anniversary reserve	-	1,000,000	-	1,000,000
轉自其他儲備	Transfer from other reserves	-	1,055,540	-	1,055,540
		\$(4,540,512)	\$(5,643,937)	\$(4,237,203)	\$(4,757,754)

收入資助儲備是為了記錄生產力局及集團的累計盈餘／(虧損) 而產生。

This reserve was created for the purpose of recording the Council's and the Group's accumulated surplus/(deficit).

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

10 資本資助金及儲備 (續)

(f) 大廈維修儲備

集團及生產力局

		2008	2007
於4月1日	At 1 April	\$-	\$6,534,707
轉往收支賬目	Transfer to income and expenditure account	-	(3,039,707)
轉往收入資助儲備	Transfer to revenue subvention reserve	-	(3,495,000)
於3月31日	At 31 March	\$-	\$-

以前年度的儲備是為了作為生產力大樓維護之目的而產生。2007年3月13日，經生產力局財務委員會批覆，餘額分別轉往收支賬目及收入資助儲備。

10 CAPITAL SUBVENTION FUND AND RESERVES (CONTINUED)

(f) Building maintenance reserve

The Group and the Council

This reserve was created for the purpose of maintenance of HKPC Building in prior years. As approved by the Finance Committee of the Council on 13 March 2007, the balances were transferred to the income and expenditure account and revenue subvention reserve respectively.

(g) 生產力局40週年儲備

集團及生產力局

		2008	2007
於4月1日	At 1 April	\$-	\$1,000,000
轉往收入資助儲備	Transfer to revenue subvention reserve	-	(1,000,000)
於3月31日	At 31 March	\$-	\$-

以前年度的儲備是為了作為慶祝生產力局40週年之目的而產生。2007年3月13日，經生產力局財務委員會批覆，餘額轉往收入資助儲備。

(g) HKPC 40th anniversary reserve

The Group and the Council

This reserve was created for the purpose of celebrating HKPC 40th anniversary in prior year. As approved by the Finance Committee of the Council on 13 March 2007, the balance was transferred to revenue subvention reserve.

(h) 其他儲備

集團及生產力局

		2008	2007
於4月1日	At 1 April	\$-	\$1,055,540
轉往收入資助儲備	Transfer to revenue subvention reserve	-	(1,055,540)
於3月31日	At 31 March	\$-	\$-

以前年度的儲備是為了作為支持各種有特別目的之活動而產生。2007年3月13日，經生產力局財務委員會批覆，餘額轉往收入資助儲備。

(h) Other reserves

The Group and the Council

These reserves were created for the purpose of funding various activities with specific purposes in prior years. As approved by the Finance Committee of the Council on 13 March 2007, the balances were transferred to revenue subvention reserve.

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

10 資本資助金及儲備 (續)

(i) 外匯儲備

		集團 The Group	
		2008	2007
於4月1日	At 1 April	\$592,152	\$278,584
換算中國附屬公司賬目的 匯兌差異	Exchange difference on translation of accounts of PRC subsidiaries	691,214	313,568
於3月31日	At 31 March	\$1,283,366	\$592,152

外匯儲備包括換算香港境外業務賬目而產生的所有外匯差額，並已按照附註1(r)所載的會計政策處理。

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 1(r).

(j) 少數股東權益

		集團 The Group	
		2008	2007
於4月1日	At 1 April	\$512,615	\$523,244
年度應佔利潤／(虧損)	Share of profit/(loss) for the year	16,630	(10,629)
於3月31日	At 31 March	\$529,245	\$512,615

(j) Minority interests

(k) 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。

集團管理資本的主要目標是保障集團持續經營的能力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。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。

(k) 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 primarily 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 requirements.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

11 政府資助

集團及生產力局

11 GOVERNMENT SUBVENTION

The Group and the Council

		2008	2007
經常活動的資助	Subvention for recurrent activities	\$152,930,000	\$139,669,000

12 服務收入

12 SERVICES INCOME

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
顧問服務	Consultancy	\$186,598,706	\$180,681,687	\$183,786,536	\$180,498,365
培訓	Training	29,386,787	31,099,741	27,581,978	29,302,492
製造業支援服務	Manufacturing support	33,731,943	36,985,666	33,731,943	36,985,666
銷售刊物及廣告	Publications and advertising	3,989,957	5,431,936	3,989,957	5,431,936
展覽會及考察團	Exhibitions	9,309,989	8,494,209	9,309,989	8,494,209
		\$263,017,382	\$262,693,239	\$258,400,403	\$260,712,668

13 其他收入

13 OTHER INCOME

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
租金	Rental	\$4,249,230	\$3,399,582	\$4,249,230	\$3,399,582
利息	Interest	3,070,289	3,348,573	3,044,368	3,265,083
其他	Others	1,501,295	2,585,546	1,270,919	2,210,815
		\$8,820,814	\$9,333,701	\$8,564,517	\$8,875,480

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

14 職員薪俸

14 STAFF EMOLUMENTS

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
薪金及津貼	Salaries & allowances	\$187,878,487	\$180,481,042	\$187,106,927	\$179,635,597
約滿酬金	Gratuities	493,167	560,653	493,167	560,653
總裁級職員旅費	Directorate passages	335,572	337,931	335,572	337,931
超時工作、膳食及 其他津貼	Overtime, subsistence & other allowances	338,774	1,132,701	338,774	1,132,701
職員住屋及傢具津貼	Staff housing and furniture allowances	8,765,364	9,409,128	8,765,364	9,409,128
職員教育津貼	Staff education allowances	1,867,004	2,083,276	1,867,004	2,083,276
退休金計劃供款	Retirement schemes contribution	24,335,096	22,924,322	24,335,096	22,870,893
醫療福利計劃	Medical benefits scheme	8,293,441	8,613,196	8,293,441	8,613,196
		\$232,306,905	\$225,542,249	\$231,535,345	\$224,643,375

註：

- (a) 生產力局的臨時僱員支出合計港幣13,503,680元(2007年：港幣14,828,308元)，已計入行政支出(附註17)。
- (b) 項目僱員支出合計港幣13,933,771元(2007年：港幣13,658,455元)及港幣10,368,000元(2007年：港幣10,092,000元)，已分別計入集團及生產力局的項目相關支出(附註17)。

Notes:

- (a) Temporary staff costs of the Council amounting to \$13,503,680 (2007: \$14,828,308) has been charged to administrative expenses under note 17.
- (b) Project staff costs amounting to \$13,933,771 (2007: \$13,658,455) and \$10,368,000 (2007: \$10,092,000) has been charged to project related expenses of the Group and the Council respectively under note 17.

15 資深管理層的薪酬

15 SENIOR MANAGEMENT'S REMUNERATION

資深管理層就彼等向生產力局提供服務所收取薪酬(薪金、津貼、實物收益及公積金供款)的總計詳列如下：

The aggregate remuneration (salaries, allowances, benefits in kind and provident fund contributions) received by the senior management for their services rendered to the Council are listed as follows:

		集團及生產力局 The Group and the Council	
		2008	2007
總裁	Executive Director	\$2,833,920	\$1,812,435
副總裁(科技發展)	Director (Technology Development)	2,090,189	2,158,518
副總裁(企業管理)	Director (Business Consulting)	1,754,834	1,673,470
副總裁(生產技術)	Director (Manufacturing Productivity)	1,354,586	2,071,737
		\$8,033,529	\$7,716,160

16 生產力局理事會各委員的薪酬

16 COUNCIL MEMBERS' REMUNERATION

於年內，生產力局主席及理事會各委員均無就彼等向生產力局提供服務收取任何薪酬(2007年：零)。

During the year, the Chairman and members of the Council did not receive any remuneration for their services rendered to the Council (2007: \$Nil).

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

17 其他支出

17 OTHER EXPENSES

		集團 The Group		生產力局 The Council	
		2008	2007	2008	2007
一般及行政支出	General and administrative expenses	\$44,621,451	\$52,071,332	\$41,987,232	\$48,787,772
項目相關支出	Project related expenses	120,578,084	116,676,409	120,469,382	118,812,217
處置固定資產虧損	Loss on disposal of fixed assets	69,735	–	69,735	–
折舊	Depreciation	20,083,112	23,082,644	19,791,131	22,794,778
政府貸款利息支出	Interest expenses on government loan	4,297,904	5,340,416	4,297,904	5,340,416
其他支出	Other expenses	19,240,688	23,510,704	18,988,674	23,498,273
		\$208,890,974	\$220,681,505	\$205,604,058	\$219,233,456

18 稅項

18 TAXATION

(a) 綜合收支賬目所示的稅項為：

(a) Taxation in the consolidated income and expenditure account represents:

		2008	2007
本期稅項 – 香港利得稅	Current tax – Hong Kong Profits Tax		
年度稅項	Taxation for the year	\$9,216	\$–
本期稅項 – 海外	Current tax – Overseas		
年度稅項	Taxation for the year	\$199,160	\$48,703
上年度準備多提	Over-provision in respect of prior year	–	(24,045)
		\$208,376	\$24,658

生產力局毋須繳納任何香港利得稅。香港附屬公司的香港利得稅準備是按本年度的估計應評稅溢利以17.5%（2007年：17.5%）的稅率計算。

The Council is not subject to any Hong Kong Profits Tax. The provision for Hong Kong Profits Tax for Hong Kong subsidiaries is calculated at 17.5% (2007: 17.5%) of the estimated profits for the year.

中國附屬公司稅項按有關省市的現行適用稅率計算。

Taxation for PRC subsidiaries is charged at the appropriate current rates of taxation ruling in the relevant provinces.

根據第十屆全國人民代表大會於2007年3月16日決議通過的中國企業所得稅法，適用於內資企業和外商投資企業的新的企業所得稅率統一為25%，並由2008年1月1日起開始生效。根據新稅法，適用於集團及現行稅率為33%的部分附屬公司的所得稅率自2008年1月1日起下調至統一稅率25%。根據國務院於2007年12月26日頒布的進一步通知，對於位於經濟特區而以前享用15%優惠稅率的實體，適用稅率將分別於截至2008年、2009年、2010年、2011年及2012年12月31日止年度增加至18%、20%、22%、24%及25%。

Pursuant to the PRC enterprise income tax law passed by the Tenth National People's Congress on 16 March 2007, the new enterprise income tax rates for domestic and foreign enterprises are unified at 25 per cent. and will be effective from 1 January 2008. According to the new tax law, the income tax rate applicable to the Group and certain of its subsidiaries which were taxed at 33 per cent. is reduced to the unified rate of 25 per cent. from 1 January 2008. According to a further notice issued by the State Council on 26 December 2007, for entities operating in special economic zones which were previously taxed at preferential rate of 15 per cent., the applicable tax rate will be increased to 18 per cent., 20 per cent., 22 per cent., 24 per cent. and 25 cent. for the years ending 31 December 2008, 2009, 2010, 2011 and 2012, respectively.

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

18 稅項 (續)

(b) 稅務支出與會計利潤以適用稅率作出的對賬：

		2008	2007
附屬公司除稅前利潤	Profit of subsidiaries before taxation	\$807,882	\$82,372
除稅前利潤的名義稅項， 計算為17.5%	Notional tax on profit before tax, calculated at 17.5%	\$141,379	\$14,415
非應稅收益的稅項影響	Tax effect of non-taxable revenue	(3,717)	(4,904)
不可扣減開支的稅項影響	Tax effect of non-deductible expenses	5,574	3,905
在中國經營的稅率差異	Rate differential on PRC operations	81,305	(37,356)
未確認和未利用稅項虧損的 稅項影響	Tax effect of unused tax losses not recognised	52,447	86,068
以往年度已利用稅項虧損的 稅項影響	Tax effect of prior years' tax losses utilised	(68,612)	(13,425)
上年度準備少／(多) 提	Under/(over)-provision in prior years	-	(24,045)
實際稅項支出	Actual tax expense	\$208,376	\$24,658

(c) 綜合資產負債表所示的本期稅項為：

		2008	2007
年度香港利得稅準備	Provision for Hong Kong profits tax for the year	\$9,216	\$-
中國企業所得稅準備	Provision for PRC Enterprise Income Tax	413,722	226,484
		\$422,938	\$226,484

(d) 遞延稅項資產與負債：

集團於2008年3月31日並無須予確認的重大遞延稅項資產或負債。

18 TAXATION (CONTINUED)

(b) Reconciliation between tax expenses and accounting profit at applicable tax rates:

(c) Current taxation in the consolidated balance sheet represents:

(d) Deferred tax assets and liabilities:

The Group has no material deferred tax assets or liabilities requiring recognition as at 31 March 2008.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

19 綜合現金流量表附註

年度虧損與營運活動的現金流入／(流出) 淨額的對賬：

19 NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT

Reconciliation of deficit for the year to net cash inflow/(outflow) from operating activities:

		2008	2007
在綜合收支賬目處理的虧損	Deficit dealt with in the consolidated income and expenditure account	\$(16,436,603)	\$(34,537,311)
消耗品減少	Decrease in consumables	7,670	24,725
應收賬款、預付款項及按金增加	Increase in accounts receivable, prepayments and deposits	(6,373,639)	(9,044,404)
應付聯營公司款項增加／(減少)	Increase/(decrease) in amount due to an associated company	38,475	(187,363)
應付賬款及應計費用增加／(減少)	Increase/(decrease) in accounts payable and accruals	13,162,058	(14,777,438)
利息收入	Interest income	(3,070,289)	(3,348,573)
處置固定資產虧損／(利潤)	Loss/(gain) on disposal of fixed assets	69,735	(292,877)
生產力局固定資產折舊	Depreciation on fixed assets of the Council	19,791,131	22,794,778
附屬公司固定資產折舊	Depreciation on fixed assets of subsidiaries	291,981	287,866
政府貸款利息支出	Interest expenses on government loan	4,297,904	5,340,416
應佔聯營公司虧損	Share of loss of an associate	6,920	9,497
匯率差異	Exchange differences	(89,842)	(24,430)
在儲備處理的營運現金流量：	Operating cash flows dealt with in reserves:		
醫療福利儲備 — 多提醫療福利成本	Medical benefits reserve — over-provision for cost of medical benefits	-	(27,289)
營運現金流入／(流出) 淨額	Net cash inflow/(outflow) from operations	\$11,695,501	\$(33,782,403)

20 經營租賃安排

(a) 作為承租人

於2008年3月31日，集團及生產力局根據不可撤銷的經營租賃於未來應付的最低租賃總額如下：

20 OPERATING LEASE ARRANGEMENTS

(a) As lessee

At 31 March 2008, the Group and the Council had future aggregate minimum lease payments under non-cancellable operating leases as follows:

土地及建築物	Land and buildings	集團		生產力局	
		The Group	The Council	The Group	The Council
		2008	2007	2008	2007
第一年內	Not later than one year	\$880,956	\$596,697	\$387,000	\$156,580
第二至第五年內	Later than one year and not later than five years	61,452	54,300	46,800	1,500
		\$942,408	\$650,997	\$433,800	\$158,080

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。

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 ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

20 經營租賃安排 (續)

(b) 作為出租人

於2008年3月31日，集團及生產力局根據不可撤銷的經營租賃於未來應收的最低租賃總額如下：

土地及建築物	Land and buildings	集團及生產力局 The Group and the Council	
		2008	2007
第一年內	Not later than one year	\$966,840	\$966,840
第二至第五年內	Later than one year and not later than five years	1,751,280	2,718,120
		\$2,718,120	\$3,684,960

這些租賃一般初步為期兩年，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。

21 金融工具

生產力局的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。

(a) 信貸風險

集團的信貸風險主要來自應收賬款、預付款項及按金。管理層已制定信貸政策，並且持續監控信貸風險額度。

於結算日，生產力局出現的信貸風險集中情況，相當於應收集團五大客戶的應收賬款、預付款項及按金總額的26% (2007年：33%)。

信貸風險的最高額度在資產負債表列示為各項金融資產於扣除任何減值準備後的賬面金額。

20 OPERATING LEASE ARRANGEMENTS

(CONTINUED)

(b) As lessor

At 31 March 2008, the Group and Council had future aggregate minimum lease receivables under non-cancellable operating leases as follows:

The leases typically run for an initial period of two years, with an option to renew the lease when all terms are renegotiated. None of the leases includes contingent rentals.

21 FINANCIAL INSTRUMENTS

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Council's business. These risks are managed by the Group's financial management policies and practices described below.

(a) Credit risk

The Group's credit risk is primarily attributable to accounts receivables, prepayments and deposits. Management has a credit policy in place and exposure to these credit risks are monitored on a going basis.

At the balance sheet date, the Council has a concentration of credit risk as 26% (2007: 33%) of total accounts receivable, prepayments and deposits was due from the Group's five largest customers.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the balance sheet after deducting any impairment allowance.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

21 金融工具 (續)

(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，應付合約性及合理可預見的負債於到期償還時所需。

下表載列集團及生產力局的金融負債於結算日的剩餘合約期限，並以合約未折現現金流量（包括採用合約利率計算的利息付款或（如浮動利息）按照於結算日的現行利率）以及生產力局須還款的最早日期為準：

集團

		2008				
		賬面金額	合約未折現 現金流量總額	一年內或 按要求	超過一年 但少於兩年	超過兩年 但少於五年
		Carrying amount	Total undiscounted cash flow	Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years
應付賬款及應計 費用	Accounts payable and accruals	\$134,883,938	\$134,883,938	\$134,883,938	\$-	\$-
應付聯營公司款項	Amount due to an associate	687,097	687,097	687,097	-	-
政府貸款	Government loan	39,076,205	44,320,405	15,559,367	14,553,716	14,207,322
		\$174,647,240	\$179,891,440	\$151,130,402	\$14,553,716	\$14,207,322
		2007				
		賬面金額	合約未折現 現金流量總額	一年內或 按要求	超過一年 但少於兩年	超過兩年 但少於五年
		Carrying amount	Total undiscounted cash flow	Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years
應付賬款及應計 費用	Accounts payable and accruals	\$116,780,672	\$116,780,672	\$116,780,672	\$-	\$-
應付聯營公司款項	Amount due to an associate	648,622	648,622	648,622	-	-
政府貸款	Government loan	52,101,606	63,645,259	17,326,445	16,289,047	30,029,767
		\$169,530,900	\$181,074,553	\$134,755,739	\$16,289,047	\$30,029,767

21 FINANCIAL INSTRUMENTS (CONTINUED)

(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.

The following table details the remaining contractual maturities at the balance sheet date of the Group and the Council's financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the balance sheet date) and the earliest date the Council can be required to pay:

The Group

		2008				
		賬面金額	合約未折現 現金流量總額	一年內或 按要求	超過一年 但少於兩年	超過兩年 但少於五年
		Carrying amount	Total undiscounted cash flow	Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years
應付賬款及應計 費用	Accounts payable and accruals	\$134,883,938	\$134,883,938	\$134,883,938	\$-	\$-
應付聯營公司款項	Amount due to an associate	687,097	687,097	687,097	-	-
政府貸款	Government loan	39,076,205	44,320,405	15,559,367	14,553,716	14,207,322
		\$174,647,240	\$179,891,440	\$151,130,402	\$14,553,716	\$14,207,322
		2007				
		賬面金額	合約未折現 現金流量總額	一年內或 按要求	超過一年 但少於兩年	超過兩年 但少於五年
		Carrying amount	Total undiscounted cash flow	Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years
應付賬款及應計 費用	Accounts payable and accruals	\$116,780,672	\$116,780,672	\$116,780,672	\$-	\$-
應付聯營公司款項	Amount due to an associate	648,622	648,622	648,622	-	-
政府貸款	Government loan	52,101,606	63,645,259	17,326,445	16,289,047	30,029,767
		\$169,530,900	\$181,074,553	\$134,755,739	\$16,289,047	\$30,029,767

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

21 金融工具 (續)

(b) 流動資金風險 (續)

生產力局

		2008				
	賬面金額	合約未折現 現金流量總額 Total contractual	一年內或 按要求 Within 1 year or on demand	超過一年 但少於兩年 More than 1 year but less than 2 years	超過兩年 但少於五年 More than 2 years but less than 5 years	
	Carrying amount	undiscounted cash flow				
應付賬款及應計 費用	Accounts payable and accruals	\$130,990,831	\$130,990,831	\$130,990,831	\$-	\$-
應付附屬公司款項	Amount due to subsidiaries	10,919,503	10,919,503	10,919,503	-	-
政府貸款	Government loan	39,076,205	44,320,405	15,559,367	14,553,716	14,207,322
		\$180,986,539	\$186,230,739	\$157,469,701	\$14,553,716	\$14,207,322

		2007				
	賬面金額	合約未折現 現金流量總額 Total contractual	一年內或 按要求 Within 1 year or on demand	超過一年 但少於兩年 More than 1 year but less than 2 years	超過兩年 但少於五年 More than 2 years but less than 5 years	
	Carrying amount	undiscounted cash flow				
應付賬款及應計 費用	Accounts payable and accruals	\$114,642,103	\$114,642,103	\$114,642,103	\$-	\$-
應付附屬公司款項	Amount due to subsidiaries	10,728,094	10,728,094	10,728,094	-	-
政府貸款	Government loan	52,101,606	63,645,259	17,326,445	16,289,047	30,029,767
		\$177,471,803	\$189,015,456	\$142,696,642	\$16,289,047	\$30,029,767

(c) 利率風險

集團的借款是由政府發放，詳情載列於賬目的附註9。生產力局認為目前並無重大利率風險，因為每年分期償還的款項（包括利息付款）均由政府每年資助。

(c) Interest rate risk

The Group's borrowing is advanced from the Government, as disclosed in note 9 to the accounts. The Council considers that there is no exposure to significant interest rate risk as the funding for the payment of the annual instalment including the interest payment, is obtained by an annual government subvention.

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(以港幣為單位)

(Expressed in Hong Kong dollars)

21 金融工具 (續)

(d) 外幣風險

集團須就以美元、人民幣及歐元計值的部分收入及成本承擔外幣風險。由於港元與美元掛鈎，集團認為港元兌美元的匯率出現波動的風險不大。就以人民幣及歐元計值的收入及成本而言，如果出現短期的失衡情況，集團會在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。

(i) 外幣風險額度

下表載列生產力局於結算日因確認以集團的功能貨幣以外的一種貨幣計值的資產或負債而須面對的貨幣風險。

集團

		2008			2007		
		美元 USD	人民幣 RMB	歐元 EUR	美元 USD	人民幣 RMB	歐元 EUR
應收賬款、 預付款項及 按金	Accounts receivable, prepayment and deposits	\$-	\$2,327,112	\$-	\$-	\$2,605,564	\$-
銀行存款及現金	Cash at bank and in hand	1,847	11,603,705	-	1,051	9,688,352	-
應付賬款及 應計費用	Accounts payable and accruals	(98,278)	(3,511,883)	(32,138)	(262,656)	(1,794,068)	(20,671)
淨外幣風險額度	Net exposure to currency risk	\$(96,431)	\$10,418,934	\$(32,138)	\$(261,605)	\$10,499,848	\$(20,671)

生產力局

		2008			2007		
		美元 USD	人民幣 RMB	歐元 EUR	美元 USD	人民幣 RMB	歐元 EUR
銀行存款及現金	Cash at bank and in hand	\$1,847	\$230,502	\$-	\$1,051	\$479,090	\$-
應付賬款及 應計費用	Accounts payable and accruals	(98,278)	-	(32,138)	(262,656)	-	(20,671)
淨外幣風險額度	Net exposure to currency risk	\$(96,431)	\$230,502	\$(32,138)	\$(261,605)	\$479,090	\$(20,671)

21 FINANCIAL INSTRUMENTS (CONTINUED)

(d) Foreign currency risk

The Group is exposed to currency risks through certain income and cost that are denominated in United States dollars ("USD"), Renminbi ("RMB") and Euro ("EUR"). As the Hong Kong dollar ("HKD") is pegged to the USD, the Group considers the risk of movements in exchange rates between the HKD and the USD to be insignificant. For income and cost denominated in RMB and EUR, 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 Council's exposure at the balance sheet date to currency risk arising from recognised assets or liabilities denominated in a currency other than the Group's functional currency.

The Group

The Council

賬目附註 NOTES ON THE ACCOUNTS

(以港幣為單位)
(Expressed in Hong Kong dollars)

21 金融工具 (續)

(d) 外幣風險 (續)

(ii) 敏感度分析

下表詳列集團就人民幣及歐元兌港元敏感度上升或下降5%的影響。敏感度分析僅包括以外幣計值的未償還貨幣項目，並於年終以外幣匯率5%的變動進行換算調整。敏感度分析包括銀行結餘。正數表示當人民幣及歐元兌港元的匯率上升時，則年度盈餘便會增加。倘人民幣及歐元兌港元的匯率上升/下跌5%，則年度盈餘便會增加/(減少)如下：

集團

		年度盈餘 Surplus for the year	
		2008	2007
人民幣	RMB		
— 升值5%	— 5% increase	\$12,712	\$24,362
— 貶值5%	— 5% decrease	(12,712)	(24,362)
歐元	EUR		
— 升值5%	— 5% increase	\$(18,553)	\$(10,568)
— 貶值5%	— 5% decrease	18,553	10,568

21 FINANCIAL INSTRUMENTS (CONTINUED)

(d) Foreign currency risk (continued)

(ii) Sensitivity analysis

The following table details the Group's sensitivity to a 5% changes in the RMB and EUR against HKD. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the year end for a 5% change in foreign currency rates. The sensitivity analysis includes bank balances. A positive number indicates an increase in surplus for the year where the RMB and EUR strengthen against HKD. If there is 5% increase/decrease in RMB and EUR against HKD, the increase/(decrease) in the surplus for the year is shown as below:

The Group

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

22 重大關聯方交易

除本賬目另有披露的交易及結餘外，集團曾經進行以下重大關聯方交易：

- (i) 生產力局理事會各委員是由政府行政長官委任。政府可對生產力局發揮重大影響力，而生產力局與政府之間的交易被視為關聯方交易，須於本賬目分開列示。年內，生產力局曾與政府進行下列重大關聯方交易：

22 MATERIAL RELATED PARTY TRANSACTIONS

In addition to the transactions and balances disclosed elsewhere in these accounts, the Group entered into the following material related party transactions:

- (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 has had the following material related party transactions with the Government:

		2008	2007
償還政府貸款及利息	Repayment of government loan and interest	\$17,323,305	\$18,365,817
收取政府資助，用於：	Receipt of government subvention used for:		
— 購入固定資產	— purchase of fixed assets	13,103,000	15,804,000
— 償還政府貸款及利息	— repayment of government loan and interest	17,323,305	18,365,817
— 經常活動	— recurrent activities	152,930,000	139,669,000

- (ii) 集團其他重大關聯方交易：

- (ii) Other material related party transactions of the Group:

	附註 Note	2008	2007
向綜合賬目以外的附屬公司收取的服務收入	Service income earned from a non-consolidated subsidiary (1)	\$3,868,936	\$3,868,936
向綜合賬目以外的附屬公司收取的租金收入	Rental income received from a non-consolidated subsidiary (2)	1,473,000	1,473,000

附註：

- (1) 向綜合賬目以外的附屬公司收取的服務收入與所提供的服務有關，並按照生產力局與其他客戶交易的類似條款計算。
- (2) 向綜合賬目以外的附屬公司收取的租金收入與租賃協議的條款有關，並按照生產力局與其他客戶交易的類似條款計算。

Notes:

- (1) Service income earned from a non-consolidated subsidiary relates to services provided and is based on similar terms as the Council's transactions with other customers.
- (2) Rental income received from a non-consolidated subsidiary relates to tenancy agreement terms and is based on similar terms as the Council's transactions with other customers.

賬目附註

NOTES ON THE ACCOUNTS

(以港幣為單位)

(Expressed in Hong Kong dollars)

23 已頒布但在截至2008年3月31日止會計年度尚未生效的修訂、新準則及詮釋可能帶來的影響

截至本賬目刊發日，香港會計師公會已頒布多項在截至2008年3月31日止會計年度尚未生效，亦沒有在本賬目採用的修訂、新準則及詮釋。

集團現正評估這些修訂、新準則及新詮釋預期於最初應用期間產生的影響。目前的結論是，雖然這些準則或會引致需作出全新或經修訂的披露，但集團的營運業績及財政狀況受到重大影響的機會不大。

23 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE ANNUAL ACCOUNTING YEAR ENDED 31 MARCH 2008

Up to the date of issue of these accounts, the HKICPA has issued a number of amendments, new standards and interpretations which are not yet effective for the accounting year ended 31 March 2008 and which have not been adopted in these accounts.

The Group is in the process of making an assessment of what the impact of these amendments, new standards and new interpretations is expected to be in the period of initial application. So far it has concluded that the adoption of these standards may result in new or amended disclosures, it is unlikely to have a significant impact on the Group's results of operations and financial position.

機構簡介

CORPORATE PROFILE

生產力是有效運用創意和資源，提高產品和服務的附加值，是競爭優勢的真正本源，能帶來長遠的經濟效益及提高生活水平。

香港生產力促進局(生產力局)於1967年依法成立，擁有多元化的專業技術知識。其使命是透過向香港的企業提供橫跨價值鏈的綜合支援來提升卓越生產力，從而更有效地運用資源，提高產品和服務的附加值，以及加強國際競爭力。

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、專業團體和有關的政府部門。生產力局的經費部分來自政府資助，其餘來自服務收費。

生產力局的九龍塘生產力大樓，設有先進的製造及測試設施、展覽廳及一系列培訓場地。生產力局在廣州、東莞及深圳設有三家全資附屬公司，以服務珠三角的香港廠商。

生產力局及附屬公司超過200位專業顧問，致力為工商各界提供技術轉移、顧問、培訓及各項支援服務，涵蓋生產科技、資訊科技、環境科技及管理系統等範疇，以協助工業界發展高增值業務。



Productivity is the effective use of innovation and resources to increase the value-added content of products and services. It is the true source of competitive advantage that creates long term economic viability and a better standard of living for all.

The Hong Kong Productivity Council (HKPC) is a multi-disciplinary organization established by statute in 1967. HKPC's mission is to promote productivity excellence through the provision of integrated support across the value chain of Hong Kong firms, in order to achieve a more effective utilization of resources, to enhance the value-added content of products and services, and to increase international competitiveness.

HKPC is governed by a Council comprising a Chairman and 22 members. This Council represents managerial, labour, academic and professional interests, as well as related government departments. The operation of HKPC is supported by fee income from its services and government subventions.

HKPC's headquarters at the HKPC Building in Kowloon Tong features various advanced manufacturing and testing facilities as well as exhibition and training venues. HKPC also operates three wholly owned subsidiaries in Guangzhou, Dongguan and Shenzhen to serve Hong Kong manufacturers in the Pearl River Delta.

With more than 200 professional consultants, HKPC and its subsidiaries provide a multitude of services in technology transfer, consultancy, training and other support services in the areas of manufacturing technology, information technology, environmental technology and management systems. These services are designed to help industry move up the value chain.

組織架構

ORGANIZATION STRUCTURE





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(左起 From Left) 黃婉儀 Angel Wong, 馮國輝 Chuck Fung, 譚繼光 Gary Tam, 鄭嘉恩 Erika Cheng, 劉焯明 Enoch Lau, 郭奕明 Rebecca Kwok, 葉遠金 Candy Yip, 古煒德 Roy Ko, 施培英 Vicky Si, 老少聰 Gordon Lo, 潘泯宜 Candy Pun, 余志成 C.S.Yu, 簡翠珊 Irene Kan, 伍豪德 Gary Ng, 南嘉彥 Jessica Nan, 盧威林 William Lo, 潘志健 Lawrence Poon, 植居安 Stanley Chik, 馬耀華 Anthony Ma, 葛明 Ge Ming, 林子聰 C.C. Lam, 霍露明 Crystal Fok, 鄧經緯 Philippe Tang, 陳淑嫻 Mary Chan, 蘇文傑 Bryan So, 梁慧敏 Mandy Leung, 陳志成 Steven Chan, 李燕芬 Carmen Lee, 黃景隆 Anderson Wong, 吳國丁 Tina Ng



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(左起 From Left) 譚繼光 Gary Tam, 黃曉雯 Angel Wong, 吳芝佩 Catherine Ng, 馮錦榮 K.W. Fung



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(左 Left) 植居安 Stanley Chik



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(左起 From Left) 盧景輝 Clifford Loo, 劉焯明 Enoch Lau, 何綺嫦 Winnie Hoh, 黃景隆 Anderson Wong, 蘇文傑 Bryan So

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