



Hong Kong
Productivity Council
香港生產力促進局

年報 Annual Report 2010-2011



生產力創富
Productivity for
Prosperity





香港生產力促進局

Hong Kong Productivity Council

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

目錄 Contents



封面故事 Cover Story:

服務香港逾四十四載，香港生產力促進局一直擔當「為企業創富，為香港創繁榮」的使命。

For over 44 years, HKPC remains the preferred partner of the industry and will strive to create prosperity for Hong Kong.

02

主席前言

Message from the Chairman

08

生產力之旅

Photo Timeline

10

理事會委員/常務委員會

Council Membership/Standing Committees

14

總裁匯報

The Year in Review by the Executive Director

22

年度剪影

The Year in Pictures

28

四十四載共創卓越生產力

Industry's Trusted Partner Since 1967

伴你同行 Stand by you

內銷機遇 Made for China

檢測認證 The Golden Test

創出全球 HK Creative Talents Go Global

全速前進 Shifting into High Gear

飛向藍天 Up in the Air

健康財富 Healthy Opportunities

優質服務 Quality Service

60

共創綠色未來

Partnership for a Green Future

清潔生產創優勢 Cleaner and Stronger

把握綠色商機 Capturing the Green Opportunity

低碳汽車 Charging Up, Cooling Down

綠色香港 Green Hong Kong

80

社區伙伴

Community Partnership

愛心展關懷 We Care

宣揚使命 Promoting our Mission

良好僱主 A Good Employer

94

企業管治

Corporate Governance

104

生產力局簡介

Who we are

機構簡介 Corporate Profile

管理層 Senior Management

附屬公司 Subsidiaries

組織架構 Organization Structure

116

財務報告

Financial Statements



主席前言

Message from the Chairman

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

2



“

2008年，金融海嘯席卷全球；2011年，日本地震引發驚世巨災。天災人禍提醒了我們，無論是自然界、營商環境，以至日常生活，隨時會發生急劇轉變。我們必需時刻作好準備，處變不驚、靈活應變。

From the global financial tsunami in 2008 to Japan's massive tsunami in 2011, disasters like these remind us that colossal changes can happen in nature, business and life. We need to always get prepared so that we can respond swiftly whenever a fundamental change comes up.

”



與職員事務委員會主席成小澄（左一）、審計委員會主席區嘯翔（左二）及財務委員會主席伍志強（右一）交流。
In exchange with Dr Elizabeth Shing, Chairman of the Finance Committee (1st from left), Mr Albert Au, Chairman of the Staffing Committee (2nd from left) and Mr Victor Ng, Chairman of the Audit Committee (1st from right).

過去44年來，香港生產力促進局與時並進，協助中小企征服技術及科技的挑戰，迎戰全球的競爭。我們一直是業界信賴的伙伴，攜手追求卓越生產力，持續為香港繁榮作出獨特的貢獻。

回溯上世紀60年代，生產力局依法成立，為本地剛萌芽的製造業提供工業支援服務，藉舉辦培訓課程，培育新一代的中小型廠家。至70年代，我們通過技術轉移，推動本地工業走向高增值的生產模式。80年代，製造業的生產基地轉移至珠江三角洲，我們繼而提倡企業以

先進製造技術和管理系統，支援其跨境的營運模式。

香港的經濟發展在90年代邁進新里程，我們加強了工業創新、技術提升及國際管理標準的支援。

及至21世紀的十年間，香港業界面對珠三角地區生產成本不斷上升，並為應對全球氣候轉變和逐步收緊的環保法規，必須致力推行節能減排。同時，香港與內地之間愈趨緊密的經濟關係，正好為本地工業締造新一輪的市場發展機遇。

Over the past 44 years, the Hong Kong Productivity Council (HKPC) has moved with times to meet the changing needs of our industry and help our SMEs bridge the skills and technology gap for global competitiveness. We have always been a trusted partner of the industry in its quest for productivity excellence. This partnership has continued to make distinctive contributions to the prosperity of Hong Kong.

Going back to the 60s in the last century, HKPC was set up by statute with an aim to support the development of the then-nascent local manufacturing industry. Our primary focus then was the provision of training to nurture a new generation of SME manufacturers. In the 70s, we encouraged the transition of the local industry to the high value-added manufacturing through technology transfer. With the relocation of manufacturing operations to the Pearl River Delta (PRD) in the 80s, we promoted the adoption of advanced manufacturing technologies and management systems to enterprises to facilitate their cross-boundary operations.

As the 90s marked a new era of economic development of Hong Kong, we strengthened our support for industry in the aspects of innovation, technology upgrading and compliance with international management standards.

For the past decade in the 21st century, Hong Kong industry has been confronted with challenges of rising production costs in the PRD



本局聯同業界出版內銷實用指南，協助香港中小企進軍蓬勃的內銷市場。
HKPC and industry association jointly published a practical guidebook to assist Hong Kong SMEs to make headway in tapping the blossoming domestic market on the Mainland.

隨着時代步伐不斷轉變，我們亦與時並進，更新了發展策略及服務，以及拓展內地的支援網絡，協助業界把握這些新機遇、克服挑戰，攀上更高增值的台階。

我們在多個範疇加強支援服務，特別是具高增長潛力的行業，例如汽車零部件業。香港汽車零部件研究及發展中心於2006年成立，至今已有不少研發項目取得成果並開始商品化，將有助推動港商進入內地汽車業的供應鏈。

在2008年，回應內地調整加工貿易政策，我們推出了「升轉一站通」（TURN）一站式工業支援服務平台，夥拍超過120家策略伙伴，協助本地企業升級轉型，提升經營模式。「升轉一站通」建立了有效的合作模式，結合本港工業支援機構及政府當局的資源，解決廠商升級轉型的難題。迄今，這個產業升級平台已相繼於東莞、珠海、惠州等珠三角城市推出，不少企業在計劃資助下，接受實地評估及推行改善項目。



region and the pressing need to reduce carbon footprint in response to global climate change and tightening environmental regulations. At the same time, the increasingly close economic ties between Hong Kong and the Mainland have created new market opportunities for the local industry.

Meanwhile, we have renewed our strategy, realigned our services and expanded our support network on the Mainland to help industry capture these new opportunities and overcome the challenges to climb up the value chain.

We have stepped up our support in a range of areas especially in the development of industry with high growth potential such as automotive parts and accessory systems, culminating in the hosting of the Automotive Parts and Accessory Systems R&D Centre in 2006. To date, many of the research projects have started to bear fruit with significant success cases of commercialization that will propel Hong Kong manufacturers into the supply chain of Mainland automobile industry.



本局將「升轉一站通」服務平台引入惠州，協助當地企業就地升級轉型。

Rolled out "TURN" platform in Huizhou to assist enterprises in industrial upgrading.

In 2008, we initiated the TURN programme as a one-stop support platform to help Hong Kong enterprises transform and upgrade their modes of business in response to the adjustments in the Mainland's policies toward the processing trade. The TURN programme established a feasible collaboration model for pooling the resources of Hong Kong industry support organizations and the government authorities, with more than 120 strategic partners.

To date, numerous industrial upgrading programmes have been rolled out in Dongguan, Zhuhai, Huizhou and other PRD cities, by which various participating enterprises benefited from on-site assessment or improvement programme under the funding schemes.

At the same time, the five-year Cleaner Production Partnership Programme launched in April 2008 has become one of the largest programmes to promote cleaner production practices. By now, the programme has completed its third year of operation, under which more than 1,100 projects have been approved. Apart from helping Hong Kong manufacturers with sharpening their competitive edges through savings in energy and material costs, we also provided environmental technology providers with business opportunities under the programme.



透過跨界別諮詢平台「HKPC集思匯」，促進本地各工業界別建立更緊密的策略伙伴關係。

HKPC forms the Hong Kong Industry Network Clusters (HK-INC) to foster even closer strategic partnerships with different industry sectors.



同樣地，在環保領域，我們於2008年4月推行為期五年的「清潔生產伙伴計劃」，計劃已進行了三年，審批了1,100個項目。除了協助港商通過節省能源和材料成本，以加強競爭優勢外，我們亦為粵港環境技術供應商創造了更多商機。

回顧過去，生產力局憑藉獨特的角色，以及我們的公信力、專業性、跨專業的服務，中立和客觀的身份以及廣闊的業界聯繫網絡，建立了多個工業支援平台，與整個行業一起推動技術提升，追求卓越服務，共同開拓市場商機。

在踏入45週年之際，來年我們將繼續努力，擔當業界首選的生產力伙伴，開展更多支援平台，使廣大業界受惠。我們會通過轉移創新技術及意念，竭力助中小企創造價值，並繼續在技術轉移、應用，以至檢測認證等方面，全面加強核心能力。我們將與香港業界擴大伙伴合作關係，從而為業界提供與時並進的服務。

我相信，憑藉我們的不懈努力，將能支持業界走上更低碳和更高增值的軌道。與此同時，理事會委任了麥鄧碧儀女士成為新任總裁，她歷任商界和公營機構的高層職位，我對此委任深感欣然之際，亦期望在她的領導下，生產力局邁進新里程，再創佳績。

最後，謹此多謝本局各委員過去一年來鼎力支持，更要感謝本局全體同事悉力以赴，共創佳績。

主席

陳鎮仁, BBS, JP



In retrospect, our impartiality, professionalism, multi-disciplinary competences and cross-industry network have all been instrumental for HKPC to build up various support platforms and develop foundation technologies. Individual enterprises as well as the overall industry benefit from these all.

Forging ahead into its 45th anniversary, HKPC will endeavor to remain as the preferred partner of the industry by scaling up our support platform to benefit the overall industry. We will strive to create values for SMEs through the introduction and transfer of innovative technologies and novel ideas. We will keep on sharpening our core competencies in technology transfer application as well as in testing and certification. Last but not the least, we will expand our strategic partnerships with industry stakeholders so as to provide timely services for our industry.

I am confident that our focused efforts will help steer the industry towards a greener and higher value-added trail. I am especially glad that



we have appointed Mrs Agnes Mak as our new Executive Director. Her track record as a senior management executive in both business and public organizations and her extensive experience in public and community services would be most helpful in furthering the objectives of HKPC.

I also wish to thank all Members and staff of the Council for their support, commitment and dedication in the past year.

Clement Chen, BBS, JP
Chairman

本局以上下一心的團隊精神宣揚企業社會責任。

Promoting Corporate Social Responsibility with one heart.



生產力之旅 Photo Timeline

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

1967

香港生產力促進局 (HKPC) 依據法例成立，宗旨是促進香港工業提高生產力，更有效地運用資源。

The Hong Kong Productivity Council (HKPC) was established by statute to promote increased productivity of industry in Hong Kong and encourage the more efficient utilization of resources.

1971/72

設立**廉價自動化單位**，以舒緩香港熟練勞工短缺的情況。

Established the **Low Cost Automation Unit** to offset shortage of skilled labour in Hong Kong.

1977/78

成立**電子服務組**，推動微處理器的技術轉移，及微處理器設備的發展。

Established the **Electronics Services Unit** to facilitate technology transfer of microprocessor technology and the development of microprocessor equipment.

1980

設立香港第一家**環境實驗室**，為業界提供環境分析服務。

Set up the first **environmental laboratory** in Hong Kong to provide environmental analysis services to industry.



1967 香港生產力促進中心於1967年4月1日在中環告羅士打行成立，作為香港生產力促進局的執行機構。On 1 April 1967, the Hong Kong Productivity Centre, the Council's executive arm, was set up at the Gloucester Building in Central.



1971 生產力促進中心觀塘分中心啟用。Opening of the HKPC's Kwun Tong Branch.

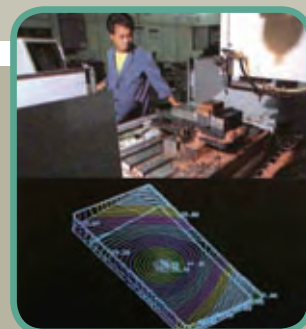


1980 率先引進熱處理技術。Developed Hong Kong's first heat treatment technology.

1982 開展「品質圈」運動，提倡持續改善品質。Launched the **"Quality Circles"** movement to advocate continuous quality improvement as a key to enhanced competitiveness.



1986/87 設立**電腦輔助設計服務中心**以及**電腦輔助製造工場**，特別迎合市場對精密模具製造的殷切需求。Established the **CAD Service Centre** and **CAM Workshop** to fulfil an urgent market demand, especially in precision tool making.



1971/72 成立**電子資料處理組**，率先推動本地工業採用資訊科技。Established the **Electronic Data Processing Section** to pioneer the adoption of information technology by local industry.



1971/72 成立**工業化學組**，推行品質控制及技術提升的項目，如電鍍及陽極處理顧問。The **Industrial Chemistry Unit** was set up to undertake projects in the areas of quality control and technical adjustments such as consultancy in electroplating and anodizing.



1988

設立了**表面接合技術實驗室**，以協助香港製造商打入微型產品的零件市場。

The **Surface Mount Technology (SMT) Lab** was set up to enable Hong Kong manufacturers to break into the components market for miniaturized devices.

1991

率先在香港推出 **ISO 9000 品質管理體系顧問服務**。

HKPC pioneered **ISO 9000** consultancy services in Hong Kong.

1995

生產力局是在亞洲最早提供 **ISO 14000 環境管理體系顧問服務**的機構之一，致力協助本地企業達到國際環境標準。

HKPC was among the first to provide **ISO 14000** EMS consultancy services in Asia.

2008

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。

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 Cleaner Production technologies and processes



1991/92 生產力大樓啟用。Grand opening of the HKPC Building.



2007 與深圳市政府共同組建「**深港生力基地**」。HKPC and Shenzhen Government jointly established **SZ-HK Productivity Foundation**.



2008 推出「**升轉一站通**」(TURN)工業支援服務平台，為

港商提供全面廣泛的技術升級、業務轉型及產業轉移服務。Launched the one-stop support and service platform **TURN** – an acronym for “Transform, upgrade and Relocate for a new horizon” helping different industries to undergo business transformation and upgrading.



2001 主辦第十二屆世界生產力大會，首次在香港及北京兩地舉行。Organized the **12th World Productivity Congress** for the first time in Hong Kong and Beijing.

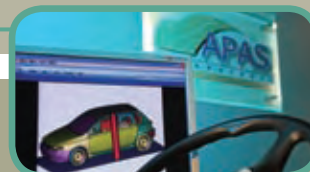


2001 設立香港電腦保安事故協調中心，統籌電腦保安事故的回應及復原行動。Established the **Hong Kong Computer Emergency Response Team Co-ordination Centre (HKCERT)**.

2009 生產力局與東莞市政府合作推動當地港資企業就地升級轉型。Collaborated with Dongguan Government to support Hong Kong manufacturers in Dongguan to undergo industrial upgrading and business transformation.



2003 成立內地全資附屬公司——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，為珠三角的港商提供綜合支援服務，提升企業在產品供應鏈的競爭優勢。Established three wholly-owned subsidiaries, **Productivity (Guangzhou) Consulting Co., Ltd., Productivity (Dongguan) Consulting Co., Ltd. and the Productivity (Shenzhen) Consulting Co., Ltd.** to provide integrated support services for Hong Kong companies and industrialists in the Pearl River Delta.



2005/06 獲香港特別行政區政府委託承辦「**汽車零部件研發中心**」，進行市場導向的研發計劃及將研發成果商品化。Appointed by HKSAR Government to host the **Automotive Parts and Accessory Systems R&D Centre** to undertake market-led R&D programmes and commercialize the results.



理事會委員／常務委員會

Council Membership/Standing Committees

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

(第一排左起 1st row from left) 成小澄 Dr Elizabeth Shing Shiu-ching, 區嘯翔 Mr Albert Au Siu-cheung, 陳鎮仁 Mr Clement, Chen Cheng-jen, 伍志強 Mr Victor Ng Chi-keung



主席 Chairman

陳鎮仁, BBS, JP

Mr Clement Chen Cheng-jen, BBS, JP

副主席 Deputy Chairman

伍志強

Mr Victor Ng Chi-keung

資方／專業／學術界代表

Management / Professional / Academic Representatives

區嘯翔

陳作基

鄭文聰, MH, JP

樊卓雄

郭振華, MH, JP

梁任城

羅富昌, JP

麥業成

蒙美玲

吳大釗

顏吳餘英, JP

成小澄, BBS, JP

楊煒傑

Mr Albert Au Siu-cheung

Dr Cliff Chan Chok-ki

Ir Daniel Cheng Man-chung, MH, JP

Dr Fan Cheuk-hung

Mr Jimmy Kwok Chun-wah, MH, JP

Mr Leung Yam-shing

Mr Lo Foo-cheung, JP

Mr Andrew Mak Yip-shing

Prof Helen Meng Mei-ling

Dr David Ng Tai-chiu

Mrs Katherine Ngan Ng Yu-ying, JP

Dr Elizabeth Shing Shiu-ching, BBS, JP

Mr Jack Yeung Chung-kit



(第二排左起 2nd row from left) 黃國倫 Mr Alan Wong, 羅富昌 Mr Lo Foo-cheung, 吳大釗 Dr David Ng Tai-chiu, 梁任城 Mr Leung Yam-shing, 顏吳餘英 Mrs Katherine Ngan Ng Yu-ying, 鄭文聰 Ir Daniel Cheng Man-chung, 樊卓雄 Dr Fan Cheuk-hung, 蒙美玲 Prof Helen Meng Mei-ling, 郭振華 Mr Jimmy Kwok Chun-wah, 潘兆平 Mr Poon Siu-ping, 王榮珍 Miss Janet Wong Wing-chen, 蔡金華 Mr Choi Kam-wah, 謝曼怡 Miss Elizabeth Tse Man-ye, 陳作基 Dr Cliff Chan Chok-ki, 關錫寧 Ms Maria Kwan Sik-ning, 麥業成 Mr Andrew Mak Yip-shing



勞方代表 Labour Representatives

蔡金華, MH
潘兆平, MH
鄧燕梨

Mr Choi Kam-wah, MH
Mr Poon Siu-ping, MH
Ms Marilyn Tang Yin-lee

陳李藹倫, JP
政府經濟顧問
黃國倫, JP
勞工處副處長

Mrs Helen Chan, JP
Government Economist
Mr Alan Wong, JP
Deputy Commissioner for Labour

政府官員 Public Officers

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商務及經濟發展局
常任秘書長
(通訊及科技)
王榮珍, JP
創新科技署署長
關錫寧, JP
工業貿易署署長

Miss Elizabeth Tse Man-ye, JP
Permanent Secretary for Commerce
and Economic Development
(Communications and Technology)
Miss Janet Wong Wing-chen, JP
Commissioner for Innovation and Technology
Ms Maria Kwan Sik-ning, JP
Director-General of Trade and Industry

核數師 Auditors

畢馬威會計師事務所

KPMG

法律顧問 Legal Advisers

高露雲律師行
品誠梅森律師事務所

Wilkinson & Grist
Pinsent Masons



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主席 Chairman

成小澄, BBS, JP

Dr Elizabeth Shing Shiu-ching, BBS, JP

委員會成員 Members

蔡金華, MH

Mr Choi Kam-wah, MH

樊卓雄

Dr Fan Cheuk-hung

梁任城

Mr Leung Yam-shing

麥業成

Mr Andrew Mak Yip-shing

蒙美玲

Prof Helen Meng Mei-ling

潘兆平, MH

Mr Poon Siu-ping, MH

鄧燕梨

Ms Marilyn Tang Yin-lee

鍾沛康

Mr Davey Chung

麥鄧碧儀, MH, JP

Mrs Agnes Mak Tang Pik-yee, MH, JP

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Mr Clement Chen Cheng-jen, BBS, JP

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陳作基

Dr Cliff Chan Chok-ki

鄭文聰, MH, JP

Ir Daniel Cheng Man-chung, MH, JP

郭振華, MH, JP

Mr Jimmy Kwok Chun-wah, MH, JP

羅富昌, JP

Mr Lo Foo-cheung, JP

顏吳餘英, JP

Mrs Katherine Ngan Ng Yu-ying, JP

楊棕傑

Mr Jack Yeung Chung-kit

鍾沛康

Mr Davey Chung

麥鄧碧儀, MH, JP

Mrs Agnes Mak Tang Pik-yee, MH, JP

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

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

業務發展委員會負責監督本局附屬機構的表現，建議主席人選，審批年度財務報告，以及向理事會推荐資助項目。該委員會檢討業務情況，每年檢討服務範疇的適切性及開拓新的業務發展機會，還考慮生產力局在工業轉型中所擔當的角色，向理事會就生產力局的業務發展提供意見。

The Business Development Committee monitors the performance of HKPC's subsidiary companies, recommends the appointment of Chairmen, endorses annual budgets, and identifies subvention implications for the approval of the Council. The Committee reviews business activities, the Services Audit Statement annually, explores new business opportunities, and advises the Council on the business development of HKPC in relation to HKPC's role in the changing industrial environment.



財務委員會 Finance Committee

主席 Chairman

伍志強 Mr Victor Ng Chi-keung

委員會成員 Members

陳鎮仁, BBS, JP	Mr Clement Chen Cheng-jen, BBS, JP
樊卓雄	Dr Fan Cheuk-hung
吳大釗	Dr David Ng Tai-chiu
陳李藹倫, JP	Mrs Helen Chan, JP
鍾沛康	Mr Davey Chung
麥鄧碧儀, MH, JP	Mrs Agnes Mak Tang Pik-yee, MH, JP

審計委員會 Audit Committee

主席 Chairman

區嘯翔 Mr Albert Au Siu-cheung

委員會成員 Members

蔡金華, MH	Mr Choi Kam-wah, MH
郭振華, MH, JP	Mr Jimmy Kwok Chun-wah, MH, JP
麥業成	Mr Andrew Mak Yip-shing
成小澄, BBS, JP	Dr Elizabeth Shing Shiu-ching, BBS, JP
王榮珍, JP	Miss Janet Wong Wing-chen, JP
麥鄧碧儀, MH, JP	Mrs Agnes Mak Tang Pik-yee, MH, JP

財務委員會負責監督本局的財務表現，確保資金的運用恰當。委員會審批本局有關採購、大樓管理、固定資產管理及服務收費率等政策及守則的修改，委員會提交給理事會審議本局的三年策略計劃、三年財政預算、年度計劃及預算，以及主要開支項目的編配調動。委員會並就本局的財務政策及對本局有重大財務影響的事宜向理事會提出意見。

The Finance Committee monitors the financial performance of HKPC and ensures that funds made available are properly accounted for. The Committee approves changes to HKPC's policies and practices relating to procurement, building management, fixed asset management and charging levels of HKPC's services. The Committee recommends HKPC's three-year strategic plan, three-year forecast, an annual programme and estimates and the transfer of funds between major heads of expenditure, for consideration by the Council. The Committee also advises the Council on matters relating to HKPC's financial policies and matters that have a significant financial impact on HKPC.

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

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



“我在2010年11月出任香港生產力促進局總裁一職，但我對生產力局的工作一點也不陌生。

I took the helm at HKPC in November 2010 to steer this industry support organization after a series of internal reforms conducted in the past few years to build a more robust organization for addressing the changing needs of the industry.”

在2003至2008年期間，我擔任本局理事會委員，由2006年至2008年，我更出任職員事務委員會主席，參與本局的人力資源管理改革。為更有效回應業界瞬息萬變的需要，本局近年積極推行內部改革，強化機構管理，而我亦參與其中。

本局的創新科技、公信力、專業精神，以及多元化的能力，皆令我印象深刻。亦因此，過去44年來，本局一直是備受工業界、行業協會和中小企信賴的生產力伙伴。



與製造科技部首席顧問雷致行研究如何協助業界進軍高增值市場範疇。
In discussion with Mr Derek Louie, Principal Consultant (Manufacturing Technology),
on how to help local industry enter high value-added market sectors.



履新後，我的首要任務是檢討和制訂本局的發展策略，以確保本局服務切合當前環境。在「十二五規劃」之下，國家將全力擴大內需，推動可持續發展及產業升級，本局專注協助工業界回應「十二五」商機和挑戰。

此外，我們還要努力更新本身的品牌，讓更多合作伙伴能夠認識本局的服務，特別是現正面對業務轉型挑戰的新一代工業家。

I am no stranger to this organization. My association with the Council dated back to 2003 when I served as a Council Member until 2008. I was extensively involved in the human resources management reform of the Council during my chairmanship of HKPC's Staffing Committee from 2006 to 2008.

What have impressed me most are our innovative solutions, our impartiality, our professionalism and our exceptionally

multi-disciplinary competencies spanning the entire value chain. All these have made us one of the most trusted partners of the industry, trade associations and small and medium enterprises (SMEs) in their quest for enhanced competitiveness for the past 44 years.

As soon as I was on board, my priority was to review and map out our strategy to ensure that our services remain relevant with particular focus on helping our industry capture the business opportunities and meet the challenges of the Twelfth Five Year Plan, which places far greater emphasis on boosting the domestic demand, sustainable development as well as industrial upgrading.

Efforts will also be dedicated to refresh our own brand such that our services shall be made known to a wider group of stakeholders, particularly the next-generation industrialists who are facing the challenges arising from business transition.

In light of the new economic landscape, we have thus formulated a strategy framework to focus our services on and promote our mission to the stakeholders. In this regard, we will step up our support to the industry through scaling up our support platforms. In the meantime, we will strive to sharpen our core competencies and develop strategic partnership with a view to creating value for SMEs.





與職員康樂會主席任展翔（左一）、勞資協商會主席李國強（左二）及生產力局義工隊主席駱佩傑（右一）討論職員事務。

In exchange with Mr Cedric Ren, Chairman of the Staff Recreation Club, (1st from left), Mr K K Lee, Chairman of the Joint Consultative Committee, (2nd from left) and Mr Pokit Lok, Chairman of the HKPC Voluntary Group, (1st from right) on staff matters.

在全新的經濟格局之下，我們制定了相應的發展策略及服務焦點，包括通過擴展工業支援平台，進一步加強對工業界的支援。與此同時，我們亦致力增強核心能力，以及發展策略伙伴關係，期望為中小企創優增值。

擴展工業支援平台

為個別企業提供顧問服務，誠然是我們不可或缺的工業支援服務，不過礙於資源所限，我們能夠直接服務的企業數目有限；但透過建立不同的支援平台，集合公營和私營機構的資源，便可以讓我們有效推動各行各業升級，促進新興產業的增長，以及發揮協調中心的角色，回應公眾所關注的事項，資訊保安便是其中一個典型例子。

以2008年在香港特別行政區政府支持之下推出的「升轉一站通」項目為例，過去數年我們成功在部份珠三角重點工業城鎮，複製這套服務模式，旨在更直接有效地支援銳意升級轉型的企業。透過結合我們的技術知識和內地政府的財務資源，企業在規劃業務升級策略及改善計劃時，可得到適切的支援。

生產力局與東莞市外經貿局於2009年攜手推出「在莞港資企業升級轉型資助計劃」，已成為最大型的珠三角升轉平台之一。



該計劃在本年度取得重要的發展，分別與香港設計中心、汽車零部件研究及發展中心和香港紡織及成衣研發中心合作，擴大對廠商的支援，引入各個合作伙伴的研發成果，協助企業開發創新產品及技術，從而走向高增值生產領域。

在特區政府的資助下，本局執行為期五年的「清潔生產伙伴計劃」，是另一個成功的工業支援平台，透過香港和廣東省的政府部門與環境技術服務供應商的合作，促進珠三角的廠商推行清潔生產和低碳營運。今年有超過100家工廠、採購企業和註冊環境技術服務供應商，在「粵港清潔生產伙伴標誌」計劃中獲表揚。

此外，我們亦為推動新興產業的增長，建立了其他支援平台。在創意產業方面，我們與香港動漫畫聯會合作開發了「香港漫畫」應用程式（App），從而讓更多本地及海外讀者認識香港漫畫創作。自2011年1月推出以來，已有超過5萬位來自55個國家和地區的讀者下載該程式。

隨著市場對綠色照明的需求不斷增加，固態照明產業成為另一個具市場潛力的領域。「香港半導體照明產業聯盟」（HKSSLIC）在生產力局的協助下成立，處理相關的標準、檢測、認證和技術應用等事項。

Scaling up platforms

Although consulting services for individual enterprises form an integral part of our portfolio of industry support services, the number of enterprises which benefited from such services remains limited. With the establishment of support platforms which pool resources from the public and private sectors, we can now effectively facilitate the upgrading of various industry sectors; promote the growth of emerging industries and serve as a coordination centre to address the public concerns such as information security.

Citing the TURN programme as an example, which was launched in 2008 through the support of HKSAR Government, we have successfully replicated this platform in the past few years in a number of key industrial towns and cities in the PRD, aiming to provide more direct and effective support to enterprises aspiring for business enhancement and transformation. Through the combination of our technical knowhow with the financial resources of the Mainland Government, enterprises are given the much needed support to map out their business upgrading strategy and improvement programmes.

In 2009, HKPC and the Dongguan Bureau of Foreign Trade and Economic Cooperation jointly set up a DG-TURN platform, which has become one of the major platforms in the PRD.

A notable development of the DG-TURN during the year was the collaboration with the Hong Kong Design Centre, the Automotive Parts and Accessory Systems R&D Centre and the Hong Kong Research Institute of Textile and Apparel. Under the DG-TURN, the support services to manufacturers were scaled up. The R&D results of the partners will also be introduced to help enterprises develop innovative products and technologies for high value-adding production.

The government-funded five-year Cleaner Production Partnership Programme (CPPP), implemented by HKPC, is another successful platform through which government authorities as well as environmental technology service providers in Hong Kong and Guangdong collaborated to promote cleaner production and low carbon practices to manufacturers in the PRD. More than 100 factories, sourcing enterprises and registered environmental technology service providers were awarded the commendation in the Hong Kong-Guangdong Cleaner Production Partners Recognition Scheme in the year.



透過「HKPC集思匯」廣邀業界提供精闢意見，從而推出更切合業界需要的服務。

The views collated in the Hong Kong Industry Network Clusters (HKPC-INC) could help HKPC refine its services to cater for the needs of the industry.



由生產力局管理的「香港電腦保安事故協調中心」(HKCERT)，在2011年2月慶祝成立十週年。

HKCERT充分展示了生產力局所擔當的獨特角色，就是為本地企業及互聯網用戶，提供協調電腦保安事故應變的平台。年內，HKCERT蟬聯亞太區電腦保安事故協調組織 (APCERT) 主席，期間就區內的週年演習提供意見，並全力參與。

為中小企增值

中小型企業是香港經濟的重要支柱，生產力局致力支援中小企創造和提供高增值的產品及服務。生產力局在今年推出了多項新措施，協助中小企把握正蓬勃發展的內銷商機。

生產力局與香港鞋業總會在年內合辦了「履之泉」計劃，協助中小型鞋履廠商利用創新設計來提升競爭優勢。在生產力局的推動下，設計師與鞋履廠商進行一對一配對，並基於得獎的鞋款設計，製造富創意的鞋履產品。

為協助香港中小企進軍蓬勃的內銷市場，在工業貿易署中小企業發展支援基金的資助下，香港中小企業國際交流協會 (ISME) 與生產力局聯合出版了一本有關中國內銷的實用指南，內容包括六大行業的多個參考案例，並列出中小企打開內銷市場的路線圖。

應用遠紅外線技術的產品日趨成熟，並在日本和西方國家掀起熱潮。在中小企業發展支援基金的資助下，生產力局為香港遠紅外線協會推行了一項遠紅外線支援計劃，透過在生產力局提供本地化的遠紅外線檢測設施和服務，協助中小企減少遠紅外線產品開發週期的成本和時間。

為協助本地中小企業跨越進入全球高可靠性電子產品市場的障礙，生產力局屬下可靠性測試中心得到了中小企業發展支援基金的資助，添置設有12個升溫測試區的回流焊模擬熱應力測試設備，協助本地電路板行業滿足跨國公司的嚴格測試要求。可靠性測試中心優先為本地中小企免費提供這項服務，有關安排至2014年3月結束。

增強核心能力

在數十年的發展歷程中，生產力局一直是多個行業的先鋒，我們將繼續開發和引入先進技術，並轉移至本地工業界。通過持續投資添置新設備和提升現有設施，我們將可以發展新的能力，以服務產業的不同需求。



Besides, we have also established other platforms to fuel the growth of emerging industries. For the creative industries, we have jointly developed the “Hong Kong Comics” App with the Hong Kong Comics & Animation Federation Limited to promote Hong Kong comics to a wider audience both locally and overseas. More than 50,000 readers from 55 countries and regions have downloaded the App since its launch in January 2011.

The solid state lighting industry is another area with market potential due to the rising demand for green lighting. Hong Kong Solid State Lighting Industry Consortium (HKSSLIC) was set up with the help of HKPC to address the issues of standards, testing, certification and technology application.

The Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT), administered by HKPC, celebrated its 10th anniversary in February 2011. The HKCERT demonstrated well the unique role played by HKPC in providing a platform to address issues vital to the development of Hong Kong's industry and economy.

HKCERT has acted as the centre for coordination of computer security incidents for local enterprises and internet users. During the year, HKCERT was re-elected as Chair of

the Asia Pacific Computer Emergency Response Teams (APCERT), and advised on and participated in regional security drill exercises during the year.

Creating Value for SMEs

SMEs are an important pillar of our economy and HKPC is committed to supporting SMEs to create and deliver higher value-added products and services.

Lacking their own brands, many Hong Kong SMEs have limited clues on how to kickstart their domestic sales business. HKPC launched new initiatives during the year to help SMEs tap the burgeoning Mainland market.

HKPC and the Federation of Hong Kong Footwear launched the “Shoe Fountain” project in the year to help small and medium shoe manufacturers make use of creative designs to sharpen their competitive edges. With the facilitation of HKPC, designers paired up with manufacturers and produced creative shoe products based on award-winning designs.

To assist Hong Kong SMEs to make headway in tapping the blossoming domestic market on the Mainland, the Hong Kong Association of International Co-operation of Small & Medium Enterprises (ISME) and HKPC jointly published a practical guidebook on domestic sales in

China with the support of the SME Development Fund of the Trade and Industry Department. The guidebook, which featured reference case studies of six major industries, has laid down a roadmap for SMEs in exploring the domestic market.

Products making use of the Far Infrared (FIR) technology are becoming mature and have been a hit in Japan and western countries. With the support of the SME Development Fund, HKPC implemented a FIR support programme for the Hong Kong Far Infrared Rays Association Limited (HKFIRA). Under the programme, HKPC provides SMEs with local FIR testing facilities and services with an aim to help them reduce cost and the lead time in the FIR product development cycle.

To facilitate local SMEs to overcome the barriers of entering the global high-reliability electronics market, with funding support from the SME Development Fund, the Reliability Testing Centre of HKPC launched a 12-heating-zone reflow soldering simulation system. With this system, the local PCB industry is able to meet the stringent test requirements of multi-national companies. The service will be offered free of charge to local SMEs on a preferential basis until March 2014.



舉行總裁簡報會，向職員介紹機構策略及政策的最新發展，並收集他們的意見，加強與職員的溝通。

Host Director's Briefing to update staff and gauge their views on latest development in corporate strategies and policies with a view to strengthen communication.

為協助本地電子業跨越進入全球高可靠性電子產品市場的障礙，除了高重複度的12升溫測試區回流焊系統之外，可靠性測試中心也推出了三綜合模擬測試系統，以及全新的高加速壽命測試（HALT）和高加速應力篩選（HASS）測試系統，讓製造商縮短驗證新產品設計的時間。

歐盟將由2011年10月起，全面採用新的電磁兼容（EMC）測試標準EN55022，測試頻率大幅提升至6GHz，適用於現今普遍的資訊科技設備。有見及此，生產力局正著手建立一所全新的電磁兼容測試室，以滿足本地產業因全新測試標準所衍生的需求。隨著電磁兼容科技中心提升測試能力，我們可為本地檢測和認證行業提供更適切的支援。

發展策略伙伴

生產力局的另一大優勢是與工業界建立了既穩固又廣闊的聯繫網絡。「HKPC集思匯」是本局其中一個新渠道，以匯集本地工業界對長遠發展事宜的意見，從而與不同行業建立更緊密的策略伙伴關係。

在本年度，「HKPC集思匯」合共舉辦了四場諮詢會，主題包括：創意產業、鐘表業、資訊科技業，以及企業傳承。

我們還與國際知名機構簽訂了策略伙伴關係，在香港引進了一系列基於ISO 14064標準溫室氣體培訓計劃，以及專業航空安全培訓課程。為推廣企業社會責任，生產力局亦與香港社會服務聯會及其他五個策略伙伴，攜手建立「社聯CSR卓越中心」。

各位可透過這份年報，概覽我們在本年度取得的豐碩成果。憑藉我們精進的業務策略，我們有信心繼續成為香港工商業界及中小企最信賴的合作伙伴，攜手共進，創新創富。

最後，我衷心感謝全局同事過去一年來全力以赴及鼎力支持，為本局創出驕人業績。本局2010/11年度的營運收入達三億一千四百九十多萬元，超乎預期，較2009/10年度顯著上升約11.8%，更錄得一千七百九十多萬元盈餘。本局作為非牟利的公營機構，將會更有效地運用資源，服務香港工商企業。

總裁

麥鄧碧儀, MH, JP



Sharpening Core Competencies

Throughout our history, HKPC has been a pioneer in many industry sectors. We will continue to develop and introduce advanced technologies to local industry. By continuously investing in new facilities and upgrading our existing facilities, we will be able to acquire new competencies to serve the diverse needs of our industry.

To assist local electronics practitioners to overcome the barriers of entering the global high-reliability electronics market, apart from acquiring the high repeatability reflow soldering system with 12 heating zones, the Reliability Testing Centre also introduced a Combined Climatic Vibration Test System and a new HALT (Highly Accelerated Life Test) and HASS (Highly Accelerated Stress Screening) Testing System to help manufacturers shorten verification time for new product designs.

With effect from October 2011, the European Union (EU) will fully adopt a new EMC test standard EN55022 with the testing frequency significantly increased to 6GHz which is generally applicable to all modern IT equipment. In view of this, HKPC is setting up a new EMC chamber to meet the new demands arising from the new

testing standards and from the local industries. With the expanded testing capabilities of the EMC centre, we can better support the local testing and certification industry in light of the new development.

Developing Strategic Partnership

One of HKPC's strengths is our solid and extensive ties with the industry. The Hong Kong Industry Network Clusters (HK-INC) is one of our new channels to gauge the views of the local industry on issues relevant to their long-term developments so as to foster even closer strategic partnerships with different industry sectors.

During the year, four consultation forums were held on topics relating to the digital creative industry, watch and clock industry, ICT industry as well as business inheritance and sustainability.

We also entered into strategic partnerships with renowned international organizations to introduce a series of Greenhouse Gas (GHG) training programmes based on ISO 14064 standards as well as specialist aviation safety training in Hong Kong.

HKPC also joined hands with the Hong Kong Council of Social Service and five other strategic partners

to establish the CSR Institute for the promotion of corporate social responsibility.

In this Annual Report, you will see more copious endeavors we have dedicated throughout the year. With our refined business strategy in place, we are confident that we will continue to be the trusted partner of Hong Kong industry and our SMEs, energizing them with new capabilities to keep in step with the ever-changing business environment and transforming productivity into prosperity.

Last but not the least, I would like to extend my gratitude to all staff members for their dedication and support that had contributed to our strong financial results last year. Our operating income amounted to \$314.9 million, much exceeding our original expectation and representing a formidable increase of about 11.8% over that of 2009/10. Overall, we also achieved a surplus of \$17.9 million in 2010/11. HKPC, being a not-for-profit organization, will continue to use our resources effectively for the good of the industry.

Agnes Mak, MH, JP
Executive Director



年度剪影 The Year in Pictures

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011



四月 2010 APRIL

- ◀ 推出「香港企業公民計劃」並發佈首個中小企「企業社會責任指數」。

Launched the "Hong Kong Corporate Citizenship Program" and published first Hong Kong CSR Index for SMEs.



五月 2010 MAY



- ▲ 與香港鞋業總會合辦「履之泉」計劃，助本地鞋業注入年青設計概念。

Organized the Shoe Fountain project with the Federation of Hong Kong Footwear to nurture aspiring design talents.



- ▲ 深圳市首個珠寶產業轉移基地「李朗國際珠寶產業園」委託生產力局設計及建造中央污水處理系統。

First relocation site for jewellery industry in Shenzhen commissioned HKPC to design and build a centralized wastewater treatment solution.

- ▲ 出版《企業升級檔案》專書，解構逆境營商錦囊。

Published the "Star Company Profile" featuring successful experience of business transformation of local enterprises.



六月 2010 JUNE

- ◀ 推出「清涼廚房」管理計劃，優化廚房工作環境，助飲食業提升營運效益。

Introduced the "Cool Kitchen" practices to enhance the working environment and operating efficiency of catering operations.



七月 2010 JULY



- ▲ 設立氣味測試實驗室，提供符合英國/歐盟標準方法的氣味測試。

Established an Odour Research Laboratory to provide testing services based on the British/European Standard Method.



- ▲ 主辦「資訊保安研討會2010」。

Organized the Information Security Showcase 2010.



八月 2010 AUG

- ▶ 本局2008/09年報獲頒2010年ARC Award兩獎項：
「非牟利機構」榮譽獎及「封面圖片/設計」榮譽獎。

HKPC 2008/09 Annual Report won two prizes at the 24th Annual International ARC Awards – honours in both “Non – profit Organization” and “Cover Photo/ Design – Association” categories.



- ▲ 舉辦「滙智營商」中小企高峰會，探討在宏觀經濟變化下港商的出路及發展策略。

Organized the “Wise Business” SME Summit to explore the economic outlook from a macro perspective and to identify new opportunities for local enterprises.

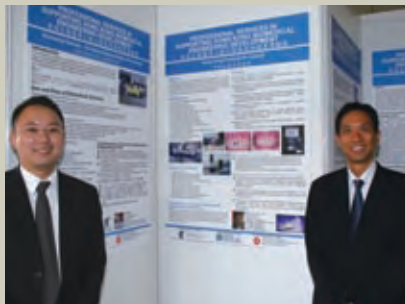


九月 2010 SEP



- ▲ 研發「可配置式LCD 汽車儀表板」，通過電子儀表板顯示大量車載資訊，方便駕駛員快速取得所需行車資訊，又不會分散注意力。

Developed the "LCD Configurable Dashboard" for delivering vast amount of information to the driver within the limited display area without distraction.



- ▲ 本局與香港工程師學會生物醫學分部在廣州攜手開展一系列生物醫學工程推廣活動。

Organized a promotion programme on Bio-medical engineering in Guangzhou with The Hong Kong Institution of Engineers – Biomedical Division.



- ▲ 與香港無線科技商會聯合主辦首個「香港國際流動影片大獎」。

Jointly organized the inaugural Hong Kong International Mobile Film Awards (HKIMFA) with the Hong Kong Wireless Technology Industry Association (WTIA).

十月 2010 OCT



- ▲ 制定香港遠紅外線產品標準及檢測機制，並推出相關的認證服務。

Developed a set of Far Infrared Rays (FIR) product testing standards and launched a FIR certification service.

- ▶ 推出ISO 50001試點計劃，協助參與企業逐步建立其能源管理體系。

Launched an ISO 50001 Pilot Programme to help organizations achieve long-term energy efficiency improvement.



- ▲ 「香港電腦保安事故協調中心」舉行全港網絡保安演習。

Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT) conducted a territory-wide drill.



十一月 2010 NOV

- 舉辦首屆「香港傑出企業公民獎」，表揚機構及企業義工隊履行及推廣企業社會責任。

Organized the inaugural "Hong Kong Corporate Citizenship Program - Hong Kong Outstanding Corporate Citizen Award".

- 委任麥鄧碧儀為生產力局總裁。

Appointed Mrs Agnes Mak as HKPC's Executive Director.



- 發佈由本局及香港中小企業國際交流協會聯合編寫的《中國內銷實戰攻略》，協助中小企踏出內銷第一步。

Jointly published "The Practical Guidebook for Smart Domestic Sales in China" with the Hong Kong Association of International Co-operation of Small & Medium Enterprises.

與廣東省知識產權局共同制訂廣東省《創新知識企業知識產權管理通用規範》。

Drafted the Guangdong Province "Innovation-Knowledge Enterprise Intellectual Property Management Practice" with Guangdong Intellectual Property Office.



- 本局與IBM聯合推出本港教育界首項雲端運算應用。

HKPC and IBM unveiled the HKPC-IBM Education Cloud Pilot application.



- 與東莞日報及東莞市外經貿局合辦「冲破傳統——東莞加工貿易轉型升級先鋒論壇」。

HKPC, Dongguan Daily and Dongguan Bureau of Foreign Trade and Economic Cooperation co-organized a summit to introduce the DG-TURN support programme.



十二月 2010 DEC



- ◀ 商務及經濟發展局、生產力局、香港工業總會、珠三角工業協會及珠海市人民政府在珠海合辦「珠海企業升級轉型研討會」。

Seminar on "Upgrading and Business Transformation for Charting New Business" was jointly organized in Zhuhai by the Commerce and Economic Development Bureau of the HKSAR Government, HKPC, the Federation of Hong Kong Industry, the PRD Council and Dongguan Bureau of Foreign Trade and Economic Cooperation.



- ▲ 與香港餐飲聯業協會推出全港首個評核餐飲業環保表現的「優質餐飲業環保管理計劃」。

HKPC and the Hong Kong Federation of Restaurant and Related Trades launched the first "Quality Restaurant Environmental Management Scheme".



- ▲ 夥拍香港中華廠商聯合會，於第45屆工展會舉辦「工業顯關懷・社區心連心」活動。

Partnered with the Chinese Manufacturers' Association of Hong Kong to set up a game booth in the 45th HK Brands and Products Expo to promote corporate social responsibility.



- ◀ 獲授「廣東省清潔生產技術服務單位」證書，成為唯一獲此資格的香港機構。

HKPC enlisted as Guangdong Province cleaner production technical service provider, the only organization from Hong Kong.

三月 2011 MARCH



- ▲ 與創意創業會策劃《跨產業「創」+「造」配對會》。

Organized the Cross Industry Matching Showcase with the Innovative Entrepreneur Association (IEA).



- ▲ 開展兩個嶄新的青少年禁毒支援項目：「faceTeen行動」及「閃鑽計劃」。

Launched two anti-drug support projects, "Let's Face It" and "DIAMOND - DIAlogue-MOBile-No Drugs" to keep young people away from drugs.



- ▲ 在江門市建立「企業升級轉型輔導服務平台」，為江門市重點產業及港資企業提供升級轉型評估服務。

Established a "TURN" programme in Jiangmen to provide professional assessment to Hong Kong-based enterprises and pilot industries in the city.



一月 2011 JAN



- ▲ 「HKPC集思匯」舉行第五次諮詢會，探討企業傳承及業務持續發展的問題。

Held the 5th "Hong Kong Industry Network Clusters" (HK-INC) consultation session to explore roadmap for business inheritance and sustainability.

- ▶ 與香港動漫聯會開發「香港漫畫」應用程式，協助推廣香港漫畫創作。

Developed the "Hong Kong Comics" App in collaboration with Hong Kong Comics & Animation Federation Limited to promote Hong Kong comics.



- ◀ 開發一套適用於本港中小企用戶的「中總碳管理系統」，以協助企業減少碳足跡。

Designed a free web-based carbon emission calculator, the CGCC-Carbon Management Tool to help enterprises, especially SMEs, assess and reduce their carbon footprint.



二月 2011 FEB



- ▲ HKCERT成立十週年。
10th anniversary of HKCERT.



- ▲ 香港設計中心、香港汽車零部件研究及發展中心和香港紡織及成衣研發中心成為「在莞港資企業升級轉型資助計劃」策略伙伴。

Hong Kong Design Centre, Automotive Parts and Accessory Systems R&D Centre and the Hong Kong Research Institute of Textile and Apparel joined the "DG-TURN" programme as strategic partners.

三月 2011 MARCH

- ▼ 惠州引入本局「升轉一站通」服務平台，協助當地企業就地升級轉型。

Rolled out "TURN" platform in Huizhou to assist enterprises in industrial upgrading.



閩港合作發展推介會



- ▲ 與福建省政府合作推動兩地產業技術轉移。Joined hands with Fujian authority to step up industrial upgrading.

面對工資上漲、人民幣升值帶來沉重的成本壓力，從事低增值製造業務的廠商的生存空間不斷縮減。

In light of immense cost pressure due to rising wages and Renminbi appreciation, there has been lesser room for survival of manufacturers engaged in low-value-added business.

四十四載共創卓越生產力

Industry's Trusted Partner Since 1967



... 四十四年過去，本局始終如一，與業界攜手並肩，克服營商環境變化的挑戰。

... Forty-four years on, HKPC never fails to work hand-in-hand with the industry to overcome challenges of the ever-changing business environment.





生產力局迅速回應業界需要，憑藉全面的工業支援能力，並在珠三角市政府的資助下，本局積極協助本港工業，尤其是中小企業，踏出升級轉型的步伐，克服挑戰。

Leveraging our comprehensive industry support services and the funding support of the municipal governments across the PRD, HKPC has taken proactive actions to assist the local industry players, particularly small and medium enterprises (SMEs), to meet the challenges arising from their business transformation and enhancement.

攜手並肩 We are No Longer Alone

為了支援廣東省的港商升級轉型，生產力局與東莞市對外貿易經濟合作局合作，於2009年推出「在莞港資企業升級轉型資助計劃」。除了獲得廣東省政府的資助外，

To facilitate the business enhancement and transformation of Hong Kong manufacturers with business in Dongguan, HKPC joined hands with the Dongguan Bureau of Foreign Trade and Economic Cooperation to launch the DG-TURN programme in 2009. With the financial support of the Dongguan authority,





廠商及生產力局專家在東莞分享升級轉型成功經驗。
Hong Kong manufacturers and HKPC experts shared the successful experience of business upgrading in Dongguan.

生產力局的專業顧問亦為參與計劃的廠商提供專業評估和改善建議，亦可在生產力局的協助下執行改善項目。

有參加該計劃實地評估的企業表示：「在升級轉型的過程中，我們不再孤身作戰。如果我們仍繼續『獨沽一味』生產要求不高的廉價產品，恐怕只會沉沒在紅海之中！」

participants can participate in professional assessments and consultancy services from HKPC's consultants in relation to their business improvement, and also collaborate with HKPC on their improvement projects.

“We are no longer alone in our quest for business transformation and enhancement. If we kept relying on low-end products, we would definitely be out-competed!” said a participant of the on-site assessment programme in the project.

邁進新天地 The Sky's the Limit



該螺絲廠商採納AS 9100管理體系。
The screws manufacturer adopts the AS 9100 management system.

參與東莞升級轉型資助計劃的一家螺絲緊固件製造廠，決心參照生產力局專家小組的評估建議，全力開展實施AS 9100航空產品質量管理體系標準的工作，以邁向高增值的汽車及航空工業零部件市場。

The participant of the DG-TURN programme, a manufacturer of screws and fasteners, decided to act on the recommendations of HKPC consultants and adopt the AS 9100 quality management system for aviation products in order to pave the way for its business expansion into the automotive and aviation parts industry.



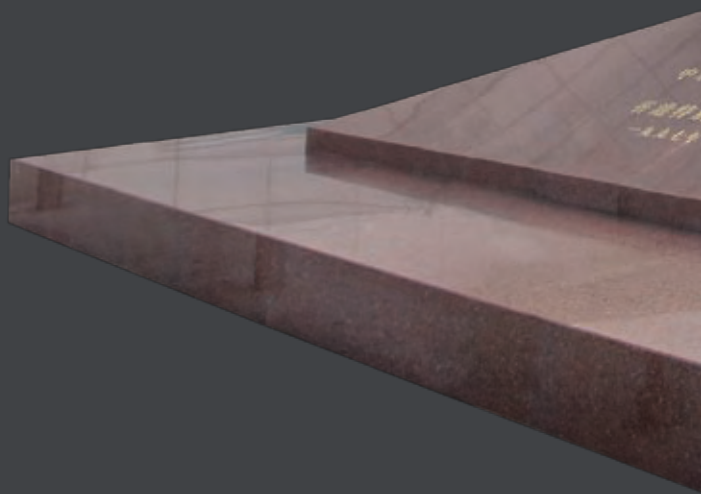
追求卓越

Marks of Excellence

32

參加「在莞港資企業升級轉型資助計劃」的其中一家大型石材製造商，邀請了生產力局提供「卓越績效管理模式」的培訓及輔導服務，以優化公司的績效管理和整合各管理體系。該公司負責人表示，此計劃的主要目的是為企業釐定升級轉型的路向。

One of the leading stone materials manufacturers in Asia also participated in the DG-TURN programme and invited HKPC to provide training and consulting services on the “Performance Excellence Model” with an aim to optimize the company’s performance management and facilitate the integration of different management systems. The executive vice president of the company said the main focus of the project was to forge the right direction for business enhancement and transformation.





香港金紫荊廣場的紫荊銅雕下的紅色花崗岩底座由這家石材廠生產。

The red granite base of the famous Golden Bauhinia statue is the product of this stone materials manufacturer.

33

奠定基礎 Laying Solid Foundation

此外，該公司在參與首屆東莞市政府質量獎的評審過程中，獲得了不少改善建議，員工對系統運作有不少反思。他們的努力獲得回報，在15家競逐獎項的企業中脫穎而出，奪取東莞市政府質量獎。

迄今，我們已相繼於廣州、佛山、中山、惠州、深圳、東莞及珠海，以「升轉一站通」模式建立了產業升級平台。另外，我們亦繼續著手與珠三角其他地區的政府開展類似合作項目。

在東莞和珠海，超過150家企業參與資助計劃，當中約40%的企業已完成評估或專項輔導。

Besides, in contending for the Dongguan Municipal Government Quality Award, the manufacturer received recommendations from assessors on further improvement measures, in response to which it thoroughly reviewed the operation of its systems. As a reward for its efforts, the manufacturer won the Award out of 15 other contestants.

To date, a number of industrial upgrading platforms have been successfully established in collaboration with the governments of Guangzhou, Foshan, Zhongshan, Huizhou, Shenzhen, Dongguan and Zhuhai. Meanwhile, discussions with the authorities of other places in the PRD about the implementation of similar collaboration projects are underway.





「十二五規劃」強調以內需拉動經濟，然而，不少中小型的製造商缺乏自家品牌，對於如何開展內銷業務顯得束手無策。因此，生產力局在過去一年推出了新計劃，協助中小企把握機遇，開拓快速增長的內地市場。

The Twelfth Five-Year Plan emphasizes a domestic demand-driven economy. However, many of the small and medium-sized OEMs, lacking their own brands, do not have a clue on how to expand their business into the domestic market. As such, HKPC launched new initiatives during the year to help SMEs seize opportunities in the burgeoning Mainland market.

澎湃創意 Fountain of Creativity





履之泉 Shoe Fountain

為培育設計人才及聯繫設計師和製造商，拓展內地龐大的市場，開發更多原創品牌，生產力局和香港鞋業總會在過去一年推出了「履之泉」計劃。

在「香港鞋款設計比賽」中，12位最後入圍的參賽者與香港鞋業總會旗下的廠商配對，共同創作新鞋款，在國際時裝展覽，如「香港國際時尚薈萃」中展出，並深受買家的好評。這些新鞋款亦在北京和廣州的時裝展和香港的購物中心上展出。

To nurture design talents and establish ties between designers and manufacturers for the development of more original products for the huge Mainland market, HKPC and the Federation of Hong Kong Footwear introduced the “Shoe Fountain” project during the year.

Twelve finalists of the Hong Kong Footwear Design Competition cooperated with 10 manufacturers to come up with new designs, which were well-received by trade buyers in various international fashion shows such as the fashion extravaganza, “World Boutique Hong Kong”. These new designs were also exhibited in the fashion expos in Beijing and Guangzhou as well as the shopping centres in Hong Kong.



「履之泉」計劃致力聯繫設計師及製造商。

The “Shoe Fountain” project establishes ties between designers and manufacturers.

為年青設計師締造發展良機 Creating Opportunities for Aspiring Designers



「履之泉」為本地年青設計師提供更多機會，把創新概念投產，此計劃的成果可鼓勵中小型鞋廠運用創新設計增強競爭優勢。

“Shoe Fountain” provides young local designers with good opportunities to turn their hand sketches into real products. The aim of this project is to encourage small and medium shoe manufacturers to take advantage of creative designs to sharpen their competitive edges.



面對內銷市場，不少中小企無從入手。

Many SMEs have no clue how to start their domestic sales business.

內銷攻略

Guide on Smart Domestic Sales

為協助香港中小企跨越內銷的障礙，香港中小企業國際交流協會及生產力局聯合編寫了《中國內銷實戰攻略》，旨為中小企提供實用的參考。

《攻略》透過個案分析，詳細介紹鐘表、珠寶首飾、家用電器、服裝鞋帽、化妝品及食品加工六大行業在廣東省發展內銷市場的致勝關鍵，以及成功的內銷管理系統，是市場上首本針對這些行業而編寫的實用工具書籍，為有志發展內銷市場的香港中小企提供清晰及專業指引。

此書是「香港中小企中國內銷支援計劃」之重點項目，該「計劃」由工業貿易署「中小企業發展支援基金」撥款資助，內容還

包括「香港中小企中國內銷商機及成功要素調查」及在香港和廣州舉行的「中國內銷經驗分享論壇」。

To assist Hong Kong SMEs to make headway in tapping the blossoming domestic market, the Hong Kong Association of International Co-operation of Small and Medium Enterprises (ISME) and HKPC jointly published "The Practical Guidebook for Smart Domestic Sales in China" (the Guidebook), which is a useful reference for enterprises.

Featuring the case studies of six major industries, namely watches and clocks, jewellery, domestic appliances, apparel and footwear, cosmetics and food processing, the Guidebook outlined the keys to success and



《攻略》為有志發展內銷市場的香港中小企提供清晰指引。

The Guidebook provides a step-by-step roadmap for success in the Mainland market.



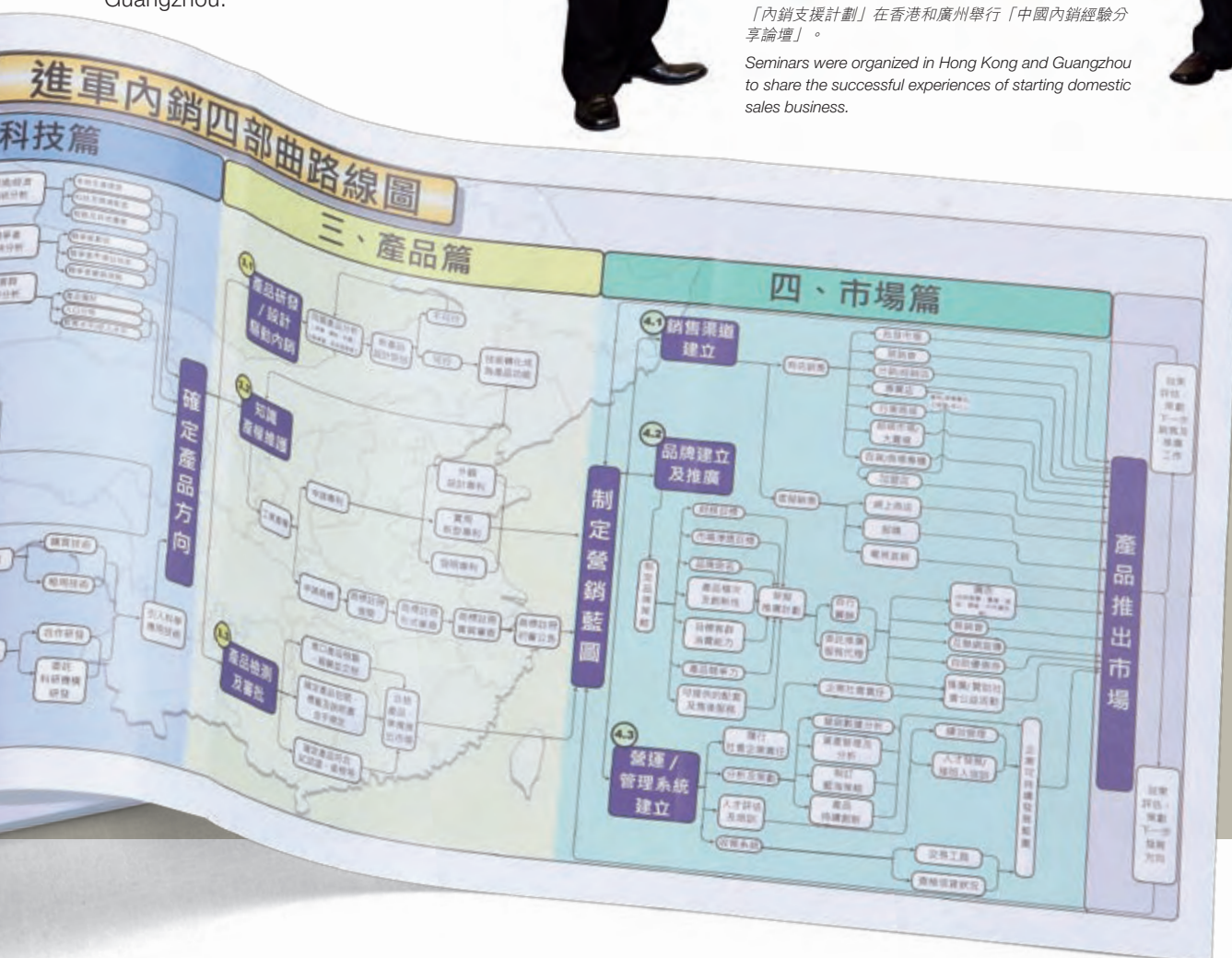
management strategies in exploring the market in Guangdong province. As the first reference book tailor-made for these sectors, the Guidebook serves as a roadmap for SMEs to open up the domestic market.

The publication of this Guidebook is a key part of a programme funded by the SME Development Fund of the Trade and Industry Department, the objective of which is to enhance competitiveness of SMEs and to provide support to facilitate their entering the Mainland market. The programme also comprises an SME survey and several experience-sharing seminars in Hong Kong and Guangzhou.



「內銷支援計劃」在香港和廣州舉行「中國內銷經驗分享論壇」。

Seminars were organized in Hong Kong and Guangzhou to share the successful experiences of starting domestic sales business.





檢測認證 The Golden Test

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011



檢測及認證業為海外買家保證香港產品的品質及安全性，對推動香港經濟發展發揮重要的作用。生產力局積極支援該行業在人力資源、新測試方法及發展計劃、共用設施、技術顧問服務及市場推廣方面的發展。

By providing assurance to overseas buyers on the quality and safety of products, the Testing and Certification industry has played an important role in the economic development of Hong Kong. HKPC has actively thrown its support to the development of this industry in the aspects of human resources, new testing methods and development schemes, facilities sharing, technical consultancy and market promotions.



黃金熱 Gold Rush

內地對實金的需求大幅增長，為了加強香港在黃金市場的重要地位，生產力局提供技術顧問服務，以協助金銀業貿易場設立貴金屬驗證中心，實驗室達到 ISO 17025 國際實驗室認可標準，為含金量達 999.5 的黃金進行測試及認證。隨著驗證中心的設施逐步完善，在金銀業貿易場平台交易的所有黃金產品純度可靠性將顯著得到提升。

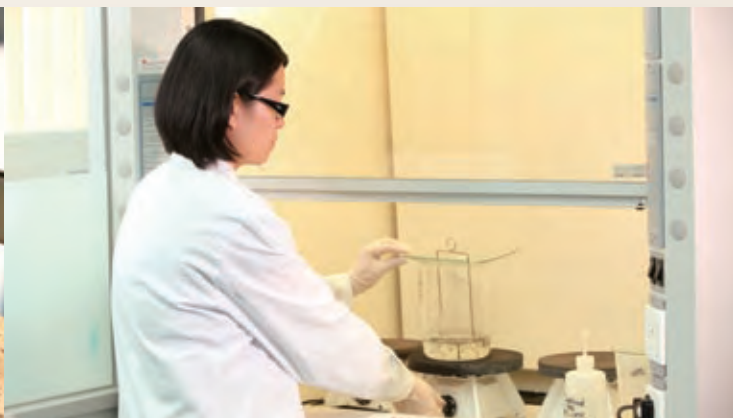


灰皿法 Cupellation Method



黃金成色標準檢驗方法

Standard Test method for determination of gold content



The demand on the Mainland for physical gold is growing at an “explosive” pace. To strengthen Hong Kong’s presence in the gold market, HKPC provided technical consultancy services to CGSE in setting up a gold fineness testing laboratory under

ISO 17025 standard. The laboratory will provide testing and certification on 999.5 gold products. With this facility in place, the credibility of the purity of all gold products traded in CGSE’s platform will be significantly enhanced.



金銀業貿易場 Chinese Gold & Silver Exchange Society

過去百年來，金銀業貿易場為業界和會員提供貿易平台，從事99金至9999金的交易。由金銀業貿易場交收金條之認可煉鑄商生產的純金，亦在全球市場之中流通。

For over a century, The Chinese Gold & Silver Exchange Society (CGSE) has operated a trading platform for the industry and member firms to trade 99% fineness 5-tael gold bullions and 999.9% 1-kg gold bullions. The bullions produced by CGSE-accredited refineries also circulate widely in the global market.



監控生產品質 提升珠寶首飾供應鏈

Upgrade

Jewellery Supply Chain

40

除此以外，生產力局一直支援本地珠寶首飾業提升貴金屬製造、品質監控及回收流程的水準。其中一家本地黃金和珠寶首飾製造商及連鎖店亦委託生產力局提升珠寶首飾供應鏈的生產品質監控程序，建立100%全檢的黃金產品成色監控流程線。

HKPC also lends continuous support to the local jewellers by assisting them with the improvement in the precious metal production, quality controls and recycling process. HKPC was commissioned by one of the leading gold and jewellery manufacturers and chain shops in Hong Kong to upgrade its jewellery supply chain in order to achieve 100% inspection of its gold products.



生產力局協助本地珠寶商提升品質保證流程。

HKPC assists local jewellers to upgrade their quality assurance process.





為配合遠紅外線的測試服務，香港遠紅外線協會現已對遠紅外線產品訂下一套香港遠紅外線產品標準及檢測機制，並正式推出相關的認證服務，有助於提高遠紅外線產品的認受性及標準化。

In line with the FIR testing service, a new certification scheme for compliance testing of FIR products is now rolled out by HKFIRA. The new certification scheme is expected to enhance public awareness of FIR technology and pave the way for the FIR standardization.

遠紅外線熱透市場 Far Infrared Market Heats Up

遠紅外線技術的發展愈趨成熟，在日本和西方國家大受歡迎；其應用範圍廣泛，涵蓋食品加工、影像、家用電器、健康產品，以至服裝設計。

由於本港缺乏遠紅外線的測試設施，本地開發的產品都要運送到日本測試。冗長的生產週期和高昂的海外測試費用窒礙了本地遠紅外線產品的發展。

生產力局得到了中小企業發展支援基金的資助，協助香港遠紅外線協會推行遠紅外線的支援計劃，透過提供本地的測試設施及服務，協助中小企節省遠紅外線產品的開發成本及時間，並加深對遠紅外線技術的瞭解。

The far infrared (FIR) technology is becoming mature, and has been a hit in Japan and the western countries. There are wide applications of FIR, ranging from food processing, imaging, home appliances and health care to garment processing.

In light of the lack of FIR testing facilities in Hong Kong, locally-developed products are often sent to Japan for testing. Long lead time and high cost of the overseas reliability testing process have hindered the development of the local FIR industry and products.

With the support of the SME Development Fund of the Trade and Industry Department, HKPC implemented a FIR support programme for the Hong Kong Far Infrared Rays Association Limited (HKFIRA). Under the programme, HKPC provides SMEs with local FIR testing facilities and services with an aim to help them reduce cost and the lead time in the FIR development cycle. SMEs will therefore gain an in-depth understanding of the FIR technology through this support programme.

高可靠性測試

Testing for High Reliability

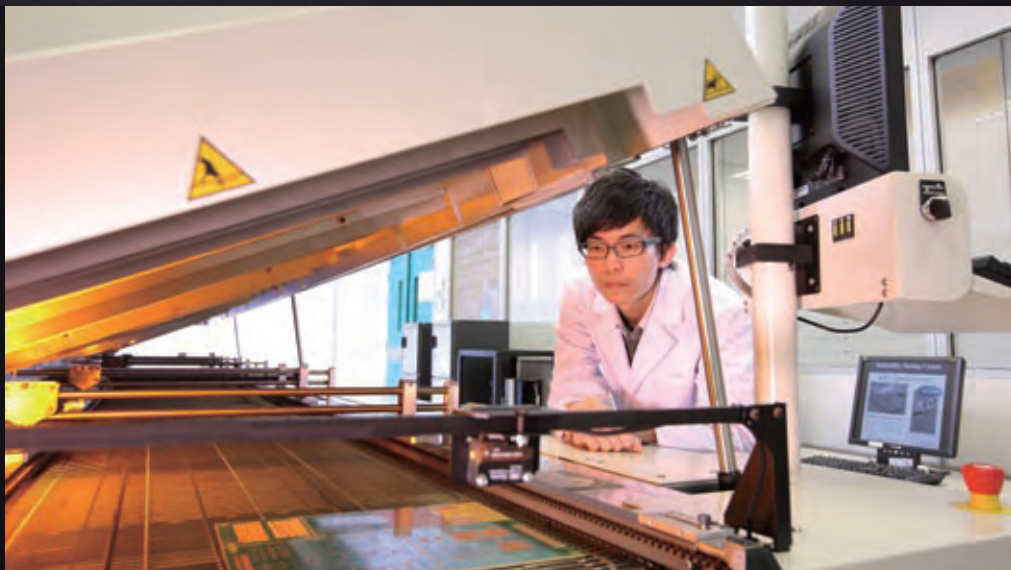
為協助本地業界解決進軍全球高可靠性電子市場所面對的困難，在工業貿易署「中小企業發展支援基金」的支持下，生產力局的「可靠性測試中心」添置了回流焊模擬熱應力測試設備，設有12個升溫測試區，協助香港電路板製造商達到跨國企業對供應商的資格測試要求。

To facilitate local electronics practitioners to overcome the barriers of entering the global high-reliability electronics market, the Reliability Testing Centre of HKPC, with the support from the SME Development Fund of the Trade and Industry Department, has enhanced its capability by acquiring a high repeatability reflow soldering system with 12 heating zones. With this system, the local PCB industry is able to meet the stringent printed circuit board test requirements of multinational companies.



中心得到「中小企業發展支援基金」的資助，推出回流焊模擬熱應力測試服務，本地中小企可優先免費使用有關的服務至2014年3月。

Supported by the SME Development Fund, the Centre has launched a reflow simulation service free of charge to local SMEs on a preferential basis until March 2014.



該中心亦添置了一套三綜合模擬測試系統，根據業界指定的國際標準，模擬產品應用時可承受的溫度、濕度及震幅，令測試更全面可靠之餘，更大幅縮短設置測試系統所需的時間。

與此同時，為促進業界在設計階段時提升和驗證產品的可靠性，該中心已安裝了新的高加速壽命測試和加速應力篩選系統，提供高速的壽命測試。若進行這兩個測試，業界可縮短新產品設計的驗證時間，以及提供設計更成熟的產品。

The Centre also introduced a Combined Climatic Vibration Test System, by which different temperatures, levels of humidity and vibration are simultaneously applied to the product during the test according to the international standards specified by the industry so that the reliability of the test results will become more precise while the testing time is significantly shortened.

Concurrently, to facilitate manufacturers to enhance and verify their product reliability during the design stage, the Centre has also installed two new testing systems, namely, HALT (Highly Accelerated Life Test) and HASS (Highly Accelerated Stress Screening) to provide highly accelerated lifespan tests for electronic devices and components. By conducting HALT and HASS tests, manufacturers can shorten the verification time for new product designs and present more mature products at the new product introduction stage.



四十四載共創卓越生產力 Industry's Trusted Partner Since 1967

創出全球 HK Creative Talents Go Global

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

HONG KONG

CREATIVE TALENTS

GO GLOBAL 創出全球



在本港的六大產業之中，創意產業具有明顯的優勢，每年生產總增值逾600億港元，約佔本地生產總值4%。

Creative industries are important economic drivers for Hong Kong which create an added value to Hong Kong's Gross Domestic Product (GDP) of more than \$60 billion annually, representing around 4% of Hong Kong's GDP.



生產力局一直與創意業界保持緊密的伙伴關係，全力推動創意產業的發展，並且協助業界與製造商建立商務協作平台。

Thanks to the strong ties with the creative industries, HKPC has stepped up its efforts to facilitate the growth of this sector through promoting the industries as well as building a business collaboration platform for both the creative industries and the manufacturers.

動漫上海灘 HK Cartoon Figures Land in Shanghai

「香港動漫嘉年華」於2010年9月4至16日在上海世博會期間舉行，展示超過20位來自香港動漫畫聯會漫畫家和獨立漫畫家的創意和成果。

這項活動由香港動漫畫聯會、生產力局及香港數碼娛樂業支援中心合辦，並得到數碼港和香港藝術中心的支持。

The Hong Kong Ani-Com Carnival, which ran from 4 to 16 September 2010, showcased the creativity and achievements of over 20 member artists of Hong Kong Comics and Animation Federation Limited (HKCAF) and independent artists during the Shanghai World Expo.

The Carnival was jointly presented by the HKCAF, HKPC and the Hong Kong Digital Entertainment Industry Support Centre, with the support of Cyberport and the Hong Kong Arts Centre.



「香港動漫嘉年華」在滬展示香港漫畫家的創意成果。

The Hong Kong Ani-Com Carnival showcased the creativity and achievements of Hong Kong comic artists in Shanghai.



「香港動漫嘉年華」回歸香港在亞洲國際博覽館舉行，讓市民分享本地原創漫畫業成就。

The Carnival was staged at the AsiaWorld Expo to enable local audiences to encounter the works of home-grown talent.

在「香港動漫嘉年華」中，30位受歡迎的動漫人物展示眼前，包括超過3米高的麥兜、王小虎、步驚雲等巨型人物造型雕塑。展覽錄得超過50萬的入場人次。嘉年華更移師廣州和東莞舉行，繼續向內地大眾推廣香港動漫業。「香港動漫嘉年華」最後於2010年11月在香港國際機場亞洲國際博覽館展出，讓市民一睹動漫人物的風采。

30 popular cartoon characters were exhibited in the Carnival, including 3-metre giant sculptures of “McDull”, “Tiger Wong” and “Cloud” etc. The exhibition was a huge hit and received over 500,000 visitors. The exhibition was then staged in Guangzhou and Dongguan to further promote Hong Kong’s animation and comics sector to the Mainlanders. Finally, the Carnival was staged at the AsiaWorld Expo in November 2010 to bring the cartoon characters back to Hong Kong fans.





香港漫畫無疆界 Eye on HK Comics

近年智能手機和流動通訊平台愈趨普及，香港動漫畫聯會與生產力局合作，開發了「香港漫畫」App，向本地及海外讀者推廣本地漫畫。

在「創意智優計劃」的資助下，「香港漫畫」App為有志投身漫畫界的新一代提供發表平台。在首階段，近20套精選本地漫畫正式登陸App Store，英文版本亦已推出，協助本地漫畫家進軍國際市場。第二輪計劃已於2011年3月完成，挑選了36位本地漫畫家的作品於App Store上發行。

自2011年1月推出以來，已有超過50,000名來自55個國家及地區讀者下載安裝「香港漫畫」App，當中超過32%為海外讀者。

Riding on the blossom of smart phones and mobile communication platforms, Hong Kong Comics & Animation Federation Limited and HKPC jointly developed the "Hong Kong Comics" App to promote Hong Kong comics to a wider audience both locally and overseas through this state-of-the-art electronic means.



「香港漫畫」App協助本地漫畫家進軍國際市場。

The "Hong Kong Comics" App help local talents enter the international market.

With the funding support of the CreateSmart Initiative of the Create Hong Kong (CreateHK), the "Hong Kong Comics" App also serves as a new channel to promote the works of up-and-coming local comic artists. In the initial phase, nearly 20 local comics were selected and are now published via the App Store. English versions were also prepared to help local talents enter the international market. The second phase of this project was completed in March 2011 with the works of 36 local comic artists published in the App Store.

More than 50,000 readers from 55 countries and regions have downloaded the App since its launch in January 2011 with over 32% of readers from overseas.





「跨產業『創』+『造』有效配對支援計劃」由生產力局與創意創業會策劃。

Innovative Entrepreneur Association (IEA) and HKPC kicked off a project to match-make local creative works with SMEs.

『創』+『造』 Creative Crossover

為鼓勵創意產業和中小企開展相互合作，創意創業會及生產力局合辦了「跨產業『創』+『造』配對會」。

超過60位香港卡通人物及平面設計創作精英，一連三天在九龍塘創新中心舉行的配對會上展示其原創作品，洽談合作機會。「配對會」獲香港特別行政區政府創意香港的「創意智優計劃」撥款資助。

To encourage the cooperation between the creative industries and SMEs, the Cross Industry Matching Showcase was jointly organized by the Innovative Entrepreneur Association (IEA) and HKPC as funded by the CreateSmart Initiative of CreateHK.

Over 60 Hong Kong illustrators and graphic designers displayed the best of their original works to seek potential business partnerships in the three-day showcase at the InnoCentre in Kowloon Tong.

跨產業迸發商機 Mix-and-Match



「配對會」提供跨產業合作平台
The Showcase provided a platform for cross-industry partnership.

「配對會」是「跨產業『創』+『造』有效配對支援計劃」之重點項目，開拓本地原創動漫人物及平面創作的跨產業合作商機。其他項目內容包括編製《跨產業合作指引》，讓業界借鑒跨產業合作的成功案例。

The Showcase was a highlight of "Showcasing Creative Works to Inspire Cross Industry Matching in Commercial Applications". The project also included the publication of a Cross Industry Mix-and-Match Roadmap to share the success experience in such collaboration.





「香港資訊及通訊科技獎」得到政府資訊科技總監辦公室支持，並由本地業界多個協會合辦，旨在致力表揚和推廣香港資訊及通訊科技業的精英、企業及機構的卓越成就和貢獻。

The Hong Kong ICT Awards, supported by the Office of the Government Chief Information Officer (OGCIO) and co-organized by local industry associations, aim to recognize and promote the outstanding achievements of local ICT professionals and organizations.

表揚ICT卓越應用 Recognizing Excellence in ICT Applications

今年，該獎刷新最高參賽紀錄，共收到超過740項參賽作品，顯示業界和社會對於這個獎項的熱烈支持。「2011香港資訊及通訊科技獎」設有10個類別的獎項，每個類別均設有一個大獎，而最終評審委員會再從其中甄選出「全年大獎」。

生產力局除擔任獎項的秘書處外，亦是八間主辦機構的評審秘書處，旨在確保所有獎項的評審工作嚴格執行。

This year, the Awards attracted a record number of over 740 entries, demonstrating strong support of both the industry and the community for these Awards. The Hong Kong ICT Awards 2011 comprised 10 categories with one Grand Award in each category and an Award of the Year was selected among the 10 Grand Award winners.



生產力局擔任「香港資訊及通訊科技獎」的秘書處。

HKPC was the secretariat of the Hong Kong ICT Awards.

Apart from acting as the secretariat of the Awards, HKPC also took up the role of an assessment secretariat for eight leading organizers to ensure the adjudication of all awards to be conducted in a professional manner.



水警總區中央指揮系統奪得「香港資訊及通訊科技獎」的「全年大獎」。

The Central Command System of Marine Police won the Award of the Year of the Hong Kong ICT Awards.



自2010年起，中國取代美國成為全球最大的汽車市場，各國廠商紛紛進軍這片汽車零部件和售後市場的寶地。

Since China has taken the place of the United States to be the world's largest vehicle market in 2010, there is now a keen competition in the industry for a slice of the lucrative automotive parts and after-sales market on the Mainland.

研發碩果 R&D Bears Fruits

生產力局作為香港汽車零部件研究及發展中心的承辦機構，一直與中心緊密合作，推動市場主導的研發項目。現時不少項目已取得成果，極具商品化潛力。

「安全系統」是現時發展迅速的汽車零部件市場，亦是研發中心的重點科研範疇之一。生產力局於2011年完成了一系列「先進駕駛輔助系統」的研發項目，並取得5項專利。系統的主要功能包括：汽車前方防碰撞、行車道檢測及切線輔助、盲點監測系統，以及行人識別預警及保護四個部份。

在項目進行期間，研發小組駕駛測試汽車行駛超過7,000公里，收集了700多個不同天氣環境及路面情況的數據，把

這個「先進駕駛輔助系統」訓練成為駕駛者精明可靠的助手。

未來一年，生產力局將致力於「先進駕駛輔助系統」的商品化工作，現時已有兩家本地廠商對該系統提出了知識產權的專利授權申請，另有四家廠商對研發成果深感興趣。

生產力局已完成了發光二極管(LED)車頭燈的開發工作，取得了兩項專利，本地一家廠商已提出了LED車頭燈的專利授權申請。本局亦舉辦一系列商業配對會，在內地推廣這項研發成果的商品化機會。

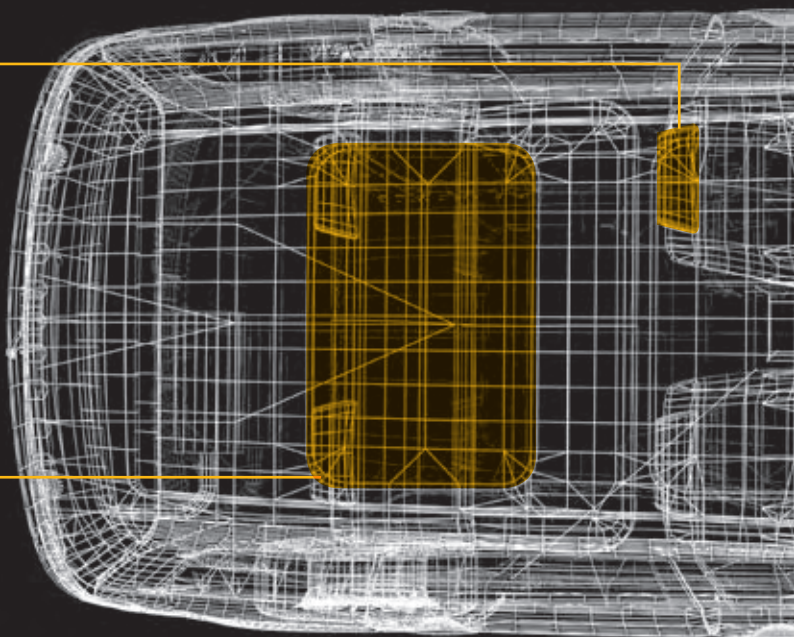
由於車載資訊及主動安全系統產生大量的訊息，汽車儀表板的角色漸受重視。當完成可配置式數碼儀表板的開發工作後，生產力局並為合作企業提供技術支援，協助其為歐洲及內地的電動車製造商提供訂製的數碼儀表板產品。



MOST-150資訊娛樂系統
MOST-150 Infotainment System



先進駕駛輔助系統
Advanced Driver Assistant System (ADAS)





As the host of the Hong Kong Automotive Parts and Accessory Systems (APAS) R&D Centre (the Centre), HKPC continues to work closely with the Centre to initiate market-led research and development projects. Many of these projects have now begun to bear fruit with ample commercialization opportunities.

The effective "Safety System" is one of the four key technology areas of the Centre that experiences a rapid expansion. HKPC has obtained five patents upon its successful completion of a series of Advanced Driver Assistant System (ADAS) related APAS R&D projects in 2011. The major features include "Forward Collision Warning", "Lane Departure Warning", "Blind Spot Detection" and "Pedestrian Detection Warning".

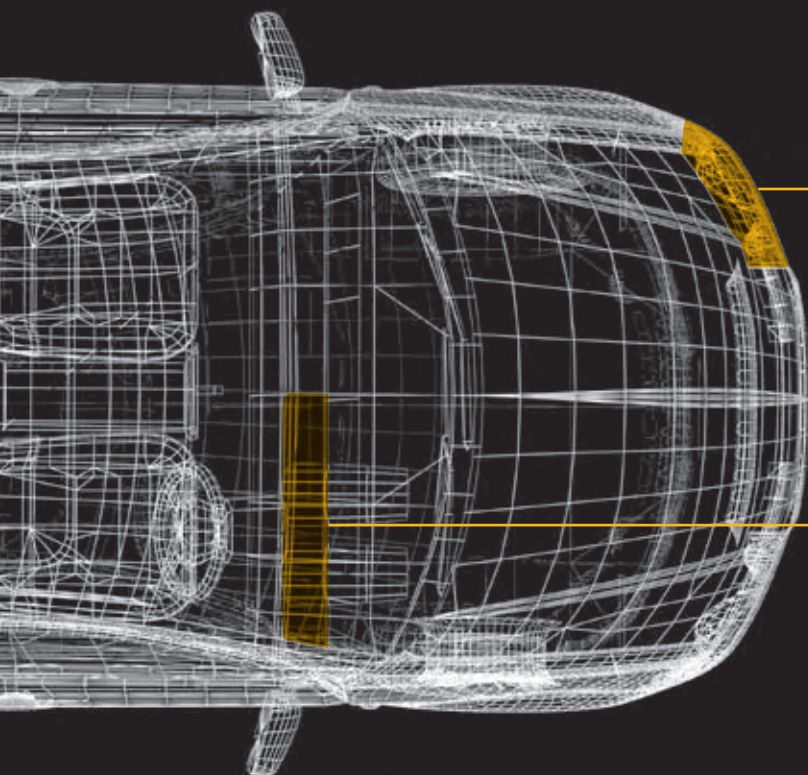
The vehicle was put to the test by the R&D team for a driving distance of more than 7,000 km and over 700 scenarios of traffic condition were generated during the project period. The systems were then "trained up" as the reliable and smart assistants of drivers.

Looking ahead, HKPC will focus on the commercialization of these projects. Two local manufacturers have submitted an application for licensing of the ADAS's Intellectual Property Rights (IPRs). At least four other manufacturers have expressed their interests in licensing our R&D results.

HKPC has obtained two other patents upon its completion of the development of the LED Headlamp. A Hong Kong

manufacturer has submitted an application for licensing of the LED headlamp IPR, whereas a series of business matching interviews have been arranged for the commercialization of project deliverables on the Mainland.

Vehicle dashboards are playing a more and more important role due to a high volume of information generated by the in-car infotainment and active safety systems. Immediately after the completion of the development of a configurable digital dashboard platform, HKPC provided support to the sponsoring company in the customization of the product for different electric vehicle makers in Europe and the Mainland.



LED 車頭燈
LED Headlamp



可配置式數碼儀表板
Configurable Digital Dashboard



國際汽車服務業運作標準

Vehicle Service Operation Standard

VDA 6.2:2004

汽車維修及美容服務的市場發展迅速。為提升行業的服務水準及專業形象，在工業貿易署「中小企業發展支援基金」的支持下，生產力局與香港汽車修理同業商會合作舉辦先導計劃，引入國際汽車服務業運作標準VDA 6.2:2004。

The auto repair and beauty services represent another fast growing sector. To enhance the service quality and professional image of the vehicle repair and beauty service industry, HKPC teamed up with the Hong Kong Vehicle Repair Merchants Association and launched a pilot programme to promote the adoption of the international vehicle service operation standard VDA 6.2:2004 with funding support from the SME Development Fund of the Trade and Industry Department.



提升汽車服務業水準 Gain an Edge with VDA 6.2:2004 Certification

在生產力局的技術支援下，兩家分別位於深圳和上海的港資中小企達到了VDA 6.2:2004標準，是本地汽車維修及美容服務之中，率先獲得這國際認證的港資企業。

借助此國際標準，汽車維修及美容店可從維修技術資格、設備準確度、質量管理系統和遵從法規等方面與「路邊店」區分出來。

With the technical support of HKPC, two Hong Kong SMEs with service sites in Shenzhen and Shanghai have successfully obtained the VDA 6.2:2004 certification under this programme, rendering them the first Hong Kong-owned vehicle repair and beauty service operators to have adopted this international standard.

With this certification, the operators can differentiate themselves from the roadside shops in terms of the qualified repairing technologies, equipment precision level, quality management system and regulatory compliance.

推行手冊可減少業界在建立VDA 6.2:2004管理系統所需的顧問、培訓及編寫文件等費用高達70%。

The handbook can help vehicle service operators cut the set-up cost of VDA 6.2:2004 management system up to 70%.





飛向藍天 Up in the Air

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011



內地民用航空市場發展蓬勃，並推出了大型飛機的生產計劃，增加了對飛機零部件在生產和維修方面的需求。

The booming civil aviation market on the Mainland with its large jet production programmes has boosted the demand for aircraft parts and components.



生產力局與Baines Simmons Limited合辦綜合性航空安全培訓課程。

HKPC collaborates with Baines Simmons Limited to provide specialist aviation safety training programmes in Hong Kong.

為支持本地業界進入高增值及高科技的範疇，在創新及科技基金資助下，生產力局聯同本地塑膠、五金及電子業界，開展首項港產民航經濟艙客位座椅的研發項目。

由多家公司聯盟組成的公司已按照香港航空標準HKAR-21的適航要求，在內地設立組裝工廠生產該機艙座椅。

除了HKAR-21認證外，任何希望投入航空零部件製造業的企業，必須通過AS 9100航空產品質量管理體系標準認證，才能成為合資格的航空零部件供應商。在工業貿易署「中小企業發展支

To support the local industry players to enter this high value and high-tech sector, HKPC has been working with the local plastics, metals and electronics industries to embark on a R&D project on the development of the first economy class aircraft seat in Hong Kong, which was funded by the Innovation and Technology Fund.

An assembly plant has also been set up on the Mainland by the consortium of sponsoring companies





援基金」的支持下，香港航空業協會和生產力局開展一個中小企業資助計劃，助香港中小企推行AS 9100:2009環球航空質量管理標準，並通過編製一套推行指引和參考手冊，以縮短中小企實施AS 9100所需的時間。

為進一步提升本地航空業界的專業水準及能力，生產力局與Baines Simmons Limited簽訂策略性合作協議，共同舉辦綜合性航空安全培訓課程。該公司是國際知名的適航及航空安全顧問服務及培訓公司，其客戶包括全球民航、軍事航空及航空業監管機構。

in compliance with the Hong Kong Aviation Requirements HKAR-21.

Besides, all newcomers to the aviation industry have to be certified with AS 9100 in order to become a qualified supplier to aircraft manufacturers. Supported by the SME Development Fund of the Trade and

Industry Department, the Hong Kong Aviation Industry Association (HKAIA) and HKPC launched a project to help HK SMEs comply with AS 9100:2009. Through the development of an operational model and the compilation of a reference manual, the lead-time required by SMEs for the adoption of AS 9100 is reduced.

To enhance the professional standards and competence of local civil aviation personnel, HKPC entered into a strategic partnership with Baines Simmons Limited to provide a specialist aviation training in Hong Kong. Baines Simmons is the international market leader in aviation safety training and consultancy, its clients include leading civil and defense aviation organizations and national regulatory authorities around the world.

嚴格安全測試 Stringent Safety Tests



座椅原型進行易燃性測試。
The aircraft seat prototype was undergoing a flammability test.

研發小組完成了首個機艙座椅原型的開發工作，測試樣辦已送往海外實驗室，進行一系列的安全測試，包括：易燃性測試、靜態及動態測試。與汽車的撞擊測試相似，飛機座椅須承受高達16倍重力衝擊，即強度相當於空難的模擬測試，而座椅必須保護乘客免受腿部和脊椎的損傷。

The project team has completed the development of the first engineering prototype of aircraft seat. Test samples have been sent to overseas laboratories for a battery of safety tests, including the flammability, static and dynamic tests. Similar to the crash tests conducted by automakers, the air seat was tested in a manner that simulated the crash forces equivalent to 16 times the force of gravity. The seat must be able to protect the passenger from leg and spine injuries.



支援醫療器材
產業發展

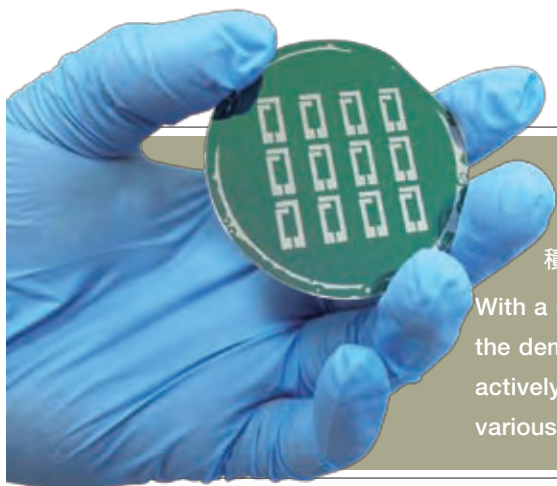
Support the Healthcare

Devices Manufacturing Industry

香港工程師學會與生產力局於2010年11月聯合舉辦「2010生物醫學工程國際會議及會議前工作坊」，四天活動得到「專業服務發展資助計劃」資助，會議期間發表了超過40份論文，題目涵蓋生物力學、醫學影像、生物材料及組織工程等。



The Hong Kong Institution of Engineers (HKIE) and HKPC jointly organized the “BME 2010 Hong Kong Biomedical Engineering International Conference and Pre-Conference Workshop” (BME2010) in November 2010. The four-day event was sponsored by the Professional Services Development Assistance Scheme. More than 40 scientific papers on biomechanics, medical imaging, biomaterials and tissue engineering, etc. were presented in BME2010.



隨著人口老化和保健意識不斷提升，有關醫療服務和醫療器材產品的需求持續增加。生產力局通過不同的推廣活動、研發項目及顧問服務，積極支援醫療器材產品製造業的發展。

With a growing aging population and increasing healthcare awareness, the demand for medical services and devices is increasing steadily. HKPC actively supports the healthcare devices manufacturing industry through various promotional activities, research projects and consultancy services.

生產力局致力為製造商提供有關醫療器材的技術顧問服務，例如：美國食品及藥品管理局之510k認證及風險管理。本局亦持續開發及轉移技術，協助業界進入醫療器材市場，包括開發生物傳感器及高端心電儀。本局協助一家廠商改善其熱力按摩器的設計，通過粉末注射成型技術，提升按摩器的鎮痛性能。

年內，生產力局為公立醫院提供風險管理培訓，並為私立醫院提供知識分享平臺。本局將加強對醫療服務業的支援，提升服務水平。

HKPC endeavoured to help many OEMs with the exploration of the medical device market by providing them with consultancy services relating to the applications for FDA 510k and CE mark etc. to the medical device regulatory authorities. We also worked with them to develop certain specific technologies, including a new sensing element for bio-sensors and a high-end cardiac signal monitoring system. Through the consultancy project, we successfully enhanced the efficacy of pain treatments by adapting our mature Powder Injection

Molding (PIM) technology to a thermal treatment medical instrument.

During the year, HKPC has established strong ties with both public and private hospitals by providing risk management training courses and furnishing a knowledge sharing platform respectively. HKPC will reinforce its support to local healthcare providers so as to improve the standard of their service.



生產力局提供技術顧問服務協助製造商開拓醫療器材市場。

HKPC provides technical consultancy services to help manufacturers explore the medical devices market.



生產力局致力推行各類不同的優質服務計劃，持續為提升服務業的客戶服務水準而努力。

HKPC is dedicated to implement various service excellence schemes as a part of its on-going efforts to elevate the customer service standard of our service industry.



生產力局是「優質婚禮商戶」計劃指定的獨立評核機構。

HKPC is the designated third-party assessor for the "Quality Wedding Merchant Scheme".

自2008年，生活易聯同生產力局，推出全港首個針對婚禮服務行業的認證計劃。「優質婚禮商戶」計劃為準新人和婚禮服務行業而設，所有提供與婚禮有關的零售、宴會和其他服務的商戶，均可參與該認證計劃。生產力局是「優質婚禮商戶」計劃指定的獨立評核機構。現時已有超過300家商戶獲發「優質婚禮商戶」認證，當中包括：酒店、酒樓餐廳、婚禮服務供應商和零售商。

2009年12月，生產力局以技術顧問的角色，協助僱員再培訓局設計和開展「人才企業嘉許計劃」，推動人才發展的企業文化。

透過生產力局設定的目標和評估標準，該計劃肯定企業在人才培訓方面的卓越成就。成功通過評審的企業，可獲頒授「人才企業」尊稱，以表揚其重視人才培訓及有卓越表現。在推行的第二年，51家大型機構和6家中小企獲得「人才企業」的提名。

ESD Service Limited, which is the developer and operator of the ESDlife website, worked in partnership with HKPC to develop and set up Hong Kong's first certification scheme for the wedding services industry since 2008. The "Quality Wedding Merchant Scheme" (QWMS) helps brides- and bridegrooms-to-be identify quality merchants in the wedding services sector. HKPC is the designated third-party assessor for the scheme. To date, over 300 outlets, including hotels, restaurants, wedding services providers and retailers, have obtained the "Quality Wedding Merchant" status since the launch of the scheme.

As a technical consultant, HKPC assisted the Employees Retraining Board (ERB) to design and launch the "ERB Manpower Developer Award Scheme" in December 2009 to drive a corporate culture that encourages manpower development.



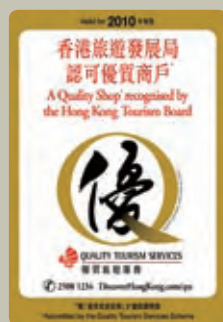
The scheme acknowledges an organization's outstanding accomplishments in manpower development in accordance with a set of objectives and assessment criteria developed by HKPC. Organizations that fulfill the criteria will be accredited as a "Manpower Developer" (MD) in

recognition of their achievements and commitment to manpower development. In the second year of the implementation of the scheme, 51 major organizations and 6 SMEs are nominated as a MD.

生產力局為「人才企業嘉許計劃」制訂評估準則。

HKPC developed the assessment criteria for the "ERB Manpower Developer Award Scheme".

優質旅遊服務 Quality Tourism Services



生產力局一直為優質旅遊服務計劃提供專業顧問服務。旅發局自1999年11月起，推出「優質旅遊服務計劃」，協助旅客識別提供優質服務的供應商。至2011年3月底為止，超過7,300家來自零售和飲食業商舖，獲頒發「優質旅遊服務」計劃標誌。

HKPC continues to be the professional consultant for

the Quality Tourism Services Scheme (the Scheme), which was established by the Hong Kong Tourism Board (HKTB) in 1999 to help tourists identify quality service providers. As at the end of March 2011, over 7,300 outlets from the retail and catering sectors have been accredited under the Scheme.

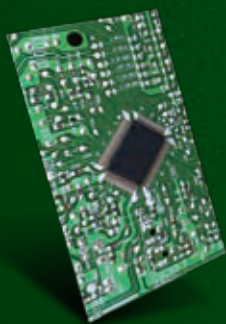
隨着十二五規劃出臺，推行清潔生產已成為「十二五」節能減排規劃的重要內容。生產力局一直致力協助業界減少碳排放，以及把握內地發展低碳經濟所帶來的新商機。

With the implementation of the Twelfth Five Year Plan, the Central Government is set to promote a clean industry campaign to curb national emissions in order to meet international carbon reduction targets. HKPC has continued to forge ahead in helping industries with the reduction of carbon emissions as well as the grasp of new business opportunities presented by the emergence of low-carbon economy on the Mainland.

60

共創綠色未來

Partnership for a Green Future



... 清潔生產是重要的商業投資，不是奢侈的開支。

... Cleaner Production is an important strategic business decision, not a luxury.





清潔生產創優勢 Cleaner and Stronger

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

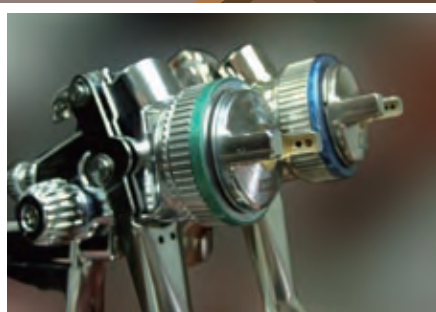
來自不同行業的製造商都在「清潔生產伙伴計劃」下受惠，通過優化使用物料和能源提高生產效率，並從源頭減少污染。

一家紡織公司利用燃燒管理系統改裝鍋爐，準確地控制燃燒過程，令燃油得以更有效地燃燒，燃料消耗平均減少2.6%，全年節省逾\$46萬港元燃料費用。

一家電路板生產商安裝了在線蝕刻液再生回用及銅板再生系統，回收的銅金屬為公司全年節省近280萬港元，並且大幅減少廢液處理的費用。

一家印刷廠在生產線中以高流低壓噴槍替換傳統噴槍，在減少揮發性有機化合物排放的同時，亦節省油漆和溶劑的使用量。是次改裝工作為廠房全年減少9.8%油漆和溶劑的使用量，節省成本達294,000元人民幣。

Under the Cleaner Production Partnership Programme (CPPP), manufacturers from various sectors have been benefited from the enhancement of their production efficiency through optimizing the use of material and energy resources while reducing pollution at source.



環保噴槍減少揮發性有機化合物排放。
Advanced spray guns minimize VOC emissions.



在線回收系統大幅減少蝕刻液耗用及廢液處理費用。
In-line recovery system helps PCB manufacturer reduce consumption of fresh etchant and disposal costs.

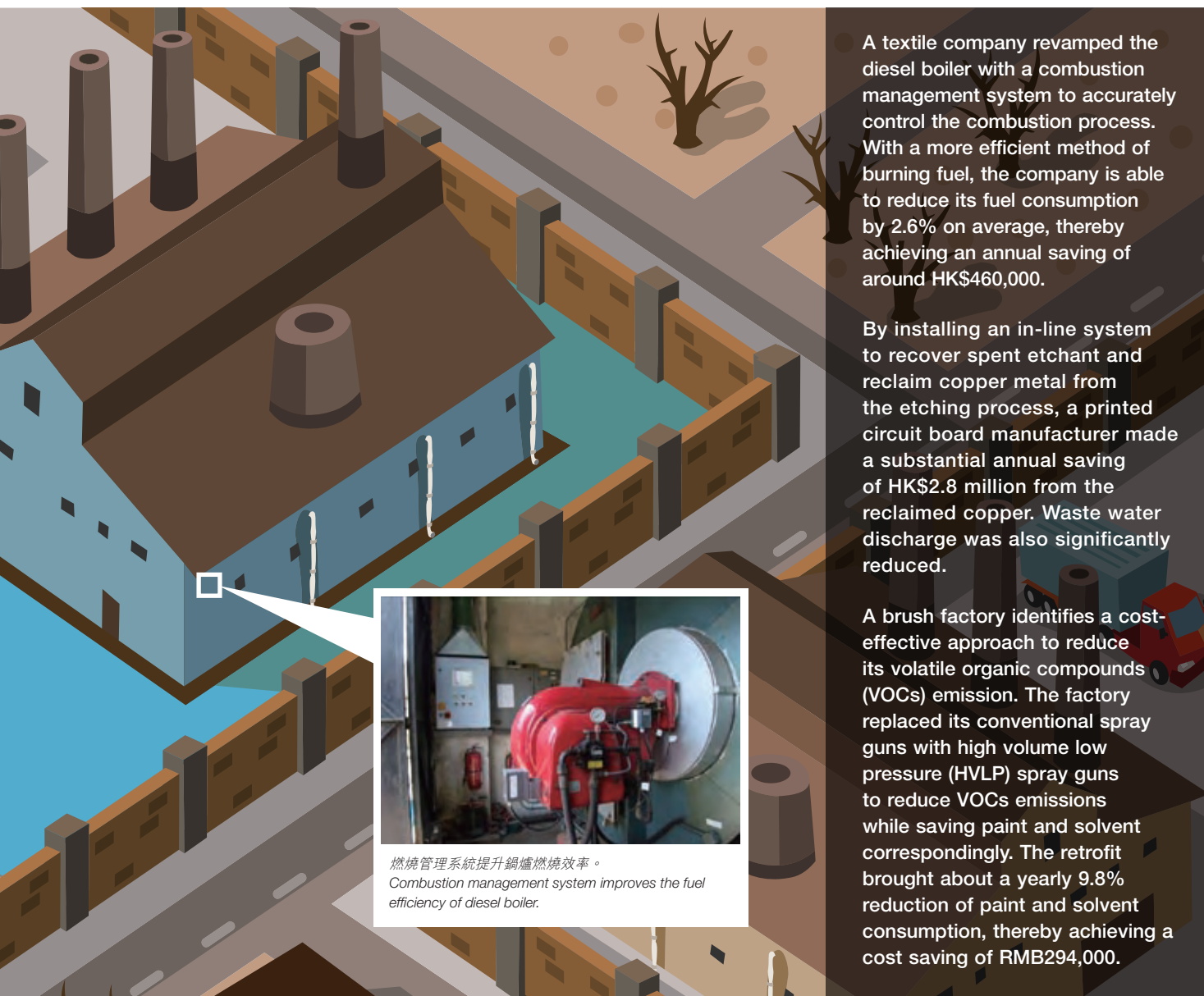
清潔生產
Cleaner
Production



清潔生產伙伴計劃 Cleaner Production Partnership Programme

生產力局獲香港特區政府資助，推行為期五年的「清潔生產伙伴計劃」。計劃已推行3年，廣受業界支持，現已審批了多達1,107個項目。

為肯定廠商在清潔生產工作上的貢獻，91家港資生產企業、4家採購商，以及20家註冊的環保技術供應商獲頒由特區政府環境局和廣東省經濟和信息化委員會合辦的「粵港清潔生產伙伴」標誌。



燃燒管理系統提升鍋爐燃燒效率。
Combustion management system improves the fuel efficiency of diesel boiler.

A textile company revamped the diesel boiler with a combustion management system to accurately control the combustion process. With a more efficient method of burning fuel, the company is able to reduce its fuel consumption by 2.6% on average, thereby achieving an annual saving of around HK\$460,000.

By installing an in-line system to recover spent etchant and reclaim copper metal from the etching process, a printed circuit board manufacturer made a substantial annual saving of HK\$2.8 million from the reclaimed copper. Waste water discharge was also significantly reduced.

A brush factory identifies a cost-effective approach to reduce its volatile organic compounds (VOCs) emission. The factory replaced its conventional spray guns with high volume low pressure (HVLP) spray guns to reduce VOCs emissions while saving paint and solvent correspondingly. The retrofit brought about a yearly 9.8% reduction of paint and solvent consumption, thereby achieving a cost saving of RMB294,000.

The government-funded 5-year Cleaner Production Partnership Programme (CPPP) has completed its third year of operation and was very well received by the industry that up to 1,107 projects have been approved under the CPPP.

In recognition of their contributions to cleaner production, 91 factories, 4 sourcing enterprises and 20 registered environmental technology service providers received the commendation under the Hong Kong-Guangdong Cleaner Production

Partners Recognition Scheme organized by the Environment Bureau of the HKSAR and the Guangdong Economic and Information Commission.



共建綠色珠寶產業 Building a Sustainable Jewellery Industry

繼成功為無錫金屬表面處理技術工業園建設中央污水處理廠後，深圳市中盈貴金屬股份有限公司亦委託生產力局，在位於深圳的「李朗國際珠寶產業園」內，設計和興建中央污水處理設施。

Following the success in building a centralized wastewater treatment plant for the Wuxi Metal Surface Treatment Technology Industrial Park, HKPC was appointed by Shenzhen Zhongying Precious Metal Co. Ltd. to design and build the centralized wastewater treatment facilities for a jewellery manufacturing industrial park in Shenzhen.



生產力局將為「李朗國際珠寶產業園」設計建造中央廢水處理設施。

HKPC will design and build the centralized wastewater treatment facilities for Lilang International Jewellery Industry Park in Shenzhen.



鵬城減廢卓越企業 Environmental Excellent Enterprises



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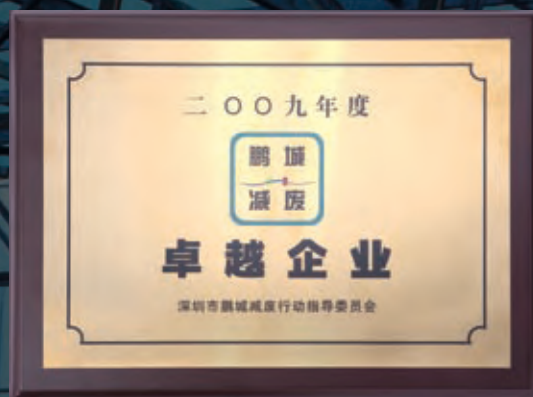
隨著深圳市加緊控制工廠的用水量和水排放，一家電路板製造商委託生產力局設計一套廢水處理系統。該系統可確保處理的污水符合深圳的排放標準，並可回收50% 廢水。

With the tightening controls over water consumption and more stringent discharge standards for factories in Shenzhen, a printed circuit board manufacturer commissioned HKPC to design an effluent treatment system to treat the wastewater discharged. The system is able to produce treated effluent in compliance with the stringent requirements and recover 50% of the wastewater.

這項工程設計和性能都同樣優異的系統獲得深圳市政府的肯定，該廠成為首三家獲得深圳市鵬城減廢行動指導委員會頒發卓越企業獎的企業之一，並贏得獎金人民幣200萬元，作為公司將來環保項目專款。

The excellent engineering and superior performance of the system was recognized by the Shenzhen Municipal Government and the manufacturer was named one of the three Excellent Enterprises of the year in waste reduction.





**Recover
50%
Wastewater
Full Compliance
with Discharge
Requirements**

**回收50%廢水
達標排放**



化綠成金

From Green to Gold

環保已成為全球營商的趨勢，生產力局一直積極支援香港製造商探索綠色經濟商機，推出綠色產品，為消費者及環境創優增值。

Going green is a global business trend. HKPC has been actively supporting Hong Kong manufacturers to take advantage of the green economic opportunities by introducing greener products that provide good value for consumers and the environment.

舊式電視顯像管的處置已成為全球環保問題。

Disposal of Cathode Ray Tubes (CRT) has become a global environmental problem.





回收顯像管化廢成金 CRT to CRT

在香港，處理棄置舊式電視和電腦熒幕的顯像管一直是棘手的問題，因為顯像管玻璃含鉛有毒。這種化學廢物的收集、運輸、儲存及棄置必須受環保署的牌照規管。

生產力局協助本港一家顯像管回收公司符合嚴格的法規要求，以及取得香港環保署發出的化學廢物處置牌照。最近，這家公司更成為本港首家成功將廢棄的顯像管「轉化」成玻璃材料的公司，並出口至海外的顯像管生產商，成功實踐「廢物變寶」。

In Hong Kong, the disposal of cathode ray tubes (CRTs) in unwanted televisions and computer displays has long been a difficult problem since the CRT glass contains toxic lead. Being classified as a chemical waste, the collection, transportation, storage and disposal of CRTs are subject to licensing control by the Environmental Protection Department (EPD).

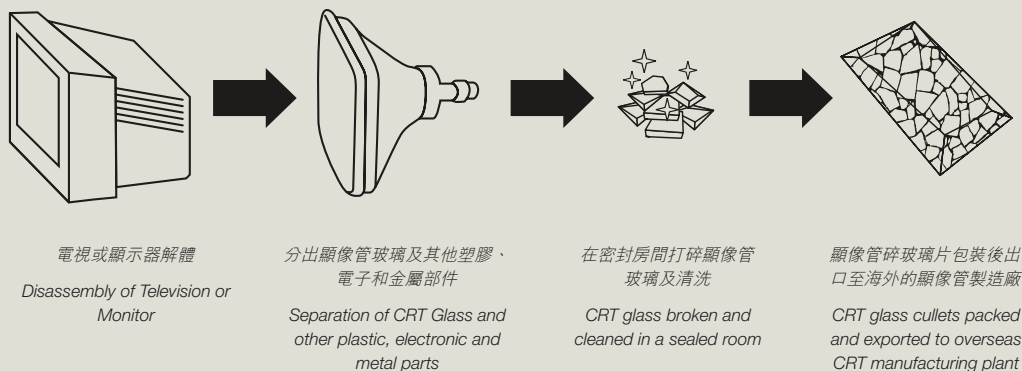
HKPC assisted a local CRT recycling operator to comply with stringent regulatory requirements and obtain the chemical waste disposal license for CRT from EPD. Recently, the operator became the first Hong Kong company to successfully export the glass materials converted from disposed CRTs to an overseas producer.




生產力局協助本地回收商成功申領化學廢物處置牌照。

HKPC helped the local CRT recycler successfully obtain the waste disposal license from EPD.

顯像管 回收程序 CRT Recycling Process





本局與香港塑膠業廠商會合作，推行一項有關推動企業符合國際認可環保標籤的技術支援計劃。一款由環保塑膠製造的iPhone保護殼，成功透過該技術支援計劃，獲取香港環保標籤（Hong Kong Green Label）的認證。

Thanks to a technical support programme launched by HKPC and the Hong Kong Plastics Manufacturers Association, an iPhone case made of green plastic materials successfully obtained the Hong Kong Green Label. This programme aims to assist SMEs to comply with international green label standards.

穀殼變機殼 Case for Green

產品所採用的環保塑膠，由穀粉、竹粉、花生殼等殘餘農作物研製而成，含有再生資源成份，達致可持續發展的理念。

該技術支援計劃亦編製了電腦數據庫，詳列常見的環保標籤要求，而技術指南亦收錄了生產環保塑膠產品的最佳實踐個案，為製造商提供有用的參考資訊。

The product is made of eco-friendly plastic which is produced with corn husk, wheat straws, bamboo tissues and other agricultural remnants of renewable resources. This product exemplifies the concept of sustainable development.

A computer database on detailed requirements of common green labels and a technical guidebook setting out the best practices on producing environmentally-friendly plastic products were also compiled to provide useful reference information to manufacturers.





燃點綠光 Green Light

生產力局積極推廣半導體照明技術的應用，以及支援本地企業及新一代衝破技術壁壘。

為配合本地半導體照明產業的發展，生產力局成立了香港半導體照明產業聯盟，目的是透過不同的小組委員會，處理業界有關制定標準及測試認證，以至技術應用等不同的需要，為本地LED照明產業帶來最大的裨益。

HKPC has actively promoted a wider application of the LED lighting technology and supported Hong Kong companies and young talents to overcome the technical barriers during the course of their deployment.

In response to the needs of the local solid state lighting industry, the Hong Kong Solid State Lighting Industry Consortium (HKSSLIC) was set up with the help of HKPC. The mission of HKSSLIC is to promote the interests of the local solid-state lighting industry, particularly the LED industry, via various sub-committees which will meet different needs of the industry, ranging from standards, testing and certification to technology application.



成立香港半導體照明產業聯盟以加強推動綠色照明技術。

The Hong Kong Solid State Lighting Industry Consortium was set up to promote green lighting industry.





智能巴士站廣告燈箱 Intelligent Bus Stop Advertising Light Box



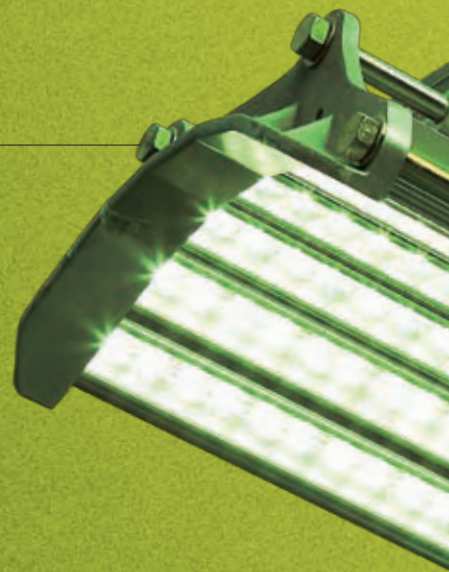
生產力局、香港半導體照明產業聯盟與香港青少年創新科技教育協會合辦首屆香港「未來城市」照明設計比賽，並推薦了奪得總冠軍的中學五年級學生，參與「秘魯國際科學賽」(CIENTEC 2010)，其「智能巴士站廣告燈箱」設計從40個國家及地區的350個參賽作品中，勇奪全場總季軍及工程組冠軍。

HKPC, HKSSLIC and the Hong Kong Innovative Technology and Education Association jointly organized the Future City Lighting Design Competition and recommended the winner to participate in the Peru International Science Competition (CIENTEC 2010). "Intelligent Bus Stop Advertising Light Box", designed by a group of secondary five students, was the champion of the engineering category and was second runner-up overall out of over 350 entries from 40 countries and regions.



「秘魯國際科學賽」香港得獎者

Hong Kong winners of the Peru
International Science Competition



此外，機電工程署委託生產力局進行一項有關市場現有LED燈種類和海外現有實施LED燈標籤計劃的研究，配合機電工程署將自願性能源效益標籤計劃 (VEELS) 擴展至LED燈。

針對LED燈存在光源過於炫目的問題，本局成功研發零售店鋪飾櫃專用之優質環保照明系統 — invisibLED，當中採用LED作為照明光源，結合獨特設計的多自由曲面反光杯，應用於商品陳列櫃，達到更為均勻光亮的照明及商品展示效果，提升商品市場競爭力的同時，更可大幅降低能源成本。



*invisibLED*結合獨特設計的多自由曲面反光杯，照明效果更均勻明亮，更可節省能源。

With a specially-designed freeform reflector, "invisibLED" can moderate the light intensity and reduce energy consumption.

In addition, with an aim to extend the voluntary Energy Efficiency Labelling Scheme (EELS) to LED lamps, HKPC was appointed by EMSD to conduct a survey on the existing types of LED lamps on the local market and overseas labelling schemes for LED lamps.

To tackle the glare problem in LED lighting, HKPC successfully developed a high-quality and environmentally-friendly lighting system, "invisibLED", which is

applicable to showcases in retail shops. Using a specially-designed freeform reflector, "invisibLED" can moderate the light intensity and reduce energy consumption. With more even lighting and free of glare, it is most suitable for merchandise display in showcases while attaining significant saving in energy costs.



低碳汽車 Charging Up, Cooling Down

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011



使用電動汽車 (EV) 等低排放汽車，已被視為減少溫室氣體排放、紓緩全球暖化的有效方法。多年來，生產力局一直積極發展低碳汽車技術。

The use of low emission motor vehicles such as Electric Vehicle (EV) is well identified to be one of the effective ways to reduce greenhouse gas emission so as to combat global warming. For years, HKPC has committed to promoting the development of low-carbon automotive technologies.



充電站基建是電動運輸工具的成功關鍵。

EV charging infrastructure is critical to the success of electric transportation.

生產力局獲中華電力有限公司委託，進行一項有關電動汽車充電基礎設施的研究項目，以支持香港更廣泛應用這類汽車。在該研究項目之下，生產力局正開發一套多制式高功率充電系統，以支援最新的電動汽車主流充電標準；更備有完善的網絡式設計，可配合智能電網及付款系統使用。

HKPC was commissioned by CLP Power Hong Kong Limited to undertake a research on EV charging infrastructure in order to support a wider adoption of these vehicles in Hong Kong. Under the research, HKPC is developing a high power EV charging system that is compatible with multiple mainstream





環境局委託生產力局進行一項研究，以挑選一款適合在香港示範電動汽車商業應用的車型，當中涉及各種技術領域的深入研究，以及與相關汽車業合作夥伴的聯繫。

charging standards. Its networked design will allow easy integration with smart grid and electronic payment systems.

HKPC was commissioned by the Environment Bureau to conduct a study to identify an appropriate model of EVs suitable for demonstrating the use of commercial electric vehicles in Hong Kong. The study covers an in-depth research into various technology fields and the liaison with relevant automobile stakeholders.

自動引擎怠速無空轉系統 Automatic Engine Idle Stop System

在環境及自然保育基金的贊助下，生產力局展開了「自動引擎怠速無空轉系統」的研發，讓汽車在旅途中停駛了一段時間之後，其怠速引擎將自動關閉，從而減少空轉引擎的燃油消耗和廢氣排放。所開發的系統將安裝於房車、小巴和的士，以進行路面測試和性能評估。

Sponsored by the Environment and Conservation Fund, HKPC embarked on the development of an Automatic Engine Idle Stop System to turn off idling engine automatically when a motor vehicle comes to a halt. The objective of this project is to reduce fuel consumption and exhaust emission. The system will be installed in a passenger car, mini-van and taxi for further road testing and performance evaluation.





為了下一代著想，每個人都應該做好保護環境的本份。生產力局繼續向商業機構，以至整個社會，大力宣揚環保意識。

Protecting the environment for future generations is a responsibility that everyone must shoulder. HKPC continues to drum up green awareness among business organizations and the community at large.

表彰環保卓越 Recognition for Environmental Excellence

生產力局在香港特別行政區政府委託之下，由2008年起策劃和執行「香港環保卓越計劃」獎勵活動。

「香港環保卓越計劃」旨在向社會推廣環保意識，以及表彰為環保作出貢獻的機構。該計劃自2008年推行以來，其深度和廣度不斷擴展，成為香港其中一個最受推崇的環保獎勵活動。

為嘉許在環保方面表現傑出的機構，「香港環保卓越計劃」設立了「界別卓越獎」，2011年共接獲468份參賽申請，四年來累積接獲超過1,200份參賽申請。

HKPC has been commissioned by the Hong Kong SAR Government since 2008 for the development and implementation of the Hong Kong Awards for Environmental Excellence (HKAEE).

The HKAEE seeks to promote environmental excellence in the community and show recognition to organizations that have contributed to environmental protection. Since its inception in 2008, HKAEE has grown in both depth and breadth, making it the most prestigious environmental award scheme in Hong Kong.

The Sectoral Awards of HKAEE, which honour organizations with outstanding environmental achievements, received 468 entries in 2011 and over 1,200 entries cumulatively.



「香港環保卓越計劃」表彰為環保作出貢獻的機構。

The Hong Kong Awards for Environmental Excellence encourage more enterprises to "go green".



今年，「香港環保卓越計劃」更增設了「環保創意卓越獎」，以表揚機構為環保所發揮的創意。這項新獎勵計劃旨在鼓勵更多機構發揮環保創意，以及促進在業務運作中更廣泛應用環保創新意念，惠及社會。

The Green Innovations Awards, newly introduced to the HKAEE in 2011, aim to acknowledge the achievements of green innovations that have been adopted by organizations and to encourage more organizations to showcase their green innovations and inspire a wider application of green innovative ideas in business operations in the community.



透過「中總碳管理系統」，中小企可對公司的「碳足跡」一目了然，從而制訂減碳措施。

The CGCC-Carbon Management Tool help SMEs assess their carbon footprint and draw up carbon emissions reduction plan.

不留足跡 Leave No Footprint

為提升公眾對氣候變化影響的關注，生產力局與香港中華總商會合作開發了一套免費的碳排放管理網上工具，以協助各行業中小企計算自己的「碳足跡」，並提供可行的減碳和節能建議。

這套網上工具可協助中小企分析其照明設備、空調系統和辦公室設備的能源消耗狀況，從而探討節約能源的空間，以及建議可行的節能方案。

To increase the general public's awareness on the impacts of climate change, HKPC and the Chinese General Chamber of Commerce (CGCC) jointly developed a free web-based carbon management tool aiming to help the business sectors and SMEs assess their own carbon footprints, and offer advice on feasible carbon reduction and energy conservation measures.

The on-line tool helps SMEs analyze the energy consumption status of



中小企免費「碳足跡」管理工具
Free Carbon Management Tool for SMEs

lightings, air-conditioning and office equipment so as to explore energy conservation potentials and suggest feasible energy saving options.



生產力局與CSA Group在港推出ISO 14064溫室氣體管理認可培訓計劃。

CSA Group and HKPC launched ISO 14064 Greenhouse Gas management training and certification in Hong Kong.



生產力局聯同CSA Group推出一系列溫室氣體培訓計劃，內容基於ISO 14064溫室氣體管理測量及報告國際標準，是本港首項同類型的培訓計劃。CSA Group是獨立的非牟利機構，致力從能源、基建和交通運輸等方面，向企業推廣清潔技術的應用，並參與制定ISO14064溫室氣體標準。

這項新培訓計劃於2011年初推出，由三大類課程組成，為機構就監控、減低和驗證本身的碳排放量，提供符合國際認可標準的具體措施。

HKPC and CSA Group jointly launched a series of Greenhouse Gas (GHG) training programmes based on the internationally-recognized ISO 14064 series of GHG measurement and reporting standards. This is the first of its kind in Hong Kong. CSA Group is an independent, non-profit-making association with the objects to promote the use of cleaner technologies by businesses in the energy, infrastructure, and transportation sectors and lead the development of the ISO 14064 GHG standards.

Comprising three training courses to be introduced in early 2011, the new programmes will provide organizations with concrete measures to monitor, reduce and verify their carbon emissions in accordance with internationally-recognized standards.





綠色食肆 Green Restaurant

全港有超過一萬家餐廳和食肆。為了向本地餐飲業推廣環保實務措施，生產力局與香港餐飲聯業協會在環境及自然保育基金的資助下，正制定自願性的「優質餐飲業環保管理計劃」（QREMS），這將是全港首個評核餐飲業營運商環保表現的認證計劃。

參與計劃的餐飲業營運商，將從能源效益、用水效益、廢物管理、污水管理、空氣污染管制、噪音管制及整體環境管理等七大範疇，接受環保表現評核，並因應評核結果而獲頒不同等級的標誌，以肯定其環保表現。

Hong Kong has more than ten thousand restaurants and food outlets. In a bid to promote green practices to the catering sector, HKPC and the Hong Kong Federation of Restaurants and Related Trade (HKFORT) are developing a voluntary "Quality Restaurant Environmental Management Scheme" (QREMS) as sponsored by the Environment and Conservation Fund. QREMS will be the first certification scheme to assess the environmental performance of catering operators in Hong Kong.

Participants will be evaluated in terms of energy efficiency, water consumption, waste management, water pollution control, air pollution control, noise pollution control and overall environmental management. Different classes of logos will be granted to participants according to the assessment results in recognition of their contribution to environment.



「優質餐飲業環保管理計劃」協助業界提升環保表現及競爭力。

The "Quality Restaurant Environmental Management Scheme" will help catering industry improve environmental performance and enhance competitiveness.



現時企業要達致長遠效益和可持續發展，其中的關鍵在於承擔企業社會責任（CSR）。隨著愈來愈多消費者關注企業社會責任，主要國際買家都對其供應商提出道德要求；因此，推廣企業社會責任已成為生產力局的一項重要使命，藉以提升香港企業的競爭力。

Nowadays, corporate social responsibility (CSR) turns into one of the keys to an enterprise's long-term success and sustainable development. With increasing consumer concern on CSR, major international buyers are imposing ethical requirements on their suppliers. As such, promoting CSR has become an important mission of HKPC in order to enhance the competitiveness of Hong Kong enterprises.

社區伙伴

Community Partnership



... 企業社會責任就是把企業視作社群的一分子。

... Corporate Social Responsibility (CSR) is about seeing business as an integral part of the community.





為促進不同行業認識和履行企業社會責任，生產力局於2009年推出「企業社會責任 - CSR^{CARE}」計劃。該計劃自開展以來，已成功邀請玩具、電子和化工行業的公司參與。

To promote the awareness and implementation of CSR among different sectors, HKPC launched the CSR^{CARE} programme in 2009. Since its launch, the programme successfully attracted the participation of companies from the toys, electronics and chemical sectors.

該計劃鼓勵所有參與的公司，根據ISO 26000國際標準，並配合本身的能力和 Partners 的期望，制定屬於自己的企業社會責任計劃。

生產力局還與香港社會服務聯會及其他五個策略伙伴，攜手建立「社聯CSR卓越中心」，並與那些履行企業社會責任而又具領導地位的機構，建立策略性合作伙伴關係，在香港推廣企業社會責任。

Participating companies were encouraged to develop their own CSR programmes based on the ISO 26000 standard and in line with their strengths and stakeholders' expectations.

HKPC also joined hands with the Hong Kong Council of Social Service and five other strategic partners to establish the CSR Institute with an aim to develop strategic partnerships with leading CSR organizations in Hong Kong for the promotion of CSR.



「香港傑出企業公民獎」旨在表揚來自五個不同界別的機構，在實踐社會責任方面的卓越成就。

The Hong Kong Outstanding Corporate Citizenship Award aims to recognize the outstanding CSR achievements of organizations from five different sectors.



社區伙伴 Community Partnership

愛心展關懷 We Care

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011



本局與香港社會服務聯會及其他六個策略伙伴，攜手建立「社聯CSR卓越中心」，在香港推廣企業社會責任。

HKPC joins hands with the Hong Kong Council of Social Service and six other strategic partners to establish the CSR Institute to promote the awareness and implementation of CSR.

為提升香港中小企對企業社會責任實務措施的認知，生產力局與香港理工大學發表了全港首個「香港中小企 - 企業社會責任指數」。該指數從員工、顧客、投資者、供應商、社區及環境等層面，分析來自20個行業、超過130間中小企的企業社會責任表現，從而得出一個企業社會責任的參考指標。

To enhance the awareness and implementation of CSR practices among SMEs in Hong Kong, HKPC and the Hong Kong Polytechnic University published the first Hong Kong SME CSR Index, which was derived from the results of a survey assessing the CSR performance of 130 SMEs from 20 industry sectors in terms of employees, customers, investors, suppliers, community and environment.

環保及道德採購

Green and Ethical Procurement



為協助電子電器業中小企應對國際買家的道德與環保採購要求，香港電子業商會與生產力局合作，並獲香港特別行政區政府工業貿易署「中小企業發展支援基金」撥款資助，推出一項支援計劃，透過舉辦一系列研討會及出版一本實用指南，協助他們符合相關的要求。

To help SMEs in the electronics and electrical industry meet the ethical and green procurement requirements of international buyers, the Hong Kong Electronic Industries Association and HKPC jointly rolled out a programme with funding support from the SME Development Fund of the Trade and Industry Department. Under the programme, a series of seminars were held and a practical guidebook was published in order to help SMEs comply with these requirements.



企業公民 Be a Good Citizen

為推廣企業公民意識，並協助本地企業在業務策略中貫徹有關理念，生產力局展開「香港企業公民計劃」，以建立履行企業社會責任的經驗分享平台。

「香港企業公民計劃」獲公民教育委員會及中國銀行（香港）贊助，由一系列活動組成，當中包括舉辦「香港傑出企業公民獎」，以表揚來自五個不同界別的機構，在實踐社會責任方面的卓越成就；此外，還有一系列研討會及工作坊，以及「香港企業公民標語創作比賽」和「香港企業公民教育展覽」。

「香港企業公民標語創作比賽」共收到超過2,000份參賽作品，而35個機構亦在首屆「香港企業公民計劃 - 香港傑出企業公民獎」中獲得嘉許，以表揚他們履行及推廣企業社會責任的傑出表現。

To raise the awareness of corporate citizenship among local enterprises and to assist them in incorporating it in their business strategies, HKPC kicked off the "Hong Kong Corporate Citizenship Program" to build an experience sharing platform for the implementation of CSR.

The "Hong Kong Corporate Citizenship Program", sponsored by the Committee on the Promotion of Civic Education (CPCE) and the Bank of China (Hong Kong), comprises a series of activities including "The Hong Kong Outstanding Corporate Citizenship Award" to recognize the outstanding CSR achievements

of organizations from five different sectors; seminars and workshops; the "Hong Kong Corporate Citizenship Slogan Competition" and "Hong Kong Corporate Citizenship Education Exhibition".

The "Hong Kong Corporate Citizenship Slogan Competition" attracted more than 2,000 participants. 35 organizations were also recognized at the "Hong Kong Corporate Citizenship Program - Hong Kong Outstanding Corporate Citizen Award" for their achievements in the implementation and promotion of CSR.

《中學生組》

金獎

貢獻社會顯良心，專業管治見民心，激勵培訓展愛心，支持環保齊關心。

銀獎

良心企業人人愛，回饋社會應慷慨；服務優質保員工，環境保護不放鬆！

優質企業共創社會和諧，員工互愛齊建綠色地球。

銅獎

保護環境齊出力，協助社會齊發展，專業服務齊向前，關愛員工齊共存。

企業公民有責任，回饋社會促繁榮；關愛員工展所長，優質企業齊創新。

積極參與為公益，企業公民傳意識，關愛員工為目的，優質服務最出色。

《大專學生及公開組》

金獎

關愛員工利僱傭 優質專業客推崇 持續發展繫環保 回饋社會建大同

銀獎

企業員工心合一 業務發展求優質 公平交易重環保 民享繁榮獻善德
專業穩健常創新，激勵員工展所長，公平合法重誠信，持續發展獻社群。

銅獎

服務社會為己任，力臻完善圖創新。培訓提升士氣振，環保節約齊實行。

企業公民重公益 推動環保傾全力 培訓員工齊增值 產品服務更出色

貢獻社會樂慈善 優質服務客為先 關愛培訓才盡展 推動環保創明天。

工業顯關懷 社區心連心

Serving the Industry and Community

with One Heart

為提高大眾對企業社會責任的認識，生產力局夥拍香港中華廠商聯合會，於2010年12月香港工展會場內設立遊戲攤位及其他活動，向參加者傳遞企業社會責任及正確處理電子廢物的訊息。大會還設有「工業藝術館」，示範利用回收棄置材料製作小擺設或玩具。

To raise the public awareness on CSR, HKPC partnered with the Chinese Manufacturers Association of Hong Kong to set up an interactive educational game booth in the 45th HK Brands and Products Expo last December. An “Industrial Art Zone” was also set up with the help of HKPC’s volunteers to demonstrate the recycling of discarded materials into decorative displays and toys.





因應社交媒體及流動科技廣受市民大眾歡迎，生產力局聯同香港無線科技商會、本地青少年服務機構及大學學者，在香港特別行政區政府的「禁毒基金」撥款資助下，開展兩個青少年禁毒支援項目。

Riding on the popularity of social media and mobile technologies, HKPC teamed up with the Hong Kong Wireless Technology Industry Association (WTIA), local youth service groups and academics to launch two anti-drug support projects funded by the Beat Drugs Fund of the HKSAR Government.

堅決說「不」 Let's Face It



「faceTeen行動」是一個網上生活技能教育平台，由生產力局與香港大學合作開發，在Facebook、YouTube、Twitter等社交媒體平台上進行。透過八個網上互動主題活動，引導參加者提升自我價值和能力，堅決向毒品說「不」。

目前，「faceTeen行動」網站（www.faceteen.org）已開始運作，而相應的網上問卷調查亦已展開，以評估青少年在參與活動前及後的心理、情緒狀態及行為上的改變。



Jointly developed with the University of Hong Kong, "Let's Face It" is a life skills-based education campaign on Facebook, YouTube, Twitter and other social media platforms. Through eight online interactive thematic activities, participants will acquire skills to develop self-esteem and the capacity to say "NO" to drugs.

To date, a portal for "Let's Face It" (www.faceteen.org) has been launched and an online survey is underway to evaluate teens' psychosocial and emotional state and behavioural repertoire in relation to drugs taking before and after participating in the campaign activities.



透過網上互動主題活動，「faceTeen行動」及「閃鑽計劃」引導參加者提升自我價值和能力，堅決向毒品說「不」。

Through a series of online interactive thematic activities, "Let's Face It" and "DIAMOND" will help participants enhance their self-esteem to say "NO" to drugs.



利用流動及新電子媒體，生產力局與香港無線科技商會還共同策劃了「閃鑽計劃」，透過流動對話平台由虛擬導師與高危青少年互動溝通，以引導他們遠離毒品。「閃鑽計劃」的流動對話平台將於2011年9月推出。

Using mobile and new electronic media, the "DIAMOND – DIALogue•MOBILE•No Drugs"

(DIAMOND) project, developed jointly with WTIA, engages high-risk youths on a mobile dialogue platform with virtual mentors to assert positive influence on anti-drug. The platform will be launched in September 2011.



宣揚使命 Promoting our Mission

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011



生產力局與香港上海滙豐銀行於2010年4月，再度聯手推出「滙智營商」計劃，協助本地中小企把握亞洲經濟好轉所帶來的機遇。

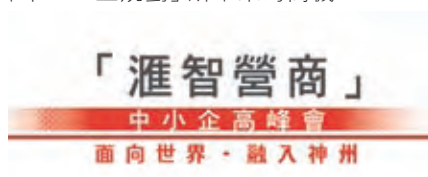
In April 2010, the “Wise Business” programme was launched jointly with the Hongkong and Shanghai Banking Corporation to help local SMEs take advantage of the opportunities in Asia’s recovering economy.

企業傳訊

Corporate Communications

過去一年，生產力局接連推出多項新活動，致力將我們的接觸面擴展至工商業界和其他機構。

「滙智營商」計劃包括共十二集的電視資訊特輯，節目於NOW財經台播放，探討本地中小企在工業升級方面的成功個案，並請來專家剖析企業的成功之道；此外，計劃下還提供中小企免費面談諮詢服務。整個計劃的重點活動是於8月舉辦的中小企高峰會，探討國家「十二·五規劃」所帶來的商機。



A host of new initiatives were introduced in the past year to consolidate our efforts in extending our reach to the business community and other commercial organizations.

The programme includes a 12-part TV series on NOW Business News Channel, featuring the success stories of local enterprises in industrial upgrading as well as expert advice on ways to achieve business success; and free consultancy services for SMEs. The highlight of the programme features an SME Summit in August, which explored the business opportunities arising from the Twelfth Five-Year Plan announced by the Central Government.





生產力局於年內還定期在本港商會的定期刊物和傳媒雜誌，以專欄文章介紹關乎中小企的最新政策，以及業界的成功經驗。

為了讓更多人士認識生產力局的使命和服務，生產力局安排了一個訪客計劃，透過到訪本局和其他相關工業支援機構，向本地、內地和海外代表團介紹其不同範疇的工業支援服務。在訪客計劃之下，年內共有4,648位訪客及170個代表團到訪生產力局。

The Council also teamed up with local business publications, SME Link and Capital Entrepreneur, to publish regular columns in December 2010

and February 2011 respectively to feature various latest policy initiatives concerning SMEs and the success stories of HKPC's clients.

Communicating our mission and services to a wider audience, our visitor programme introduces a wide spectrum of industrial support services to local, Mainland and overseas delegations both through visits to our Council and other related industry support organizations. Under this programme, 4648 visitors and 170 delegations visited us during the year.

「匯智營商」中小企高峰會為業界探討國家「十二·五規劃」所帶來的商機。

"Wise Business" SME Summit helps the industry explore business opportunities arising from the Twelfth Five-Year Plan announced by the Central Government.



為配合生產力局長遠的發展，局方推出見習顧問計劃，以招募優秀的大學畢業生。在該計劃下，見習生將在不同部門接受一年的專業在職培訓，並有機會履任助理顧問職務。

A trainee consultant programme was introduced to recruit top-notch university graduates to groom necessary talent for our long-term development needs. Trainees receive professional and intensive on-the-job training in different divisions with the possibility of taking up Associate Consultant positions upon completion of their one-year programmes.

培育團隊 Grooming Our Team

人才是我們最寶貴的資產。我們致力締造良好和諧的工作環境，獎勵及支持員工發揮所長。

生產力局的首要工作是建立專業人才隊伍，通過有系統的發展計劃，建立幹練的顧問團隊，以配合局方現在及未來的發展。

People are our most valuable asset. By creating a rewarding and supportive work environment and by wholeheartedly embracing a work-life balance, we are building a better organization for our staff and stakeholders.

It is an HKPC priority to build a resourceful and professional workforce. Through a structured talent development programme, we are building an erudite team of consultants.



推出見習顧問計劃，並招募優秀的大學畢業生，以配合本局的長遠發展。

Trainee consultant programme is introduced to recruit top-notch university graduates to meet our long-term development needs.

HKPC is committed to the long-term growth and sustainable development of staff members. Staff members are encouraged to participate in many public programmes offered by our Productivity Training Institute and other external institutions. In 2010/11, HKPC allocated an average training budget of over HK\$5,000 for each staff member, resulting in an impressive total of about 15,000 training hours.



生產力局致力推行長遠及持續的人才發展，並鼓勵員工就讀生產力培訓學院及其他院校的公開培訓課程。在2010/11年度，生產力局為每一位員工設立超過5,000元的培訓資助，而在一系列措施之下，去年培訓時數的合共約15,000小時。

為提升員工的學術資格，以配合生產力局的專業發展，本局於2009年4月推出學術培訓獎學金和資助計劃，鼓勵員工修讀學士、碩士或博士學位課程。

為加強員工對機構的認同和歸屬感，促進衷誠合作，每月，本局總裁及三位副總裁均會邀請不同部門的各級同事共進午餐，聽取員工對機構事務的意見。這溝通渠道備受員工歡迎，有助推動建立上下級的夥伴關係，推動機構改革。

生產力局推行的持續改善計劃，旨在鼓勵員工就工作流程、節省成本、客戶服務及創意等範疇，提出建設性的改善方案，藉以促進機構持續發展的文化。

To upgrade staff academic qualifications, both for their own personal development and the professional support and ongoing growth of HKPC, Academic Training

Scholarship and Sponsorship programmes were introduced in April 2009 to cover Bachelor, Master or Doctorate Degree programmes undertaken by staff.

Staff engagement is critical to building our colleagues' commitment and collaboration. Every month our Executive Director and three Branch Directors invite staff members of different divisions and at different levels to "Table for Ten" lunch gatherings to listen to their opinions on the issues they are concerned about such as policies, practices or directions. This is a useful and well-received channel to build up partnership between our senior management and staff members by large and effect organizational improvement measures.

A focus on continuous improvement (CI) was introduced to motivate staff members to initiate constructive corporate-wide and cross-divisional improvement suggestions in work flow improvements, cost reductions, customer service improvements and innovation, to create a culture of continuous improvement throughout the organization.

持續改善 Continuous Improvement



推出持續改善計劃，並設立「年度最佳持續改善計劃獎」，鼓勵員工提出改善方案，促進機構持續發展。

A Continuous Improvement (CI) initiative and the Best CI of the Year Awards are introduced to create a culture of continuous improvement throughout the organization.

在2010/11年度，管理層接納了37項由個別同事提出的持續改善建議，以及6項由跨部門合作實行的持續改善項目。為感謝員工的努力，由2010年起設立「年度最佳持續改善計劃獎」，並於2011年週年晚宴上頒發了6個獎項。

In 2010/11, 37 CI individual ideas were endorsed by the management of which 6 CI projects were implemented. In appreciation of staff's efforts, the Best CI of the Year Awards were launched in 2010 and a total of six awards were presented.



Enhance Team Spirit Support Community Services

團隊一心 服務社群

在過去一年，職員康樂會舉辦了各式各樣的活動，以加強團隊精神、紓緩工作壓力及服務社群。

職員康樂會亦積極推動員工參與社區慈善活動，包括：公益服飾日、捐血日，藉以展示生產力局對社會的關懷。此外，職員康樂會還舉辦了各項文康活動，由遠足、保齡球、攝影等，以至觀光旅行及烹飪班等，令員工舒展身心。

職員康樂會每月舉行「名人午間聚會」，邀請本地名人主講不同課題，例如：時事、投資、健康、運動，以及藝術和文化等，讓員工增廣知識和擴闊視野。





During the year, the Staff Recreation Club (SRC) organized a series of activities to enhance team spirit, offer work-stress relief and support community services.

SRC also mobilized staff's participation in external charity and community events, including Dress Special and Blood Donation Days. Sports and leisure activities, ranging from hiking, bowling and photography to sightseeing tours and cooking

lessons were also organized to help staff attain a more balanced and healthy lifestyle.

The Club also organized monthly staff luncheons, featuring prominent personalities as guest speakers to expand staff vision and broaden their horizons. Topics covered ranged from current issues to investment, health, sports as well as arts and culture.



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

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

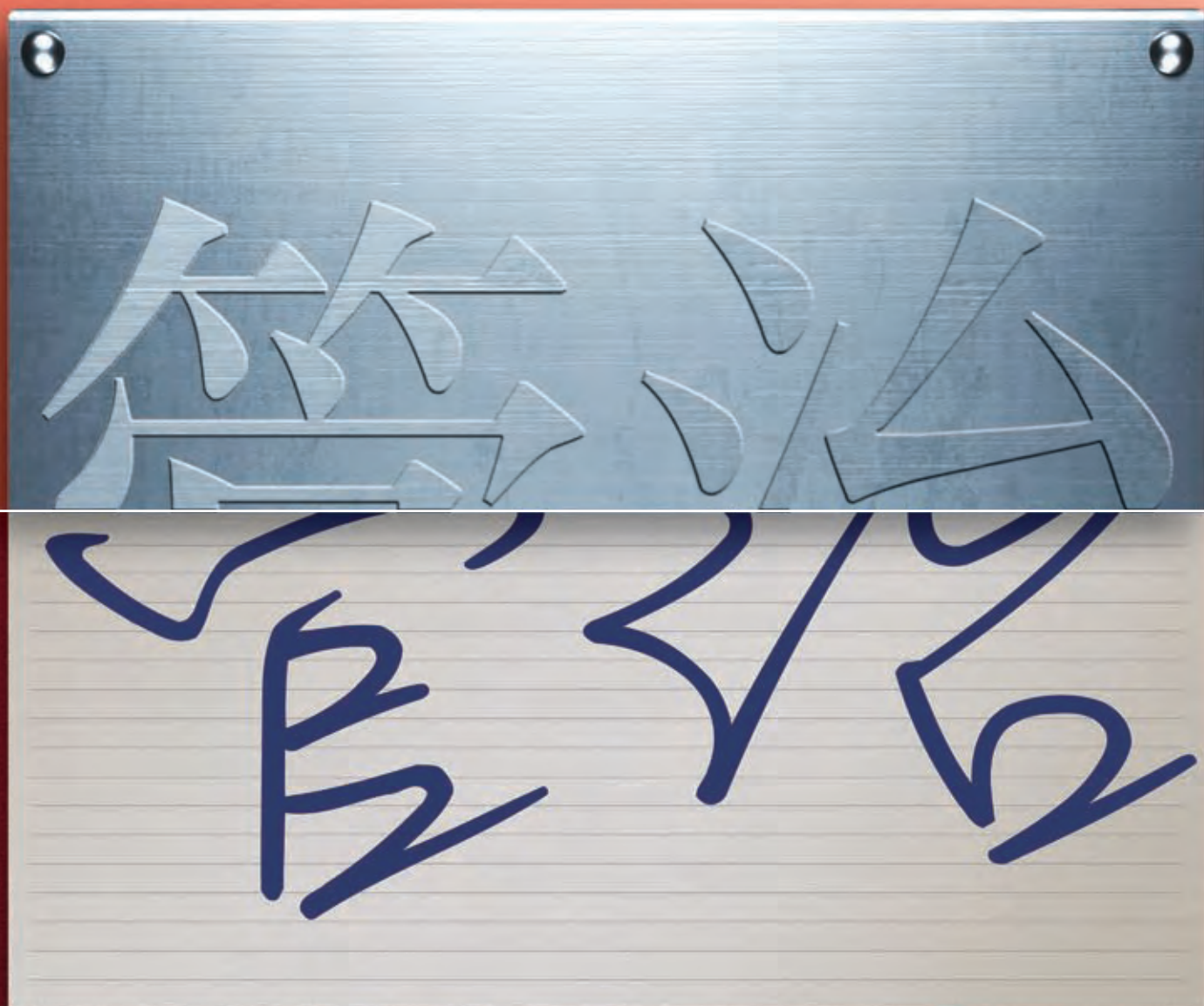
企業管治

Corporate Governance



... 良好企業管治不單是一套書面程序，更須成為銘刻於企業文化的精神。

... Good governance is not just a set of written procedures but should be the spirit deeply engraved in a company's culture.





陳鎮仁主席主持理事會會議。
Mr Clement Chen, Chairman of HKPC, chairs a HKPC Council Meeting.

理事會

理事會是生產力局的管治組織，為生產力局履行職能提供策略領導。

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

理事會主席及其他委員均屬非執行性質。陳鎮仁先生由2009年7月1日起，出任理事會主席。在本年度內，理事會召開了四次會議。各委員的會議出席記錄刊載於第102頁。

理事會委員對帳目的責任

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

生產力局核數師就本身對生產力局帳目審核報告的責任，刊載於第117頁的獨立核數師報告的聲明。

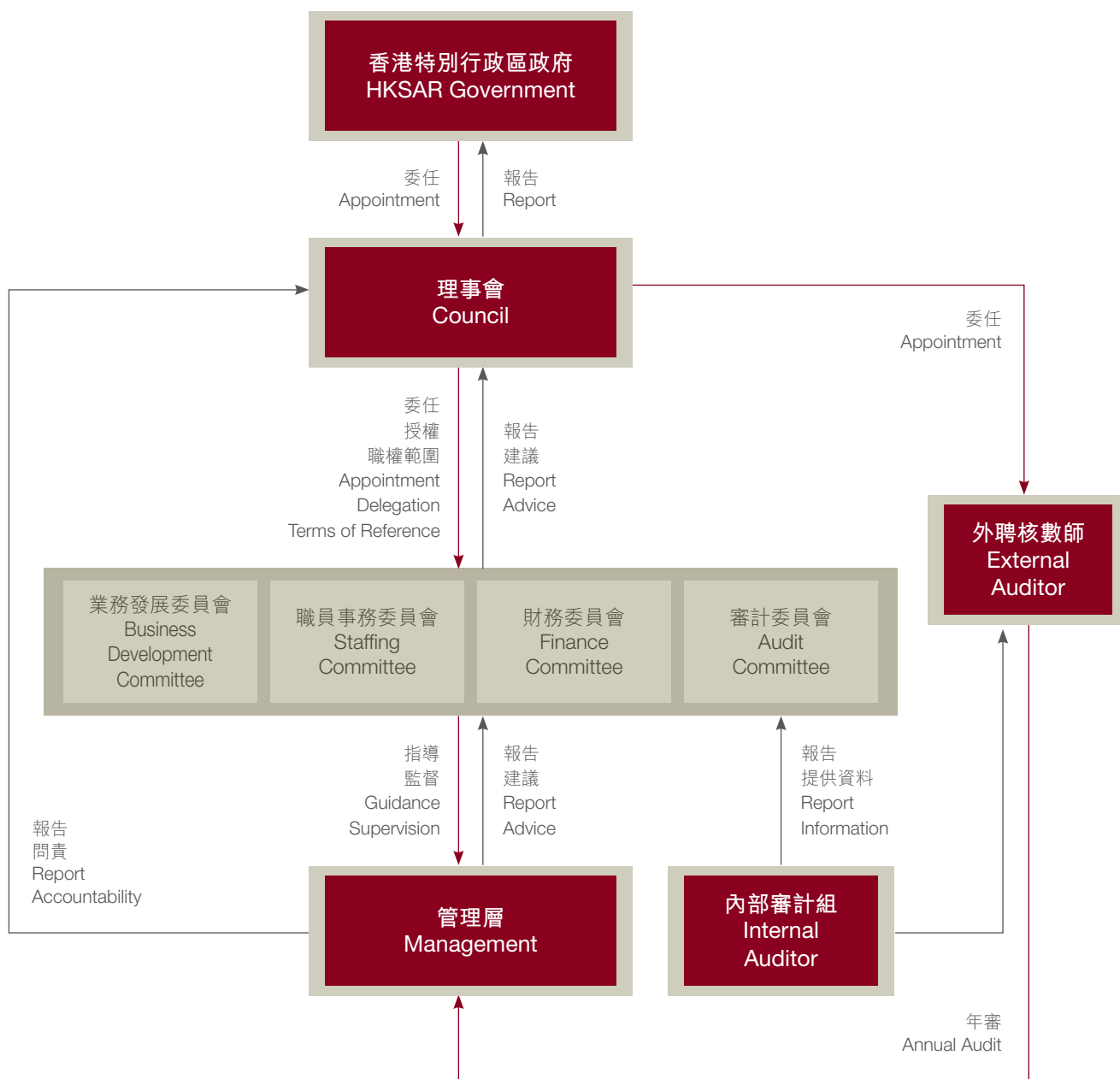
理事會委員會

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

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



企業管治架構 Corporate Governance Structure





審計委員會

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

審計委員會由一位理事會委員擔任主席，現時共有六位成員。在本年度內，委員會召開了三次會議。各成員的會議出席記錄刊載於第102頁。

財務委員會

財務委員會負責監督本局的財務表現，確保資金的運用恰當。委員會審批本局有關採購、大樓管理、固定資產管理及服務收費率等政策及守則的修改，委員會提交給理事會審議本局的三年策略計劃、三年財政預算、年度計劃及預算，以及主要開支項目的編配調動。委員會並就本局的財務政策及對本局有重大財務影響的事宜向理事會提出意見。

財務委員會由一位理事會委員擔任主席，現有六位成員。在本年度內，委員會召開了三次會議。各成員的會議出席記錄刊載於第102頁。

職員事務委員會

職員事務委員會負責監督職員人手情況，並於有需要時向理事會提出意見。委員會主要就人力資源發展政策向理事會提供意見。委員會還負責監察員工的服務條件，確保足以聘請及挽留能幹的

The Council

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

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

The Chairman, and other Members, of the Council are non-executive in nature. The Council was chaired by Mr Clement Chen since 1 July 2009. In the year under review, the Council has convened four meetings. Attendance records of individual member are available on page 102.

Council Members' Responsibility for the Accounts

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

The statement of the Auditor of HKPC about their reporting responsibilities on the accounts of the HKPC is set out in the Independent Auditor's Report on page 117.

Council's Committees

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

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

Audit Committee

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

The Audit Committee is chaired by a Council member and currently has 6 members. It met three times during the year under review. Attendance records of individual members are set out on page 102.



職員，並於必要時向理事會提出修改建議。委員會可作為理事會與員工之間有關薪俸條件的溝通渠道，尤其是當雙方經磋商後仍無法解決問題。

職員事務委員會由一位理事會委員擔任主席，現時共有九位成員。在本年度內，委員會召開了四次會議。各成員的會議出席記錄刊載於第102頁。

業務發展委員會

業務發展委員會負責監督本局附屬機構的表現，建議主席人選，審批年度財務報告，以及向理事會推薦資助項目。該委員會檢討業務情況，每年檢討服務範疇的適切性及開拓新的業務發展機會，還考慮生產力局在工業轉型中所擔當的角色，向理事會就生產力局的業務發展提供意見。

業務發展委員會由一位理事會委員擔任主席，現時共有八位成員。在本年度內，委員會召開了三次會議。各成員的會議出席記錄刊載於第102頁。

內部監控及危機管理

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

外部審計

理事會委任畢馬威會計師事務所為外聘核數師，為本局財務報告進行審計。

Finance Committee

The Finance Committee monitors the financial performance of HKPC and ensures that funds made available are properly accounted for. The Committee approves changes to HKPC's policies and practices relating to procurement, building management, fixed asset management and charging levels of HKPC's services. The Committee recommends HKPC's three-year strategic plan, three-year forecast, an annual programme and estimates and the transfer of funds between major heads of expenditure, for consideration by the Council. The Committee also advises the Council on matters relating to HKPC's financial policies and matters that have a significant financial impact on HKPC.

The Finance Committee, which is chaired by a Council member, currently has six members. During the year in review, it met three times. Attendance records of individual members are set out on page 102.

Staffing Committee

The Staffing Committee monitors the staffing situation and recommends changes to the Council where appropriate. It advises the Council on human resources development policies. The Committee also monitors

HKPC's general terms and conditions of service, to ensure that these are adequate to recruit and retain competent staff, and recommends changes to the Council where necessary. The Committee provides a channel between the Council and staff for the communication of grievances about general terms and conditions of service, in situations where they cannot be resolved by consultation.

The Staffing Committee is chaired by a Council member and currently has nine members. It met four times during the year in review. Attendance records of individual members are set out on page 102.

Business Development Committee

The Business Development Committee monitors the performance of HKPC's subsidiary companies, recommends the appointment of Chairmen, endorses annual budgets, and identifies subvention implications for the approval of the Council. The Committee reviews business activities, the Services Audit Statement annually, explores new business opportunities, and advises the Council on the business development of HKPC in relation to HKPC's role in the changing industrial environment.



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

內部審計

生產力局的內部審計組對監督本局的內部企業管治，起着重要的作用。該三人小組由一名首席顧問（內部審計）領導，直接向審計委員會主席匯報，並可通過審計委員會主席直接接觸全體理事會。內部審計組須在每次審計委員會會議上，就選定的審計方案及合規審查，向委員會報告其調查結果。

在本年度內，內部審計組進行了9個審計項目，以及22項針對財務、採購、行政、項目管理、人力資源及資訊科技等方面的合規審查。各審計項目推行前，均經過審計委員會檢視和同意。

內部監控

為確保內部監控制度持之有效，管理層在本年報期內還執行了以下工作：

檢討內部監控制度的成效，並透過檢視內部審計報告的內容，向理事會報告審查結果和建議：

- 在制定年度計劃和預算時，審視各部門的資源；
- 經常審視業務、外部環境和重大風險，作為制定年度計劃和預算的重要部份；及

The Business Development Committee is chaired by a Council member. It currently has eight members. During the year in review, it met three times. Attendance records of individual members are set out on page 102.

Internal Control and Risk Management

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

External Audit

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

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

Internal Audit

The Council's Internal Audit Unit plays a major role in monitoring the HKPC's internal corporate governance. The three-member unit is led by a Principal Consultant (Internal Audit), who reports directly to the Chairman of the Audit Committee and has direct access to the full Council through the Chairman of the Audit Committee. At each and every Audit Committee meeting, the Internal Audit Unit reports to the Committee its findings on selected audit programme and compliance checking.

In the year under review, the Internal Audit Unit conducted nine audit programmes and 22 compliance checks covering financial, procurement, administration, project, human resources and information technology (IT) aspects. The audit programmes are reviewed and agreed by the Audit Committee in advance.

Internal Control

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

- review the effectiveness of the system of internal control and report to the Council through review of the findings and recommendations as set out in the reports of internal audit;



- 連同審計委員會主席會見外聘核數師，並報告於審計委員會會議上所討論的各個監控弱點，以及財務報告的效益和符合規章的情況。

透明度

根據《香港生產力促進局條例》的規定，生產力局每年的年報連同財務報告，均須呈交立法會。為提高透明度，生產力局最高兩級行政人員的薪酬，詳列於第156頁的財務報表賬目附註17。

各理事會及委員會成員的會議出席記錄詳列於第102頁。

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

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

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

- review the resources for all divisions during the annual Programme and Estimates exercise;
- conduct frequent review of the business, external environment and significant risks as part and parcel of the annual Programme and Estimates exercise; and
- meet with external auditors together with the Audit Committee Chairman and report any control weaknesses as well as the effectiveness of financial reporting and compliance as discussed during the meeting of the Audit Committee.

Transparency

In accordance with the requirements of the HKPC Ordinance, the HKPC's Annual Report, with the statement of accounts, is tabled at the Legislative Council each year. To enhance transparency, the annual emoluments of each and every senior executive at the top two tiers of the HKPC management are disclosed under Note 17 to the financial statements on page 156.

The attendance of Members in Council and Committees is detailed on page 102.

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

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

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



理事會及常務委員會會議出席紀錄

Council and Standing Committee Meeting Attendance Record

4/2010 – 3/2011	理事會 Council	職員事務 SC	業務發展 BDC	財務 FC	審計 AC
陳鎮仁先生，銅紫荊星章，太平紳士 Mr Clement Chen Cheng-jen, BBS, JP	4/4		1/1	3/3	
譚偉豪博士，議員，太平紳士 (至31/12/2010) Dr The Hon Samson Tam Wai-ho, JP (till 31/12/2010)	2/3		2/2	2/2	
伍志強先生 Mr Victor Ng Chi-keung	4/4			1/1	2/2
區嘯翔先生 Mr Albert Au Siu-cheung	3/4				2/3
陳作基博士 Dr Cliff Chan Chok-ki	3/4		3/3		
陳煒文博士，太平紳士 (至31/12/2010) Dr Raymond Chan, JP (till 31/12/2010)	2/3		1/2		
鄭文聰工程師，榮譽勳章，太平紳士 Ir Daniel Cheng Man-chung, MH, JP	4/4		1/3		
樊卓雄博士 Dr Fan Cheuk-hung	3/4	2/4		0/1	
郭振華先生，榮譽勳章，太平紳士 Mr Jimmy Kwok Chun-wah, MH, JP	4/4		3/3		1/1
李榮彬教授 (至31/12/2010) Prof Lee Wing-bun (till 31/12/2010)	2/3	3/3		0/2	2/2
梁任城先生 (由1/1/2011) Mr Leung Yam-shing (from 1/1/2011)	1/1	1/1			
羅富昌先生，太平紳士 Mr Lo Foo-cheung, JP	2/4		2/3		
麥業成先生 Mr Andrew Mak Yip-shing	2/4	2/4			
蒙美玲教授 (由1/1/2011) Prof Helen Meng Mei-ling (from 1/1/2011)	0/1	0/1			
吳大釗博士 Dr David Ng Tai-chiu	4/4			3/3	
顏吳餘英女士，太平紳士 (由1/1/2011) Mrs Katherine Ngan Ng Yu-ying, JP (from 1/1/2011)	1/1		1/1		
成小澄博士，銅紫荊星章，太平紳士 Dr Elizabeth Shing Shiu-ching, BBS, JP	3/4	3/4			1/1
邱霜梅博士，銀紫荊星章，太平紳士 (至31/12/2010) Dr Carrie Willis, SBS, JP (till 31/12/2010)	3/3	2/3			
楊傑傑先生 (由1/1/2011) Mr Jack Yeung Chung-kit (from 1/1/2011)	1/1		1/1		
蔡金華先生，榮譽勳章 Mr Choi Kam-wah, MH	3/4	4/4			3/3
潘兆平先生，榮譽勳章 Mr Poon Siu-ping, MH	3/4	4/4			
鄧燕梨女士 Ms Marilyn Tang Yin-lee	4/4	3/4			
商務及經濟發展局常任秘書長 (通訊及科技) 或其候補委員 Permanent Secretary for Commerce and Economic Development (Communications and Technology) or her alternative members	4/4				
創新科技署署長或其候補委員 Commissioner for Innovation and Technology or her alternative members	4/4	4/4	3/3	3/3	3/3
工業貿易署署長或其候補委員 Director-General of Trade and Industry or her alternative members	4/4				
勞工處副處長或其候補委員 Deputy Commissioner for Labour or his alternative members	4/4				
政府經濟顧問或其候補委員 Government Economist or her alternative members	4/4			3/3	
香港生產力促進局總裁 Executive Director of HKPC		4/4	3/3	3/3	2/3

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

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



機構表現摘要

Performance at a glance

主要表現指標 Key Performance Measures		2009/10	2010/11
服務提供 Service Delivery			
顧問項目數目 Number of consultancy projects		965	1443
訓練課程學員人數 Number of training course participants		4,400	6,172
展覽／考察團／會議參加者人數 Number of people attended the exhibitions/study missions/conferences		4,680	3,310
財務（百萬元） Financial Result (HK\$M)			
顧問項目收入 Income from consultancy projects		171.302	202.206
訓練課程收入 Income from training courses		27.867	21.002
展覽／考察團／會議收入 Income from exhibitions/study missions/conferences		7.482	7.74
製造支援項目收入 Income from manufacturing support projects		24.604	23.408
效益 Effectiveness			
市場推廣 Marketing effort	生產力局為行業協會舉辦的活動／聯繫活動／ 免費研討會數目 Number of events/networking activities for industry associations/free seminars	269	252
	參加者人數 Number of people attended	22,792	21,132
客戶滿意 Customer satisfaction	客戶滿意度指數 Customer satisfaction index	8.47	8.64



生產力局簡介
Who we are

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

提升卓越生產力

Promoting Productivity **Excellence**



Hong Kong
Productivity Council
香港生產力促進局



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準。

香港生產力促進局（生產力局）於1967年依法成立。香港生產力促進局的使命，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名代表資方、勞方、學術界、專業界別和有關政府部門的委員。生產力局的經費部份來自政府資助，其餘來自服務收費。

位於九龍塘的生產力大樓，設有先進的製造及測試設施、展覽廳及一系列培訓設施。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. The true source of competitive advantage, it 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, to achieve the more effective utilization of resources, 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, labor, academic and professional interests, as well as related government departments in Hong Kong. HKPC's operations are supported by fee income from its services and government subventions.

HKPC's headquarters at 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 serving 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 successfully up the value chain.



麥鄧碧儀, MH, JP 總裁

Mrs Agnes Mak Tang Pik-yee, MH, JP

Executive Director



麥鄧碧儀女士從事資訊科技行業超過20年，經驗豐富，在加入香港生產力促進局前成立資訊科技顧問公司，歷任多家電訊公司、私人企業及公營機構的高層職位。

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

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

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

麥女士在2010年11月加入香港生產力促進局。

Mrs Mak has over 20 solid years of experience in information technology. Prior to joining Hong Kong Productivity Council, Mrs Mak founded her own IT consultancy business. She also has extensive working experience in both private and public sectors having held key posts in various communication companies as well as statutory body.

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

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

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

Mrs Mak joined HKPC in November 2010.



林植廷 副總裁 (機構事務)

Mr Tony Lam Director, Corporate Services



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

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

林先生畢業於香港大學，獲社會科學學士 (榮譽) 學位，並於2009年8月出任香港生產力促進局副總裁 (機構事務)。

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

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

Mr Lam graduated from the University of Hong Kong with a Bachelor of Social Sciences (Honours) Degree. He joined HKPC as Director, Corporate Services, in August 2009.



宋兆麟 副總裁 (企業管理)

Mr Edmund Sung Director, Business Consulting



宋兆麟先生擁有超過30年管理工作經驗，在公營及私營機構歷任要職，專注於協助本地製造業及服務業，以及香港與內地政府及相關機構達到卓越品質及生產力，從而增強全球競爭優勢。

宋先生作為香港生產力促進局代表，自2000年獲行政長官委任為中小型企業委員會委員及現為專業服務發展資助計劃評審委員會成員。他亦是香港工商業獎生產力及品質類別評籌委會及審委員會委員、香港工業工程師學會董事、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、粵港科技產業促進會理事會委員、香港電子科技商會榮譽顧問、香港工程師學會資深會員、香港董事學會資深會員，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。

他在1981年加入香港生產力促進局，現任副總裁 (企業管理)。

Edmund Sung has over 30 years of working experience in management positions in both the private and public sectors. His engagement has mainly been in assisting enterprises and organizations in the manufacturing and service industries as well as the government and NGOs of Hong Kong and Mainland China to gain global competitive advantages through productivity and quality excellence.

Mr Sung is currently a member of the Small and Medium Enterprises Committee, having been appointed to the post by the Chief Executive of HKSAR in 2000; a member of CreateSmart Initiative Vetting Committee; a member of the Professional Services Development Assistance Scheme Vetting Committee; a member of the Organizing Committee and Judging Panel for the Hong Kong Awards for Industries in the Productivity and Quality category; Fellow of The Institute of Management Consultants Hong Kong; Fellow; Honourary Advisor of the Hong Kong Quality Management Association; Vice-President of the Guangdong-Hong Kong Association for the Promotion of Technology Enterprises (HK) Limited; Honourary Advisor (since 2008) of the Hong Kong Electronics & Technologies Association; Fellow (since 2003) of The Hong Kong Institute of Engineers; Fellow (since 2007) of the Hong Kong Institute of Directors and past President of HKU Engineering Alumni Association (2004-5).

Mr Sung holds both a Bachelor and Master 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 has been with HKPC since 1981 and is currently the Director of Business Consulting.



潘永生 副總裁 (科技發展)

Mr Joseph Poon Director, Technology Development



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

潘先生加入生產力局之前，曾擔任一家機械製造廠的高層職位。他現為香港電子業商會執行委員會會員、香港壓鑄及鑄造業總會名譽顧問、香港模具協會執委會成員、香港科技協進會副會長、香港醫療及器材行業協會名譽理事、深港生產力基地有限公司董事、力偉照明科技有限公司主席，以及汽車零部件研發中心技術商品化委員會委員。潘先生亦在籌備成立汽車零部件研發中心上擔當重要角色。

潘先生畢業於英國倫敦大學，獲機械工程學士學位，其後獲英國斯特拉斯克萊德大學生產管理及製造科技理學碩士學位。

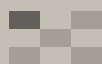
潘先生於1986年加入香港生產力促進局，現任副總裁 (科技發展)。

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

Prior to joining HKPC, Mr Poon held a senior management position in a machinery manufacturing company. He is currently an executive committee member of the Hong Kong Electronic Industries Association; Honourary Advisor of the Hong Kong Diecasting and Foundry Association; committee member of the Hong Kong Mould & Die Council; Vice Chairman of the Hong Kong Association for the Advancement of Science and Technology; honorary board member of the Hong Kong Medical and Healthcare Device Industries Association; Director of the SZ-HK Productivity Foundation Co Ltd; as well as Chairman of EcoLED Lighting Technology Ltd, and the member of the Commercialization Committee of the Automotive Parts and Accessories R&D Centre where he played a pivotal role in its establishment.

Mr Poon obtained a Bachelor's degree in Mechanical Engineering from the University of London, UK and a Master of Science degree in Production Management and Manufacturing Technology from Strathclyde University, UK.

Mr Poon joined HKPC in 1986 and is currently the Director of Technology Development.



區明標
Mr M P Au

創新及知識產權部總經理
General Manager,
Innovation & IP



曾錦林
Mr K L Tsang

環境管理部總經理
General Manager,
Environmental Management



李利民
Mr L M Li

製造科技部總經理
General Manager,
Manufacturing Technology



梁偉明
Mr Franky Leung

汽車及電子部總經理
General Manager,
Automotive & Electronics



楊利堅
Dr L K Yeung

材料科技部總經理
General Manager,
Materials Technology



管理層 Senior Management

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011



老少聰
Mr Gordon Lo

資訊科技發展部總經理
General Manager,
IT Industry Development



潘世華
Mr Jeremy Poon

流程管理部總經理
General Manager,
Process Management



鄭偉文
Mr Raymond Cheng

企業管理部及內地業務總經理
General Manager,
Business Management &
Mainland Business



何富豪
Mr Jonathan Ho

企業傳訊部總經理
General Manager,
Corporate Communications



梁志文
Dr Samuel Leung

財務及行政部總經理
General Manager,
Finance and Administration



胡國光
Mr Dennis Wu

企業人力資源部總經理
General Manager,
Corporate Human Resources



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：混合動力及電動汽車、安全系統與環境、汽車電子、控制和軟件、新材料及新工序。根據發展藍圖，中心與內地及香港的研發機構及業界夥伴合作，推行多個研發項目。隨著項目的完成，中心將致力推動研發成果商品化。

為加強與業界之聯繫，中心舉辦技術研討會，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。中心亦推出網站及會員計劃，為六百多位業界會員提供最新的工業資訊、報告及國際標準。

董事局：

伍達倫（董事局主席）、陳其鏞、陳仁錠、鍾志平、許浩明、李德志、李耀祥、呂新榮、麥鄧碧儀、伍偉雄、孫國華、衛炳江及王榮珍。

Automotive Parts and Accessory Systems R&D Centre Ltd.

Automotive Parts and Accessory Systems R&D Centre Ltd. (APAS) was established on 31 March 2006 by the HKSAR Government under the Hong Kong R&D Centre Programme to undertake market-led R&D programmes and commercialize their results for the development of the local automotive parts and accessory systems industry. APAS is hosted by HKPC.

In consultation with the relevant industries and academic sector, APAS has adopted a technology roadmap which covers 4 focus technology areas, namely hybrid and electric vehicles; safety and environment; electronics, controls and software; and new materials and processes. Guided by this roadmap, research projects are undertaken in collaboration with research institutes and industry partners in Hong Kong and the Mainland. With many research projects poised for completion, APAS will actively pursue commercialization opportunities for the project deliverables.

To maintain a close linkage with industry, APAS organizes technical seminars, participates in trade shows, pays visits to major auto makers and component suppliers in China, and conducts presentations at different automotive related events. The APAS R&D Centre Club, which disseminates industry information, reports and standards, has more than 600 members.

Board of Directors:

Dr TL Ng (Chairman of the Board), Prof K B Chan, Mr Gordon Chan, Dr Roy Chung, Dr Herbert Hui, Prof Lee Tak Chi, Dr Brian Li, Dr S W Lui, Mrs Agnes Mak, Mr W H Ng, Mr Peter Sun, Prof Alex Wai and Miss Janet Wong



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。

在2011年1月，經過重新檢討後，本局認為毋須以常設的附屬公司提供大樓管理的支援服務，以內部部門提供服務更具成本效益。因此，生產力大樓管理有限公司的員工將於2011年4月底調任至生產力局，公司解散工作隨即進行。

董事局：

林植廷（董事局主席）、梁志文

生產力（控股）有限公司 及珠三角的獨資企業

生產力（控股）有限公司成立於2003年7月28日，為珠三角區內港資企業提供橫跨價值鏈的綜合支援，協助企業提升卓越生產力。

為了達成上述目標，生產力（控股）有限公司分別於2003及2004年在珠三角成立了生產力（廣州）諮詢有限公司、生產力（東莞）諮詢有限公司及生產力（深圳）諮詢有限公司等三家獨資企業。

BMM Ltd.

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.

In January 2011, a review was conducted on the need for the continued maintenance of a subsidiary to provide building management support. The review concluded that the subsidiary arrangement was unnecessary and supported an in-house building management function for cost effectiveness. In this connection, the staff of BMM Ltd. will be transferred to HKPC by the end of April 2011, followed by the winding up of the subsidiary.

Board of Directors:

Mr Tony Lam (Chairman of the Board) and Dr Samuel Leung

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

Productivity (Holdings) Limited was established on 28 July 2003 with the objective to promote productivity excellence through the provision of integrated support across the value chain of Hong Kong firms operating in the Pearl River Delta (PRD).

This objective is achieved through incorporating 3 Wholly Foreign Owned Enterprises (WFOEs) in the PRD, namely Productivity (Guangzhou) Consulting Co., Ltd., Productivity (Dongguan) Consulting Co., Ltd., and Productivity (Shenzhen) Consulting Co., Ltd. in 2003 and 2004.



生產力(控股)有限公司

董事局：

陳鎮仁 (董事局主席)、麥鄧碧儀、
伍志強、成小澄及王榮珍

生產力(廣州)諮詢有限公司

生產力(東莞)諮詢有限公司

生產力(深圳)諮詢有限公司

董事局：

林植廷 (董事局主席)、梁志文、
潘世華、潘永生、宋兆麟及譚錫榮

生產力科技(控股)有限公司

生產力科技(控股)有限公司在2004年9月1日成立，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集的經濟活動。

在過去一年，生產力科技(控股)有限公司已經成功進行「invisibLED」環保照明系統商品化的工作，invisibLED採用LED作為照明光源，結合獨特設計的多自由曲面反光杯，達到調控光暗及節約能源的作用。生產力科技(控股)有限公司已經成功將小型廚餘垃圾就地轉化系統商品化。此系統是與內地華南農業大學開發的，技術的優點是可以將堆肥用的食物殘渣量快速地及大幅度縮減70%，遠勝於使用傳統方法。

董事局：

陳鎮仁 (董事局主席)、鄭文聰、
羅富昌、麥鄧碧儀及王榮珍

Productivity (Holdings) Limited

Board of Directors:

Mr Clement Chen (Chairman of the Board), Mrs Agnes Mak, Mr Victor Ng, Dr Elizabeth Shing and Miss Janet Wong

Productivity (Guangzhou)

Consulting Co., Ltd.

Productivity (Dongguan)

Consulting Co., Ltd.

Productivity (Shenzhen)

Consulting Co., Ltd.

Board of Directors:

Mr Tony Lam (Chairman of the Board), Dr Samuel Leung, Mr Jeremy Poon, Mr Joseph Poon, Mr Edmund Sung and Mr Alfonso Tam

HKPC Technology (Holdings) Company Limited

HKPC Technology (Holdings) Company Limited (HKPCT) was established on 1 September 2004 as a vehicle for the commercialization of HKPC's patents, technologies and project deliverables with market potential. The Company aims to develop a new technology-based platform through providing a more direct and effective avenue to turn R&D deliverables into products.

During the year, HKPCT has successfully commercialized invisibLED, a quality eco lighting system capable of moderating the light intensity and energy consumption of LED with the aid of freeform reflectors. HKPCT has also commercialized a Food Waste Conversion System jointly developed with the South China Agricultural University to substantially and rapidly reduce food waste by over 70% as compared to the conventional composting method.

Board of Directors:

Mr Clement Chen (Chairman of the Board), Mr Daniel Cheng, Mr Lo Foo-cheung, Mrs Agnes Mak and Miss Janet Wong



組織架構 Organization Structure

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011



財務報告

Financial Statements

- 117** 獨立核數師報告
Independent Auditor's Report
- 119** 綜合資產負債表
Consolidated Balance Sheet
- 120** 資產負債表
Balance Sheet
- 121** 綜合收支賬目
Consolidated Income and Expenditure Account
- 122** 綜合全面收益表
Consolidated Statement of Comprehensive Income
- 123** 收支賬目
Income and Expenditure Account
- 124** 綜合現金流量表
Consolidated Cash Flow Statement
- 125** 資助儲備變動表
Consolidated Statement of Changes in Reserves
- 126** 賬目附註
Notes to the Accounts

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119至164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2011年3月31日的綜合及生產力局資產負債表與截至該日止年度的綜合及生產力局收支賬目、綜合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信息。

生產力局就綜合賬目須承擔的責任

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」)編製真實而公平的賬目,亦須負責其認為使綜合賬目不存在由於欺詐或錯誤而導致的重大錯報所必須的內部控制。

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。

To the council members of Hong Kong Productivity Council

(Incorporated in Hong Kong under the Hong Kong Productivity Council Ordinance)

We have audited the consolidated accounts of the Hong Kong Productivity Council ("the Council") set out on pages 119 to 164, which comprise the consolidated and Council balance sheets as at 31 March 2011, the consolidated and Council income and expenditure accounts, the consolidated statement of comprehensive income, 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 information.

Council's responsibility for the consolidated accounts

The Council is responsible for the preparation of consolidated accounts that give a true and fair view in accordance with Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants and the Hong Kong Productivity Council Ordinance and for such internal control as the Council determines is necessary to enable the preparation of consolidated accounts that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated accounts based on our audit. This report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

We conducted our audit in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated accounts are free from material misstatement.

核數師的責任 (續)

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報風險。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有效性發表意見。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的，為我們的審核意見提供了基礎。

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2011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
2011年7月26日

Auditor's responsibility (Continued)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated accounts. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the consolidated accounts that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the consolidated accounts.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated accounts give a true and fair view of the state of affairs of the Council and of the Group as at 31 March 2011 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.

KPMG
Certified Public Accountants

8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong
26 July, 2011

綜合資產負債表 Consolidated Balance Sheet

2011年3月31日 at 31 March 2011

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

		附註 Note	2011	2010
非流動資產	Non-current assets			
固定資產	Fixed assets	4	\$207,827,981	\$200,400,330
於非受控制附屬 公司的投資	Investments in non-controlled subsidiaries	5	10,000	10,000
聯營公司權益	Interest in an associate	6	1,412,059	1,340,524
			\$209,250,040	\$201,750,854
流動資產	Current assets			
消耗品	Consumables		\$30,700	\$ –
應收賬款、預付款項 及按金	Accounts receivable, prepayments and deposits	7	43,201,874	29,825,864
預付稅項	Tax recoverable	20(c)	22,203	–
銀行存款及現金	Cash at bank and in hand	8	178,109,007	154,738,793
			\$221,363,784	\$184,564,657
流動負債	Current liabilities			
應付賬款及應計費用	Accounts payable and accruals	9	\$154,570,679	\$134,867,684
應付非受控制附屬 公司款項	Amount due to a non-controlled subsidiary	10	377,655	361,306
應付聯營公司款項	Amount due to an associate	10	756,615	739,221
政府貸款	Government loan	11	–	13,025,403
			\$155,704,949	\$148,993,614
流動資產淨值	Net current assets		\$65,658,835	\$35,571,043
淨資產	NET ASSETS		\$274,908,875	\$237,321,897
生產力局應佔資本 資助金及儲備	Capital subvention fund and reserves attributable to the Council		\$271,815,161	\$233,716,165
非控制性權益	Non-controlling interests		3,093,714	3,605,732
資本資助金及儲備	CAPITAL SUBVENTION FUND AND RESERVES	12	\$274,908,875	\$237,321,897

生產力局於2011年7月26日核准並許可發出。

Approved and authorised for issue by the Council on 26 July, 2011

主席 Chairman

副主席 Deputy Chairman

資產負債表 Balance Sheet

2011年3月31日 at 31 March 2011

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

		附註 Note	2011	2010
非流動資產	Non-current assets			
固定資產	Fixed assets	4	\$207,453,711	\$200,037,980
於附屬公司的投資	Investments in subsidiaries	5	18,732,000	18,732,001
			\$226,185,711	\$218,769,981
流動資產	Current assets			
應收賬款、預付款項及按金	Accounts receivable, prepayments and deposits	7	\$41,476,151	\$25,500,672
應收附屬公司款項	Amounts due from subsidiaries	10	11,660,560	4,522,536
銀行存款及現金	Cash at bank and in hand	8	151,451,063	143,282,686
			\$204,587,774	\$173,305,894
流動負債	Current liabilities			
應付賬款及應計費用	Accounts payable and accruals	9	\$147,209,306	\$130,844,098
應付附屬公司款項	Amounts due to subsidiaries	10	11,450,283	13,805,289
政府貸款	Government loan	11	—	13,025,403
			\$158,659,589	\$157,674,790
流動資產淨額	Net current assets		\$45,928,185	\$15,631,104
淨資產	NET ASSETS		\$272,113,896	\$234,401,085
資本資助金及儲備	CAPITAL SUBVENTION FUND AND RESERVES	12	\$272,113,896	\$234,401,085

生產力局於2011年7月26日核准並許可發出。

Approved and authorised for issue by the Council on 26 July, 2011

主席 Chairman

副主席 Deputy Chairman

綜合收支賬目 Consolidated Income and Expenditure Account

截至2011年3月31日止年度 for the year ended 31 March 2011

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

		附註 Note	2011	2010
收入	Income			
經常活動的政府資助	Government subvention for recurrent activities	13	\$153,748,000	\$153,019,250
服務收入	Services income	14	310,852,372	278,716,220
其他收入	Other income	15	11,863,646	8,139,178
應佔聯營公司盈餘	Share of profit of an associate		39,529	–
			\$476,503,547	\$439,874,648
支出	Expenditure			
職員薪俸	Staff emoluments	16	(271,793,710)	(260,994,451)
其他支出	Other expenses	19	(206,647,823)	(178,546,002)
應佔聯營公司虧損	Share of loss of an associate		–	(9,302)
			\$(1,937,986)	\$324,893
稅項	Taxation	20(a)	(40,354)	(157,893)
			\$(1,978,340)	\$167,000
轉自／(往)：	Transfer from/(to):			
– 與下列項目的相關費用	– Capital subvention fund to match with the related costs of			
配對的資本資助金	with the related costs of			
– 處置固定資產虧損	– loss on disposal of fixed assets	12(a)	611,379	1,194,548
– 年內折舊費用	– depreciation charge for the year	12(a)	18,570,001	18,463,854
– 政府貸款利息支出	– interest expenses on government loan	12(a)	926,912	1,467,107
– 年內購置固定資產與資本資助的差異	– Difference between fixed assets purchased and capital subvention for the year	12(a)	(444,542)	3,318,147
– 非控制性權益	– Non-controlling interests	12(d)	525,318	(180,415)
轉往收入儲備的淨盈餘	Net surplus transfer to revenue reserve	12(b)	\$18,210,728	\$24,430,241

綜合全面收益表 Consolidated Statement of Comprehensive Income

截至2011年3月31日止年度 for the year ended 31 March 2011

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

	附註 Note	2011	2010
轉往收入資助儲備的淨盈餘	Net surplus transfer to revenue reserve	\$18,210,728	\$24,430,241
年內非控制性權益	Non-controlling interests in the results for the year	(525,318)	180,415
		\$17,685,410	\$24,610,656
年內其他全面收益	Other comprehensive income for the year		
換算中華人民共和國 (「中國」) 附屬公司 賬目的匯兌差異	Exchange differences on translation of accounts of People's Republic of China ("PRC") subsidiaries	\$104,942	\$159,868
年內全面收益	Total comprehensive income for the year	\$17,790,352	\$24,770,524
來自：	Attributable to:		
－ 生產力局	－ The Council	\$18,302,370	\$24,493,529
－ 非控制性權益	－ Non-controlling interests	(512,018)	276,995
年內全面收益	Total comprehensive income for the year	\$17,790,352	\$24,770,524

收支賬目 Income and Expenditure Account

截至2011年3月31日止年度 for the year ended 31 March 2011

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

		附註 Note	2011	2010
收入	Income			
經常活動的政府資助	Government subvention for recurrent activities	13	\$153,748,000	\$153,019,250
服務收入	Services income	14	302,723,170	270,252,856
其他收入	Other income	15	12,206,139	11,518,941
			\$468,677,309	\$434,791,047
支出	Expenditure			
職員薪俸	Staff emoluments	16	(269,769,081)	(259,498,303)
其他支出	Other expenses	19	(200,655,793)	(173,471,106)
			\$(1,747,565)	\$1,821,638
轉自／(往)：	Transfer from/(to):			
－ 與下列項目的相關費用	－ Capital subvention fund to match with the related costs of			
配對的資本資助金				
－ 處置固定資產虧損	－ loss on disposal of fixed assets	12(a)	611,379	1,194,548
－ 年內折舊費用	－ depreciation charge for the year	12(a)	18,570,001	18,463,854
－ 政府貸款利息支出	－ interest expenses on government loan	12(a)	926,912	1,467,107
－ 年內購置固定資產與資本資助的差異	－ Difference between fixed assets purchased and capital subvention for the year	12(a)	(444,542)	3,318,147
轉往收入儲備的淨盈餘	Net surplus transfer to revenue reserve	12(b)	\$17,916,185	\$26,265,294

綜合現金流量表 Consolidated Cash Flow Statement

截至2011年3月31日止年度 for the year ended 31 March 2011

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

		附註 Note	2011	2010
營運活動	Operating activities			
營運現金流入淨額	Net cash inflow from operations	21	\$20,635,133	\$7,042,058
已付香港利得稅	Hong Kong Profits Tax paid		(44,406)	—
已付中國企業所得稅	PRC Corporate Income Tax paid		(18,151)	(284,137)
營運活動的現金流入淨額	Net cash inflow from operating activities		\$20,572,576	\$6,757,921
投資活動	Investing activities			
已收利息	Interest received		\$671,449	\$306,084
新增三個月以上定期存款	Increase in fixed deposits with maturity over 3 months at acquisition		(51,342,739)	(32,568,570)
三個月以上定期存款到期所得款項	Proceeds from matured fixed deposits with maturity over 3 months at acquisition		43,741,424	—
處置固定資產所得款項	Proceeds from disposal of fixed assets		47,593	19,662
購入固定資產	Purchase of fixed assets		(26,728,865)	(18,594,383)
投資活動的現金流出淨額	Net cash outflow from investing activities		\$(33,611,138)	\$(50,837,207)
融資活動	Financing activities			
用作購入固定資產的政府資助	Government subvention for purchase of fixed assets		\$17,653,000	\$18,668,000
政府貸款資助	Government loan subvention		13,025,043	13,025,401
償還政府貸款	Government loan repayment		(13,025,043)	(13,025,401)
有關政府貸款利息的政府資助	Government subvention on government loan interest		926,912	1,467,107
已付政府貸款利息	Interest paid on government loan		(926,912)	(1,467,107)
來自非控股股東的資本	Capital contribution from non-controlling shareholder		3,000,000	—
資源分配計劃所得款項	Proceeds from Resource Allocation Exercise ("RAE")		7,855,061	—
融資所得的現金流入淨額	Net cash inflow from financing activities		\$28,508,061	\$18,668,000
現金及現金等價物增加／(減少)	Net increase/(decrease) in cash and cash equivalents		\$15,469,499	\$(25,411,286)
於4月1日的現金及現金等價物	Cash and cash equivalents at 1 April		122,170,223	147,499,697
匯率變動的影響	Effect of foreign exchange rate changes		299,400	81,812
於3月31日的現金及現金等價物	Cash and cash equivalents at 31 March	8	\$137,939,122	\$122,170,223

資助儲備變動表 Consolidated Statement of Changes in Reserves

截至2011年3月31日止年度 for the year ended 31 March 2011

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

		來自生產力局 Attributable to the Council				非控股 股東權益 Non- controlling interests	儲備總額 Total reserves
	附註 Note	資本資助金 Capital subvention fund	收入資助儲備 Revenue reserve	換算儲備 Exchange reserve	總額 Total		
於2009年4月1日的結餘	Balance at 1 April 2009	\$203,903,036	\$(5,424,006)	\$2,026,754	\$200,505,784	\$328,737	\$200,834,521
本年度盈餘	Surplus for the year	-	24,430,241	-	24,430,241	180,415	24,610,656
其他全面收益	Other comprehensive income	-	-	63,288	63,288	96,580	159,868
年內全面收益	Total comprehensive income	-	24,430,241	63,288	24,493,529	276,995	24,770,524
資本資助金淨變動	Net movement in capital subvention fund	12(a) 8,716,852	-	-	8,716,852	-	8,716,852
來自非控股股東的資本	Capital contribution from non-controlling shareholder	-	-	-	-	3,000,000	3,000,000
於2010年3月31日的結餘	Balance at 31 March 2010	\$212,619,888	\$19,006,235	\$2,090,042	\$233,716,165	\$3,605,732	\$237,321,897

		來自生產力局 Attributable to the Council				非控股 股東權益 Non- controlling interests	儲備總額 Total reserves
	附註 Note	資本資助金 Capital subvention fund	收入資助儲備 Revenue reserve	換算儲備 Exchange reserve	總額 Total		
於2010年4月1日的結餘	Balance at 1 April 2010	\$212,619,888	\$19,006,235	\$2,090,042	\$233,716,165	\$3,605,732	\$237,321,897
本年度盈餘／(虧損)	Surplus/(deficit) for the year	-	18,210,728	-	18,210,728	(525,318)	17,685,410
其他全面收益	Other comprehensive income	-	-	91,642	91,642	13,300	104,942
年內全面收益	Total comprehensive income	-	18,210,728	91,642	18,302,370	(512,018)	17,790,352
資本資助金淨變動	Net movement in capital subvention fund	12(a) 19,796,626	-	-	19,796,626	-	19,796,626
於2011年3月31日的結餘	Balance at 31 March 2011	\$232,416,514	\$37,216,963	\$2,181,684	\$271,815,161	\$3,093,714	\$274,908,875

1 香港生產力促進局的狀況

香港生產力促進局(「生產力局」)是一家政府資助機構，於1967年根據《香港生產力促進局條例》成立。生產力局的註冊辦事處和主要經營地點為香港九龍達之路78號生產力大樓。

生產力局及各附屬公司(統稱「集團」)的主要業務是致力鼓勵本港工商界採用更有效的營運方式，以提高香港的生產力。

2 主要會計政策

(a) 遵例聲明

本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。以下是集團採用的主要會計政策概要。

香港會計師公會頒布了若干新訂和經修訂的《香港財務報告準則》。這些準則在集團及生產力局的當前會計期間首次生效或可供提早採納。首次應用此等適用於集團及生產力局之新訂和經修訂的準則所引致於當期及以往會計期間之任何會計政策變動已於本財務報表內反映，有關資料列載於附註3。

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26)。

(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2011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(參閱附註5)權益。

1 Status of the Council

The Council is a subvented body corporate established in 1967 under the Hong Kong Productivity Council Ordinance. Its registered office and principal place of operations is HKPC Building, 78 Tat Chee Avenue, Kowloon, Hong Kong.

The principal activities of the Council and its subsidiaries (together referred to as the "Group") are to promote increased productivity, and the use of more efficient methods throughout Hong Kong's business sectors.

2 Significant accounting policies

(a) Statement of compliance

These accounts have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards ("HKFRSs"), which collective term includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("HKASs") and Interpretations issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"), 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 Group is set out below.

The HKICPA has issued certain new and revised HKFRSs that are first effective or available for early adoption for the current accounting period of the Group and the Council. Note 3 provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group and the Council for the current and prior accounting periods reflected in these accounts.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period (see note 26).

(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 2011, comprise the Council and certain of its subsidiaries (see note 5) and the Group's interest in an associate.

2 主要會計政策 (續)**(b) 賬目編製基準**

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) 附屬公司及非控股股東權益

附屬公司是指受集團控制的公司。當集團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集團控制。現有可行使的潛在性投票權也是釐定控制存在的因素。

於附屬公司的投資由控制開始當日至控制終止當日在綜合賬目中合併計算。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。

2 Significant accounting policies (Continued)**(b) Basis of preparation of the accounts**

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 non-controlling interests

Subsidiaries are entities controlled by the Group. Control exists when the Group has the power, directly or indirectly, to govern the financial and operating policies of an entity, so as to obtain benefits from its activities. In assessing control, potential voting rights that presently are exercisable are taken into account.

An investment in a subsidiary is consolidated into the consolidated accounts from the date that control commences until the date that control ceases. Intra-group balances and transactions and any unrealised profits arising from intra-group transactions are eliminated in full in preparing the consolidated accounts. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains but only to the extent that there is no evidence of impairment.

2 主要會計政策 (續)**(c) 附屬公司及非控股股東權益 (續)**

非控制性權益 (以前年度稱之為少數股東權益) 是指附屬公司中並非直接或間接由生產力局享有的權益份額，而本集團並沒有與這些權益的持有人訂立任何可導致本集團整體就這些權益而承擔符合金融負債定義的合約義務的額外條款。企業合併時，本集團可選擇按照公允價值或按比例應佔附屬公司可辨認淨資產份額對非控制性權益進行計量。

非控制性權益在綜合資產負債表的儲備項目中列示，並與生產力局應佔的儲備分開列示。集團業績內的非控股股東權益在綜合收支賬目中分為非控股股東權益及生產力局於年內盈利或虧損總額及全面收益總額的賬面應佔金額列示。

集團於附屬公司的權益變動，如不會導致喪失控制權，便會按儲備交易列賬，並在綜合儲備項目中調整控股及非控股權益的數額，以反映相對權益的變動，但不會調整商譽，亦不會確認損益。

當集團喪失於附屬公司的控制權時，按出售有關附屬公司的全部權益列賬，由此產生的收益或虧損在收支賬目中確認。在喪失控制權日期所保留前附屬公司的權益，按公允價值確認，此筆金額在初始確認金融資產時當作公允價值，或 (如適用) 在初始確認於聯營公司 (參閱附註2(d)) 或合營公司的投資時當作成本。

生產力局資產負債表所示於附屬公司的投資，是按成本減去減值虧損 (附註2(g)) 後入賬。

(d) 聯營公司

聯營公司是指集團或生產力局對其有重大影響，但沒有控制或共同控制其管理層的實體；重大影響包括參與其財務和經營決策。

2 Significant accounting policies (Continued)**(c) Subsidiaries and non-controlling interests (Continued)**

Non-controlling interests (previously known as minority interests) represent the equity in a subsidiary not attributable directly or indirectly to the Council, and in respect of which the Group has not agreed any additional terms with the holders of those interests which would result in the Group as a whole having a contractual obligation in respect of those interests that meets the definition of a financial liability. For each business combination, the Group can elect to measure any non-controlling interests either at fair value or at their proportionate share of the subsidiary's net identifiable assets.

Non-controlling interests are presented in the consolidated balance sheet within reserves, separately from reserves attributable to the Council. Non-controlling interests in the results of the Group are presented on the face of the consolidated income and expenditure account as an allocation of the total surplus or deficit and total comprehensive income for the year between non-controlling interests and the Council.

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as reserve transactions, whereby adjustments are made to the amounts of controlling and non-controlling interests within consolidated reserves to reflect the change in relative interests, but no adjustments are made to goodwill and no gain or loss is recognised.

When the Group loses control of a subsidiary, it is accounted for as a disposal of the entire interest in that subsidiary, with a resulting gain or loss being recognised in the income and expenditure account. Any interest retained in that former subsidiary at the date when control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset or, when appropriate, the cost on initial recognition of an investment in an associate (see note 2(d)) or jointly controlled entity.

In the Council's balance sheet, an investment in a subsidiary is stated at cost less impairment losses (see note 2(g)).

(d) Associates

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

2 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。按照權益法，有關投資以成本初始入賬，並就集團於收購日所佔被投資公司可辨別資產淨值的公允價值超過投資成本的數額（如有）作出調整，然後就集團所佔聯營公司資產淨值的收購後變動以及與這些投資有關的任何減值虧損作出調整（參閱附註2(g)）。於收購日超過成本的任何數額，集團年內所佔聯營公司的收購後稅後業績和任何減值虧損在綜合收支賬目中確認，而集團所佔聯營公司的收購後稅後其他全面收益項目則在綜合全面收益表中確認。

當集團對聯營公司承擔的虧損額超過其所佔權益時，集團所佔權益便會減少至零，並且不再確認額外虧損；但如集團須履行法定或推定義務，或代被投資公司作出付款則除外。就此而言，集團所佔權益是以按照權益法計算投資的賬面金額，以及實質上構成集團在聯營公司投資淨額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，均按集團於被投資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。

當集團不再對聯營公司有重大影響時，按出售有關被投資公司的全部權益列賬，由此產生的收益或虧損在收支賬目中確認。在喪失重大影響力日期所保留有關前被投資公司的權益，按公允價值確認，此筆金額在初始確認金融資產時當作公允價值。

生產力局資產負債表所示於聯營公司的投資，是按成本減去減值虧損（參閱附註2(g)）後入賬。

2 Significant accounting policies (Continued)**(d) Associates (Continued)**

An investment in an associate is accounted for in the consolidated accounts under the equity method. Under the equity method, the investment is initially recorded at cost adjusted for any excess of the Group's share of the acquisition-date fair values of the investee's identifiable net assets over the cost of the investment (if any). Thereafter, the investment is adjusted for the post-acquisition change in the Group's share of the associate's net assets and any impairment loss relating to the investment (see note 2(g)). Any acquisition-date excess over cost, the Group's share of the post-acquisition, post-tax results of the associate and any impairment losses for the year are recognised in the consolidated income and expenditure account, whereas the Group's share of the post-acquisition post-tax items of the associates' other comprehensive income is recognised in the consolidated statement of comprehensive income.

When the Group's share of losses exceeds its interest in the associate, the Group'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 investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method together with the Group's long-term interests that in substance form part of the Group's net investment in the associate.

Unrealised profits and losses resulting from transactions between the Group and its associates are eliminated to the extent of the Group's interest in the investee, except where unrealised losses provide evidence of an impairment of the asset transferred, in which case they are recognised immediately in the income and expenditure account.

When the Group ceases to have significant influence over an associate, it is accounted for as a disposal of the entire interest in that investee, with a resulting gain or loss being recognised in the income and expenditure account. Any interest retained in that former investee at the date when significant influence is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset.

In the Council's balance sheet, an investment in an associate is stated at cost less impairment losses (see note 2(g)).

2 主要會計政策 (續)**2 Significant accounting policies (Continued)****(e) 固定資產**

固定資產以成本減去累計折舊和減值虧損。(見附註2(g))

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：

香港生產力促進局大樓 (「生產力大樓」)	50年	Hong Kong Productivity Council Building ("HKPC Building")	50 years
租賃樓宇改良工程		Leasehold improvements	
— 辦公室	10年	— Office	10 years
— 非辦公室	3年	— Non-office	3 years
傢具及設備	3至10年	Furniture and equipment	3 to 10 years

生產力局會每年審閱固定資產的可用年限和殘值(如有)。

報廢或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。

(e) Fixed assets

Fixed assets are stated at cost less accumulated depreciation and impairment losses. (see note 2(g))

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:

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

Gains or losses arising from the retirement or disposal of an item of fixed assets are determined as the difference between the net disposal proceeds and the carrying amount of the item and are recognised in income or expenditure account on the date of retirement or disposal.

(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。

(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) 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：

(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:

2 主要會計政策 (續)**(f) 租賃資產 (續)****(i) 集團租賃資產的分類 (續)**

- 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。

(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) 權益證券投資和其他應收款項的減值**

本集團在每個結算日審閱已按成本入賬的權益證券投資和其他應收款項，以確定是否有客觀的減值證據。客觀的減值證據包括集團注意到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；

2 Significant accounting policies (Continued)**(f) Leased assets (Continued)****(i) Classification of assets leased to the Group (Continued)**

- 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.

(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 account in equal instalments over the accounting periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the leased asset. Lease incentives received are recognised in the income or expenditure account as an integral part of the aggregate net lease payments made. Contingent rentals are charged to the income or expenditure account in the accounting period in which they are incurred.

The cost of acquiring land held under an operating lease is amortised on a straight-line basis over the period of the lease term.

(g) Impairment of assets**(i) Impairment of investments in equity securities and other receivables**

Investments in equity securities and other current receivables that are stated at cost or amortised cost 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;

2 主要會計政策 (續)**(g) 資產減值 (續)****(i) 權益證券投資和其他應收款項的減值 (續)**

- 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。

如有任何這類證據存在，便會釐定減值虧損並按以下方式確認：

就於附屬公司及聯營公司的投資（包括按權益法確認的投資（參閱附註2(d)）而言，計量減值虧損的辦法是按附註2(g)(ii)將該整項投資的可收回數額與其賬面金額作一比較。如果按附註2(g)(ii)用以釐定可收回數額的估計數額出現了正面的變化，有關的減值虧損便會轉回。

就以攤銷成本列賬的應收賬款和其他流動應收款而言，如折現影響重大，減值虧損是以資產的賬面金額與以其初始實際利率（即在初始確認有關資產時計算的實際利率）折現的預計未來現金流量現值之間的差額計量。如按攤銷成本列賬的金融資產具備類似的風險特徵，例如類似的逾期情況及並未個別地被評估為減值，則有關的評估會同時進行。共同評估減值的金融資產的未來現金流量是根據與該共同組別具有類似信貸風險特徵的資產的過往虧損情況計算。

2 Significant accounting policies (Continued)**(g) Impairment of assets (Continued)****(i) Impairment of investments in equity securities and other receivables (Continued)**

- 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.

If any such evidence exists, any impairment loss is determined and recognised as follows:

For investments in subsidiaries and an associate (including those recognised using the equity method (see note 2(d))), the impairment loss is measured by comparing the recoverable amount of the investment as a whole with its carrying amount in accordance with note 2(g)(ii). The impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount in accordance with note 2(g)(ii).

For trade and other current receivables carried at amortised cost, the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition of these assets), where the effect of discounting is material. This assessment is made collectively where financial assets 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.

2 主要會計政策 (續)**(g) 資產減值 (續)****(i) 權益證券投資和其他應收款項的減值 (續)**

如果減值虧損在其後的期間減少，而且客觀上與減值虧損確認後發生的事件有關，則應通過收支賬目轉回減值虧損。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，以確定固定資產是否出現減值跡象，或是以往確認的減值虧損已經不再存在或可能已經減少。

如果出現任何這類跡象，便會估計資產的可收回金額。

– 計算可收回金額

資產的可收回金額是其淨銷售價與使用價值兩者中的較高者。在評估使用價值時，預計未來現金流量會按照能反映當時市場對貨幣時間價值和資產特定風險的評估的稅前折現率，折現至其現值。如果資產所產生的現金流入基本上並非獨立於其他資產所產生的現金流入，則以能產生獨立現金流入的最小資產類別（即現金產出單元）來確定可收回金額。

– 確認減值虧損

當資產或所屬現金產出單元的賬面金額高於其可收回金額時，減值虧損便會在收支中確認。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）。

2 Significant accounting policies (Continued)**(g) Impairment of assets (Continued)****(i) Impairment of investments in equity securities and other receivables (Continued)**

If in a subsequent period the amount of an impairment loss decreases and the decrease can be linked objectively to an event occurring after the impairment loss was recognised, the impairment loss is reversed through the income and expenditure account. A reversal of an impairment loss shall not result in the asset's carrying amount exceeding that which would have been determined had no impairment loss been recognised in prior years.

(ii) Impairment of other assets

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

If any such indication exists, the asset's recoverable amount is estimated.

– Calculation of recoverable amount

The recoverable amount of an asset is the greater of its fair value less costs to sell and value-in-use. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit).

– Recognition of impairment losses

An impairment loss is recognised in the income or expenditure account if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognised in respect of cash-generating units are allocated to reduce the carrying amount of the assets in the unit (or group of units) on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs to sell, or value-in-use, if determinable.

2 主要會計政策 (續)**(g) 資產減值 (續)****(ii) 其他資產的減值 (續)****– 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。

(h) 消耗品

消耗品包括工具，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

應收賬款按公允價值初始確認，其後按攤銷成本減去對呆賬減值的準備後所得數額入賬（附註2(g)）；但如應收賬款為予關聯方的免息及無還款條款借款或折現影響並不重大則除外。在此情況下，應收款項會按成本減去呆賬減值虧損後所得數額入賬。

(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。

2 Significant accounting policies (Continued)**(g) Impairment of assets (Continued)****(ii) Impairment of other assets (Continued)****– Reversals of impairment losses**

An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

A reversal of an impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. Reversals of impairment losses are credited to the income or expenditure account in the year in which the reversals are recognised.

(h) Consumables

Consumables comprise 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) Receivables

Receivables are initially recognised at fair value and thereafter stated at amortised cost less allowance for impairment of doubtful debts (see note 2(g)), except where the receivables are interest-free loans made to related parties without any fixed repayment terms or the effect of discounting would be immaterial. In such cases, the receivables are stated at cost less allowance for impairment of doubtful debts.

(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 the income or expenditure account over the period of the borrowings, together with any interest and fees payable, using the effective interest method.

2 主要會計政策 (續)**(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。

(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。

2 Significant accounting policies (Continued)**(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 in hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition.

(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 the income and expenditure account except to the extent that they relate to items recognised in other comprehensive income or directly in reserve, in which case the relevant amounts of tax are recognised in other comprehensive income or directly in reserve, respectively.

2 主要會計政策 (續)**(n) 所得稅 (續)**

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。

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。

2 Significant accounting policies (Continued)**(n) Income tax (Continued)**

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

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.

2 主要會計政策 (續)**(p) 收入確認**

如果經濟利益很可能會流入集團，而收入和支出（如適用）又能夠可靠地計量時，下列各項收入便會在收支中確認：

(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12(e)）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。

2 Significant accounting policies (Continued)**(p) Income recognition**

Income is measured at the fair value of the consideration received or receivable. Provided it is probable that the economic benefits will flow to the Group and the income and expenditure, if applicable, can be measured reliably, income is recognised in the income 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 income in the income and expenditure account when there is reasonable assurance that the Group will comply with the conditions attaching with them and that the subvention will be received. 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 of Hong Kong Special Administrative Region ("the Government") (see note 12(e)). Amount in excess of the limit will be returned to the Government in the following financial year.

(ii) 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 the income and expenditure account in equal instalments over the periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the use of the leased asset. Lease incentives granted are recognised in the income or expenditure account 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.

2 主要會計政策 (續)

(p) 收入確認 (續)

(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。

(q) 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。

以歷史成本計量的外幣非貨幣資產與負債是按交易日的外幣匯率換算。

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其他全面收益及分開累計於換算儲備中。

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。

(r) 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。

2 Significant accounting policies (Continued)

(p) Income recognition (Continued)

(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.

(q) Translation of foreign currencies

Foreign currency transactions during the year are translated at the foreign exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the foreign exchange rates ruling at the balance sheet date. Exchange gains and losses are recognised in the income and expenditure account.

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates.

The results of operations outside Hong Kong are translated into Hong Kong dollars at the exchange rates approximating the foreign exchange rates ruling at the dates of the transactions. Balance sheet items are translated into Hong Kong dollars at the closing foreign exchange rates at the balance sheet date. The resulting exchange differences are recognised in other comprehensive income and accumulated separately in the exchange reserve.

On disposal of an enterprise outside Hong Kong, the cumulative amount of the exchange differences recognised in reserve which relate to that enterprise is reclassified from reserve to the income and expenditure account when the profit or loss on disposal is recognised.

(r) Borrowing costs

Borrowing costs are expensed in the income and expenditure account 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.

2 主要會計政策 (續)**(s) 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；
- (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 Significant accounting policies (Continued)**(s) 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;
- (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.

3 會計政策的修訂

香港會計師公會頒佈了兩項經修訂《香港財務報告準則》、多項《香港財務報告準則》修訂和兩項新詮釋。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。當中與集團財務報表相關的準則和詮釋變動如下：

- 《香港財務報告準則》第3號（2008年修訂）－「企業合併」
- 《香港會計準則》第27號修訂－「合併財務報表和單獨財務報表」
- 《香港財務報告準則》的改進（2009年）

以上準則變化引致了會計政策改變，但基於以下原因，有關政策改變並無對當前或比較期間構成任何重大影響：

- 《香港財務報告準則》第3號及《香港會計準則》第27號的大部分修訂並無對集團的財務報表構成任何重大影響，原因是這些修訂在集團訂立相關交易（如企業合併或出售附屬公司等）時首次生效，而集團無須重列以往就相關交易列報的數額。
- 《香港財務報告準則》第3號（有關確認被收購方的遞延稅項資產）及《香港會計準則》第27號（有關將虧損分配至超出股本權益的非控股權益）的修訂並無產生任何重大影響，因為集團無須重列以往期間列報的數額，且在當前期間並無出現相關遞延稅項資產或虧損。
- 「《香港財務報告準則》的改進（2009年）」綜合準則就《香港會計準則》第17號「租賃」所作出的修訂，並無導致集團位於香港的租賃土地權益的分類出現變動。

3 Changes in accounting policies

The HKICPA has issued two revised HKFRSs, a number of amendments to HKFRSs and two new Interpretations that are first effective for the current accounting period of the Group and the Council. Of these, the following developments are relevant to the Group's financial statements:

- HKFRS 3 (revised 2008), *Business combinations*
- Amendments to HKAS 27, *Consolidated and separate financial statements*
- Improvements to HKFRSs (2009)

The developments resulted in changes in accounting policy but none of these changes in policy have a material impact on the current or comparative periods, for the following reasons.

- The impact of the majority of the revisions to HKFRS 3 and HKAS 27, have not yet had a material effect on the Group's financial statements as these changes will first be effective as and when the Group enters into a relevant transaction (for example, a business combination or a disposal of a subsidiary) and there is no requirement to restate the amounts recorded in respect of previous such transactions.
- The impact of the amendments to HKFRS 3 (in respect of recognition of acquiree's deferred tax assets) and HKAS 27 (in respect of allocation of losses to non-controlling interests in excess of their equity interest) have had no material impact as there is no requirement to restate amounts recorded in previous periods and no such deferred tax assets or losses arose in the current period.
- The amendment introduced by the *Improvements to HKFRSs (2009)* omnibus standard in respect of HKAS 17, *Leases*, did not result in a change of classification of the Group's leasehold land interests in Hong Kong.

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

4 固定資產

4 Fixed assets

(a) 集團

(a) The Group

		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2010年4月1日	At 1 April 2010	\$267,784,136	\$35,395,135	\$137,992,645	\$441,171,916
換算儲備	Exchange adjustments	-	-	44,199	44,199
添置	Additions	-	5,659,188	21,069,677	26,728,865
處置	Disposals	-	(13,584,652)	(25,260,777)	(38,845,429)
於2011年3月31日	At 31 March 2011	\$267,784,136	\$27,469,671	\$133,845,744	\$429,099,551
累計折舊：	Accumulated depreciation:				
於2010年4月1日	At 1 April 2010	\$105,643,543	\$31,270,825	\$103,857,218	\$240,771,586
換算儲備	Exchange adjustments	-	-	35,672	35,672
年度折舊	Charge for the year	5,355,683	885,097	12,400,965	18,641,745
處置	Written back on disposals	-	(13,331,700)	(24,845,733)	(38,177,433)
於2011年3月31日	At 31 March 2011	\$110,999,226	\$18,824,222	\$91,448,122	\$221,271,570
賬面淨值：	Net book value:				
於2011年3月31日	At 31 March 2011	\$156,784,910	\$8,645,449	\$42,397,622	\$207,827,981
原值：	Cost:				
於2009年4月1日	At 1 April 2009	\$267,784,136	\$33,841,897	\$142,217,353	\$443,843,386
換算儲備	Exchange adjustments	-	-	14,312	14,312
添置	Additions	-	2,290,355	16,304,028	18,594,383
處置	Disposals	-	(737,117)	(20,543,048)	(21,280,165)
於2010年3月31日	At 31 March 2010	\$267,784,136	\$35,395,135	\$137,992,645	\$441,171,916
累計折舊：	Accumulated depreciation:				
於2009年4月1日	At 1 April 2009	\$100,287,860	\$30,466,537	\$111,331,332	\$242,085,729
換算儲備	Exchange adjustments	-	-	10,240	10,240
年度折舊	Charge for the year	5,355,683	1,515,349	11,868,418	18,739,450
處置	Written back on disposals	-	(711,061)	(19,352,772)	(20,063,833)
於2010年3月31日	At 31 March 2010	\$105,643,543	\$31,270,825	\$103,857,218	\$240,771,586
賬面淨值：	Net book value:				
於2010年3月31日	At 31 March 2010	\$162,140,593	\$4,124,310	\$34,135,427	\$200,400,330

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

4 固定資產 (續)

4 Fixed assets (Continued)

(b) 生產力局

(b) The Council

		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2010年4月1日	At 1 April 2010	\$267,784,136	\$35,395,135	\$136,114,214	\$439,293,485
添置	Additions	–	5,659,188	20,966,417	26,625,605
處置	Disposals	–	(13,584,652)	(24,943,068)	(38,527,720)
於2011年3月31日	At 31 March 2011	\$267,784,136	\$27,469,671	\$132,137,563	\$427,391,370
累計折舊：	Accumulated depreciation:				
於2010年4月1日	At 1 April 2010	\$105,643,543	\$31,270,825	\$102,341,137	\$239,255,505
年度折舊	Charge for the year	5,355,683	885,097	12,329,221	18,570,001
處置	Written back on disposals	–	(13,331,700)	(24,556,147)	(37,887,847)
於2011年3月31日	At 31 March 2011	\$110,999,226	\$18,824,222	\$90,114,211	\$219,937,659
賬面淨值：	Net book value:				
於2011年3月31日	At 31 March 2011	\$156,784,910	\$8,645,449	\$42,023,352	\$207,453,711

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

4 固定資產 (續)

4 Fixed assets (Continued)

(b) 生產力局 (續)

(b) The Council (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2009年4月1日	At 1 April 2009	\$267,784,136	\$33,841,897	\$140,438,555	\$442,064,588
添置	Additions	–	2,290,355	16,174,175	18,464,530
處置	Disposals	–	(737,117)	(20,498,516)	(21,235,633)
於2010年3月31日	At 31 March 2010	\$267,784,136	\$35,395,135	\$136,114,214	\$439,293,485
累計折舊：	Accumulated depreciation:				
於2009年4月1日	At 1 April 2009	\$100,287,860	\$30,466,537	\$110,058,677	\$240,813,074
年度折舊	Charge for the year	5,355,683	1,515,349	11,592,822	18,463,854
處置	Written back on disposals	–	(711,061)	(19,310,362)	(20,021,423)
於2010年3月31日	At 31 March 2010	\$105,643,543	\$31,270,825	\$102,341,137	\$239,255,505
賬面淨值：	Net book value:				
於2010年3月31日	At 31 March 2010	\$162,140,593	\$4,124,310	\$33,773,077	\$200,037,980

(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 a medium-term lease.

5 附屬公司投資

5 Investments in subsidiaries

		集團 The Group 2011	2010	生產力局 The Council 2011	2010
非上市股份， 按成本值計算	Unlisted shares, at cost	\$10,000	\$10,000	\$20,022,000	\$20,022,000
減：減值虧損	Less: Impairment loss	–	–	(1,290,000)	(1,289,999)
		\$10,000	\$10,000	\$18,732,000	\$18,732,001

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

5 附屬公司投資 (續)

集團及生產力局的附屬公司於2011年3月31日的詳情如下：

5 Investments in subsidiaries (Continued)

Details of the Group's and the Council's subsidiaries as at 31 March 2011 are as follows:

名稱	Name	註冊成立及 營運地點 Place of incorporation and operations	已發行及 繳足資本 Particulars of issued and paid up capital	所有權比率 Proportion of ownership interest			主要業務 Principal activities
				集團實際 權益 Group's effective interest	由 生產力局 持有 held by the Council	由 附屬公司 持有 held by subsidiaries	
汽車零部件研究及 發展中心有限公司 ^{②#}	Automotive Parts and Accessory Systems R&D Centre Ltd. ^{②#}	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 Limited	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) Company Limited	香港 Hong Kong	港幣HKD 10,000元	100%	100%	—	生產力局專利及 項目成果商品化 Commercialisation of patents and project deliverables of HKPC
生產力(控股)有限公司	Productivity (Holdings) Limited	香港 Hong Kong	港幣HKD 20,000,000元	100%	100%	—	投資控股 Investment holding
生產力(廣州)諮詢 有限公司 [#]	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 to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

5 附屬公司投資 (續)

集團及生產力局的附屬公司於2011年3月31日的詳情如下：(續)

5 Investments in subsidiaries (Continued)

Details of the Group's and the Council's subsidiaries as at 31 March 2011 are as follows: (Continued)

名稱	Name	註冊成立及營運地點 Place of incorporation and operations	已發行及繳足資本 Particulars of issued and paid up capital	所有權比率 Proportion of ownership interest			主要業務 Principal activities
				集團實際權益 Group's effective interest	由生產力局持有 held by the Council	由附屬公司持有 held by subsidiaries	
深圳深港生產力基地培訓中心 [#]	Shenzhen SZ – HK Productivity Foundation Training Institute [#]	中國 PRC	人民幣RMB 50,000元	64.94%	–	100%	培訓服務 Training services
力偉照明科技有限公司	ECO LED Lighting Technology Limited	香港 Hong Kong	港幣HKD 6,122,400元	51%	–	51%	設計及銷售發光二極管照明系統 Designing and trading of LED lighting systems

@ 這家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，這家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。

@ This subsidiary was incorporated for a specific purpose and was managed independently and its operation is directly subvented by the Government. Accordingly, the financial result of this subsidiary is 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 subsidiary. The financial result of the subsidiary not dealt with in the consolidated accounts of the Council is not considered to be material by the Council.

並非由畢馬威會計師事務所審核的附屬公司。

The subsidiaries are not audited by KPMG.

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4%及6%。

The accounts of the subsidiaries not audited by KPMG reflect total net assets and total income constituting approximately 4% and 6% respectively of the related consolidated totals.

6 聯營公司權益

6 Interest in an associate

		集團 The Group	
		2011	2010
應佔淨資產	Share of net assets	\$1,412,059	\$1,340,524

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

6 聯營公司權益 (續)

聯營公司於2011年3月31日的詳情如下：

6 Interest in an associate (Continued)

Details of the associate as at 31 March 2011 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	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	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.

聯營公司的財務資料摘要如下：

Summary financial information on the associate:

		資產 Assets	負債 Liabilities	權益 Equity	收入 Revenue	盈餘／(虧損) Profit/(Loss)
2011	2011					
100%	100 per cent	\$3,919,241	\$(389,093)	\$3,530,148	\$200,803	\$98,822
集團實際權益	Group's effective interest	1,567,696	(155,637)	1,412,059	80,321	39,529
2010	2010					
100%	100 per cent	\$3,723,799	\$(372,490)	\$3,351,309	\$ –	\$(23,254)
集團實際權益	Group's effective interest	1,489,520	(148,996)	1,340,524	–	(9,302)

7 應收賬款、預付款項及按金

7 Accounts receivable, prepayments and deposits

		集團 The Group 2011	2010	生產力局 The Council 2011	2010
應收賬款	Accounts receivable	\$15,202,698	\$18,077,364	\$14,125,726	\$17,447,666
呆賬準備	Allowance for doubtful debts	(149,170)	(50,000)	(149,170)	(50,000)
		\$15,053,528	\$18,027,364	\$13,976,556	\$17,397,666
預付款項、 按金和其他 應收款項	Prepayments, deposits and other receivables	28,148,346	8,798,500	27,499,595	5,103,006
應收非控制性 股東款項	Amount due from non-controlling shareholder	–	3,000,000	–	3,000,000
		\$43,201,874	\$29,825,864	\$41,476,151	\$25,500,672

7 應收賬款、預付款項及按金 (續)

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。應收非控股股東款項是無抵押、不帶息的，並已於2010年6月全數收回。

(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（參閱附註2(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	
		2011	2010
於4月1日	At 1 April	\$50,000	\$142,200
已確認的減值虧損	Impairment loss recognised	99,170	—
已註銷的未收回金額	Uncollectible amounts written off	—	(92,200)
於3月31日	At 31 March	\$149,170	\$50,000

於2011年3月31日，集團及生產力局將為數149,170元（2010年：50,000元）的應收賬款個別評定為已減值。這些已個別評定為減值的應收賬款與陷入財困的客戶有關，管理層經評估後預期將無法收回該等應收賬款。因此，生產力局已確認呆賬準備149,170元（2010年：50,000元）。集團並無就該等結餘持有任何抵押品。

(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23(a)。

7 Accounts receivable, prepayments and deposits

(Continued)

All of the accounts receivable, prepayments and deposits are expected to be recovered or recognised as expenditure within one year. Amount due from non-controlling shareholder is unsecured, interest free and has been fully settled in June 2010.

(a) Impairment of accounts receivable

Impairment losses in respect of accounts receivable are recorded using an allowance account unless the Group is satisfied that recovery of the amount is remote, in which case the impairment loss is written off against accounts receivable directly (see note 2(g)(i)).

The movement in the allowance for doubtful debts during the year is as follows:

At 31 March 2011, the Group's and the Council's accounts receivable of \$149,170 (2010: \$50,000) were individually determined to be impaired. The individually impaired receivables related to customers that were in financial difficulties and management assessed that the receivables are not expected to be recovered. Consequently, allowance for doubtful debts of \$149,170 (2010: \$50,000) was recognised. The Group does not hold any collateral over these balances.

(b) Accounts receivable that is not impaired

Accounts receivable is due within 30 days from the date of billing. Further details on the Council's credit policy are set out in note 23(a).

7 應收賬款、預付款項及按金 (續)

7 Accounts receivable, prepayments and deposits

(Continued)

(b) 並無減值的應收賬款 (續)

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：

(b) Accounts receivable that is not impaired (Continued)

The ageing analysis of accounts receivable that are neither individually nor collectively considered to be impaired is as follows:

		集團 The Group		生產力局 The Council	
		2011	2010	2011	2010
非逾期或減值	Neither past due nor impaired	\$10,363,055	\$13,285,638	\$9,726,779	\$13,228,167
逾期一個月內	Less than 1 month past due	\$2,639,328	\$1,796,618	\$2,569,780	\$1,796,618
逾期一至三個月	1 to 3 months past due	2,051,145	1,410,320	1,679,997	1,237,906
逾期三個月以上	More than 3 months past due	–	1,534,788	–	1,134,975
		\$4,690,473	\$4,741,726	\$4,249,777	\$4,169,499
		\$15,053,528	\$18,027,364	\$13,976,556	\$17,397,666

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。

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

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。

Receivables that were past due but not impaired relate to a number of independent customers that have a good track record with the Group. Based on past experience, management believes that no impairment allowance is necessary in respect of these balances as there has not been a significant change in credit quality and the balances are still considered fully recoverable. The Group does not hold any collateral over these balances.

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

8 銀行存款及現金

8 Cash at bank and in hand

		集團 The Group		生產力局 The Council	
		2011	2010	2011	2010
三個月後到期的定期存款	Fixed deposits with maturity over 3 months at acquisition	\$40,169,885	\$32,568,570	\$40,169,885	\$32,568,570
銀行存款	Cash at bank	\$137,546,700	\$121,780,009	\$110,973,612	\$110,434,208
現金	Cash in hand	392,422	390,214	307,566	279,908
		\$137,939,122	\$122,170,223	\$111,281,178	\$110,714,116
資產負債表內銀行存款和現金總額	Total cash at bank and in hand in the balance sheets	\$178,109,007	\$154,738,793	\$151,451,063	\$143,282,686
三個月後到期的定期存款	Fixed deposits with maturity over 3 months at acquisition	(40,169,885)	(32,568,570)		
綜合現金流量表內銀行存款和現金總額	Cash and cash equivalents in the consolidated cash flow statement	\$137,939,122	\$122,170,223		

於2011年3月31日，集團及生產力局的銀行存款包括存放在國內銀行的款項分別23,415,275元（2010年：11,115,669元）及154,453元（2010年：276,281元），這些存款的匯款手續須按照中國政府相關的外匯控制法規進行。

Cash at bank of the Group and the Council as at 31 March 2011 includes \$23,415,275 (2010: \$11,115,669) and \$154,453 (2010: \$276,281) respectively placed with banks in the PRC, the remittance of which is subject to relevant rules and regulations of foreign exchange control promulgated by the PRC government.

9 應付賬款及應計費用

9 Accounts payable and accruals

		集團 The Group		生產力局 The Council	
		2011	2010	2011	2010
應付賬款	Trade payables	\$17,539,723	\$15,706,047	\$17,539,723	\$15,706,047
預收賬款	Receipts in advance	78,613,482	57,441,911	71,998,084	54,240,564
年假補償撥備（附註）	Provision for annual leave compensation (note)	22,604,441	24,214,858	22,579,668	24,111,120
應計費用及其他應付款	Accruals and other payables	35,813,033	37,504,868	35,091,831	36,786,367
		\$154,570,679	\$134,867,684	\$147,209,306	\$130,844,098

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.

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

9 應付賬款及應計費用 (續)

註:

年假補償撥備

		集團 The Group	生產力局 The Council
於2010年4月1日	At 1 April 2010	\$24,214,858	\$24,111,120
已作出的額外撥備	Additional provision made	1,140,450	1,219,415
已動用的撥備	Provision utilised	(2,750,867)	(2,750,867)
於2010年3月31日	At 31 March 2011	\$22,604,441	\$22,579,668

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。

9 Accounts payable and accruals (Continued)

Note:

Provision for annual leave compensation

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.

10 應付非受控制附屬公司款項、應付聯營公司款項及應收／付附屬公司款項

應付非受控制附屬公司款項、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。

10 Amount due to a non-controlled subsidiary, amount due to an associate and amounts due from/to subsidiaries

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

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

11 政府貸款

集團及生產力局

11 Government loan

The Group and the Council

		2011	2010
本金	Principal	\$249,425,000	\$249,425,000
資本化利息	Capitalised interest	18,385,117	18,385,117
以往年度已償還數額	Amounts repaid in prior years	\$267,810,117	\$267,810,117
本年度償還的數額	Amount repaid in the current year	(254,784,714)	(241,759,313)
		(13,025,403)	(13,025,401)
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"	\$ -	\$13,025,403
		-	(13,025,403)
包括在「非流動負債」內 的一年以上到期的數額	Amount due more than one year included under "non-current liability"	\$ -	\$ -

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 the construction of the HKPC 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，最後一期還款已於2010年12月償還。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 and the last instalment has been settled in December 2010. Funding for payment of the annual instalment is obtained by an annual government subvention.

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

12 資本資助金及儲備

12 Capital subvention fund and reserves

		Note	集團 The Group 2011	2010	生產力局 The Council 2011	2010
資本資助金	Capital subvention fund	(a)	\$232,416,514	\$212,619,888	\$232,416,514	\$212,619,888
收入資助儲備	Revenue reserve	(b)	37,216,963	19,006,235	39,697,382	21,781,197
			\$269,633,477	\$231,626,123	\$272,113,896	\$234,401,085
換算儲備	Exchange reserve	(c)	2,181,684	2,090,042		
			\$271,815,161	\$233,716,165		
非控股股東 權益	Non-controlling interests	(d)	3,093,714	3,605,732		
			\$274,908,875	\$237,321,897		

(a) 資本資助金

集團及生產力局

(a) Capital subvention fund

The Group and the Council

		2011	2010
於4月1日	At 1 April	\$212,619,888	\$203,903,036
用作購入固定資產的 政府資助	Government subvention for purchase of fixed assets		
— 已動用款項	— funds spent	\$17,653,000	\$15,349,853
— 未動用款項	— funds unspent	—	3,318,147
— 資源分配計劃 (參閱附註(ii))	— RAE (note (ii))	7,855,061	—
用作償還政府貸款的 政府資助	Government subvention for repayment of government loan		
— 本金 (參閱附註11)	— principal (see note 11)	13,025,403	13,025,401
— 利息	— interest	926,912	1,467,107
轉自／(往) 收支賬目 以配對下列項目的 相關費用	Transfer from/(to) income and expenditure account to match with the related costs of		
— 處置固定資產虧損	— loss on disposal of fixed assets	(611,379)	(1,194,548)
— 年度折舊費用 (參閱附註4(b))	— depreciation charge for the year (see note 4(b))	(18,570,001)	(18,463,854)
— 政府貸款利息支出	— interest expenses on government loan	(926,912)	(1,467,107)
轉自／(往) 收支賬目	Transfer from/(to) income and expenditure account	\$444,542	(3,318,147)
		\$19,796,626	\$8,716,852
於3月31日	At 31 March	\$232,416,514	\$212,619,888

12 資本資助金及儲備 (續)

(a) 資本資助金 (續)

註：

- (i) 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。
- (ii) 根據政府的資源分配計劃，政府財經事務及庫務局邀請生產力局通過創新科技署申請每年度政府整筆資助外的額外經常資源撥款。2009年11月，據創新科技署通知，政府已就此向生產力局批出兩項資源分配計劃撥款（合共1,410萬元），詳情如下：
- (a) 990萬元，以供生產力局新設一間電磁兼容測試室之用；及
- (b) 420萬元，以供生產力局提升現有可靠性測試服務之用。截至2011年3月31日止年度內，已動用資源分配計劃撥款7,855,061元以購置設備。

(b) 收入儲備

		集團 The Group		生產力局 The Council	
		2011	2010	2011	2010
於4月1日	At 1 April	\$19,006,235	\$(5,424,006)	\$21,781,197	\$(4,484,097)
轉自收支賬目	Transfer from income and expenditure account	18,210,728	24,430,241	17,916,185	26,265,294
於3月31日	At 31 March	\$37,216,963	\$19,006,235	\$39,697,382	\$21,781,197

收入儲備是為了記錄生產力局及集團的累計盈餘／(虧損)而產生。

12 Capital subvention fund and reserves (continued)

(a) Capital subvention fund (continued)

Notes:

- (i) 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.
- (ii) Under the Government's RAE, the Financial Services and the Treasury Bureau of the Government invites bids via Innovation and Technology Commission ("ITC") for additional recurrent resources on top of the annual block grant. In November 2009, ITC informed that the Government had granted two bids (in total of \$14,100,000 RAE fund) to the Council and the details were as follows:
- (a) \$9,900,000 for setting up a new electromagnetic compatibility chamber in the Council; and
- (b) \$4,200,000 for upgrading the current reliability testing services of the Council. During the year ended 31 March 2011, \$7,855,061 of RAE fund was used for the purchase of equipment.

(b) Revenue reserve

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

(c) 換算儲備

(c) Exchange reserve

		集團 The Group	
		2011	2010
於4月1日	At 1 April	\$2,090,042	\$2,026,754
換算中國附屬公司賬目的匯兌差異	Exchange difference on translation of accounts of PRC subsidiaries	91,642	63,288
於3月31日	At 31 March	\$2,181,684	\$2,090,042

12 資本資助金及儲備 (續)

(c) 換算儲備 (續)

換算儲備包括換算香港境外業務賬目而產生的所有匯率差額，並已按照附註2(q) 所載的會計政策處理。

(d) 非控制性權益

12 Capital subvention fund and reserves (continued)

(c) Exchange reserve (continued)

The exchange reserve comprises all foreign exchange differences arising from the translation of the accounts of operations outside Hong Kong. The reserve is dealt with in accordance with the accounting policies set out in note 2(q).

(d) Non-controlling interests

		集團 The Group	
		2011	2010
於4月1日	At 1 April	\$3,605,732	\$328,737
來自非控股股東的資本	Capital contribution from non-controlling shareholder	–	3,000,000
應佔附屬公司的換算儲備	Share of exchange reserve in a subsidiary	13,300	96,580
年度應佔 (虧損) / 利潤	Share of (loss)/profit for the year	(525,318)	180,415
於3月31日	At 31 March	\$3,093,714	\$3,605,732

(e) 每年度政府整筆資助

根據政府與生產力局在2009年6月22日簽訂的《行政安排備忘錄》(「備忘錄」) 第8節，生產力局可以將從每年度政府整筆資助中節省所得的金額保留作為儲備。不論在任何時間，該儲備水平均不得高於生產力局於有關財政年度所獲的每年度政府整筆資助總額的15%。2010/2011年度的政府整筆資助總額為1.714億元(2009/2010年度：1.717億元)。生產力局已按備忘錄在本年度和以往年度全數動用所獲的政府整筆資助。

(f) 資本管理

集團所界定的「資本」包括資本資助金及儲備的所有組成部分。集團不會將因與其他集團公司進行交易業務所產生的交易結餘視為資本。

集團管理資本的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。

(e) Annual block grant

In accordance with section 8 of the Memorandum of Administrative Arrangement ("MAA") dated 22 June 2009 signed between the Government and the Council, the Council is allowed to keep any savings from its annual block grant as reserves. At any one point in time the level of accumulated savings from the Council's annual block grant shall not exceed 15% of its annual block grant in the current financial year. The total block grant for the year of 2010/2011 was \$171.4 million (2009/2010: \$171.7 million). The annual block grant from the Government in the current and prior years has been fully expended by the Council in accordance with the MAA.

(f) Capital management

The Group defines "capital" as including all components of capital subvention fund and reserves. Trading balances that arise as a result of trading transactions with other group companies are not regarded by the Group as capital.

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to enable the Group to meet its liabilities as they fall due for the foreseeable future.

The Group's capital structure is regularly reviewed and managed with due regard to the capital management practices of the Group. Neither the Council nor its subsidiaries are subject to externally imposed capital requirements.

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

13 政府資助

13 Government subvention

集團及生產力局

The Group and the Council

		2011	2010
經常活動的資助	Subvention for recurrent activities	\$153,748,000	\$153,019,250

14 服務收入

14 Services income

		集團 The Group 2011	2010	生產力局 The Council 2011	2010
顧問服務	Consultancy	\$254,397,797	\$215,259,751	\$249,448,290	\$209,385,910
培訓	Training	22,638,797	29,855,017	21,012,213	28,786,388
製造業支援服務	Manufacturing support	23,409,585	24,603,798	23,409,585	24,603,798
銷售刊物及廣告	Publications and advertising	1,124,384	914,758	1,124,384	914,758
展覽會及考察團	Exhibitions and study mission	9,281,809	8,082,896	7,728,698	6,562,002
		\$310,852,372	\$278,716,220	\$302,723,170	\$270,252,856

15 其他收入

15 Other income

		集團 The Group 2011	2010	生產力局 The Council 2011	2010
租金收入	Rental income	\$8,918,124	\$6,473,594	\$9,088,266	\$6,695,294
利息收入	Interest income	671,449	306,084	623,769	258,417
其他	Others	2,274,073	1,359,500	2,494,104	4,565,230
		\$11,863,646	\$8,139,178	\$12,206,139	\$11,518,941

16 職員薪俸

16 Staff emoluments

		集團 The Group 2011	2010	生產力局 The Council 2011	2010
薪金及津貼	Salaries & allowances	\$225,975,843	\$216,970,508	\$223,963,509	\$215,474,360
約滿酬金	Gratuities	434,503	870,463	434,503	870,463
總裁級職員旅費	Directorate passages	432,808	447,117	432,808	447,117
超時工作、膳食及其他津貼	Overtime, subsistence and other allowances	484,359	568,944	484,359	568,944
職員住屋及傢具津貼	Staff housing and furniture allowances	9,376,458	8,813,425	9,376,458	8,813,425
職員教育津貼	Staff education allowances	1,976,427	1,648,941	1,976,427	1,648,941
退休金計劃供款	Retirement schemes contribution	27,120,102	25,761,227	27,107,807	25,761,227
醫療福利計劃	Medical benefits scheme	5,993,210	5,913,826	5,993,210	5,913,826
		\$271,793,710	\$260,994,451	\$269,769,081	\$259,498,303

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

16 職員薪俸 (續)

註：

- (a) 生產力局的臨時僱員支出合計港幣4,625,726元 (2010年：港幣4,221,781元)，已計入行政支出 (附註19)。
- (b) 項目僱員支出合計港幣9,743,718元 (2010年：港幣9,446,780元) 及港幣5,274,074元 (2010年：港幣4,919,715元)，已分別計入集團及生產力局的项目相關支出 (附註19)。

16 Staff emoluments (continued)

Notes:

- (a) Temporary staff costs of the Group amounting to \$4,625,726 (2010: \$4,221,781) has been charged to general and administrative expenses under note 19.
- (b) Project staff costs amounting to \$9,743,718 (2010: \$9,446,780) and \$5,274,074 (2010: \$4,919,715) have been charged to project related expenses of the Group and the Council respectively under note 19.

17 高級管理人員薪酬

高級管理人員就其向集團提供服務所收取的薪酬 (薪金、津貼、實物福利和公積金供款) 總額如下：

17 Senior management's remuneration

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

		集團及生產力局 The Group and the Council	
		2011	2010
麥鄧碧儀，總裁	Agnes Mak, Executive Director	\$1,284,516	\$ —
馮永業，總裁	Wilson Fung, Executive Director	814,492	3,024,016
潘永生，副總裁 (科技發展)	Joseph Poon, Director (Technology Development)	2,214,253	364,205
李錫勳，副總裁 (科技發展)	Stephen Lee, Director (Technology Development)	—	1,726,245
宋兆麟，副總裁 (企業管理)	Edmund Sung, Director (Business Consulting)	2,209,224	2,199,668
林植廷，副總裁 (機構事務)	Tony Lam, Director (Corporate Services)	2,761,417	1,668,558
		\$9,283,902	\$8,982,692

18 生產力局理事會各委員的薪酬

於年內，生產力局主席及理事會各委員均無就其向生產力局提供服務收取任何薪酬 (2010年：零)。

18 Council members' remuneration

During the year, the Chairman and members of the Council did not receive any remuneration for their services rendered to the Council (2010: \$Nil).

19 其他支出

19 Other expenses

		集團 The Group		生產力局 The Council	
		2011	2010	2011	2010
一般及行政支出	General and administrative expenses	\$36,347,548	\$34,263,100	\$33,129,792	\$32,592,451
項目相關支出	Project related expenses	134,451,050	109,411,137	131,639,300	106,105,445
處置固定資產虧損	Loss on disposal of fixed assets	620,403	1,196,670	611,379	1,194,548
折舊	Depreciation	18,641,745	18,739,450	18,570,001	18,463,854
政府貸款利息支出	Interest expenses on government loan	926,912	1,467,107	926,912	1,467,107
其他支出	Other expenses	15,660,165	13,468,538	15,778,409	13,647,701
		\$206,647,823	\$178,546,002	\$200,655,793	\$173,471,106

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

20 稅項

(a) 綜合收支賬目所示的稅項為：

		2011	2010
本期稅項 – 香港利得稅	Current tax – Hong Kong Profits Tax		
以往年度準備補提	Under-provision in respect of prior years	\$22,203	\$ –
本期稅項 – 海外	Current tax – Overseas		
年度稅項	Provision for the year	18,151	157,893
		\$40,354	\$157,893

由於生產力局獲稅務局根據香港《稅務條例》第87條豁免繳納所有香港稅項，因此毋須繳納任何香港利得稅。

The Council is not subject to any Hong Kong Profits Tax as the Council has been granted exemption from all Hong Kong taxes by the Inland Revenue Department under Section 87 of the Inland Revenue Ordinance.

由於香港附屬公司本年度錄得稅項虧損，故不需要作香港利得稅準備。

No provision for Hong Kong Profits Tax for Hong Kong subsidiaries has been made as they sustained losses for taxation purposes during the year.

中國附屬公司的稅項是按相關省分的適當現行稅率計徵。

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

(b) 稅務支出與會計（虧損）／利潤以適用稅率作出的對賬：

		2011	2010
除稅前（虧損）／盈餘	(Deficit)/surplus before taxation	\$(1,937,986)	\$324,893
按適用稅率計算除稅前（虧損）／盈餘的名義稅項	Notional tax on (deficit)/surplus before tax, calculated at applicable rate	\$(94,782)	\$(227,246)
不可抵扣支出的稅項影響	Tax effect of non-deductible expenses	51,545	297,168
未確認和未利用稅項虧損的稅項影響	Tax effect of unused tax losses not recognised	217,680	140,159
以往年度已利用稅項虧損的稅項影響	Tax effect of prior years' tax losses utilised	(156,292)	(52,188)
上年度準備少提	Under-provision in respect of prior years	22,203	–
實際稅項支出	Actual tax expense	\$40,354	\$157,893

(c) 預付稅項

綜合資產負債表所示的預付稅項為2011年度所繳交的香港利得稅準備。

(c) Tax recoverable

Tax recoverable in the consolidated balance sheet represents provisional Profits Tax paid during the year ended 31 March 2011.

(d) 遞延稅項資產與負債

集團於2011和2010年3月31日並無須予確認的重大遞延稅項資產或負債。

(d) Deferred tax assets and liabilities

The Group has no material deferred tax assets or liabilities requiring recognition as at 31 March 2011 and 2010.

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

21 綜合現金流量表附註

年度除稅前（虧損）／盈餘與營運活動的現金流入淨額的對賬：

21 Notes to the consolidated cash flow statement

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

		2011	2010
在綜合收支賬目處理的 除稅前（虧損）／盈餘	(Deficit)/Surplus before taxation dealt with in the consolidated income and expenditure account	\$(1,937,986)	\$324,893
消耗品（增加）／減少	(Increase)/Decrease in consumables	(30,700)	89,175
應收賬款、預付款項及 按金（增加）	Increase in accounts receivable, prepayments and deposits	(16,376,010)	(1,881,754)
應付非受控制附屬公司款項 增加	Increase in amount due to a non-controlled subsidiary	16,349	297,478
應付賬款及應計費用 增加／（減少）	Increase/(Decrease) in accounts payable and accruals	19,702,995	(12,963,334)
利息收入	Interest income	(671,449)	(306,084)
處置固定資產虧損	Loss on disposal of fixed assets	620,403	1,196,670
生產力局固定資產折舊	Depreciation on fixed assets of the Council	18,570,001	18,463,854
附屬公司固定資產折舊	Depreciation on fixed assets of subsidiaries	71,744	275,596
政府貸款利息支出	Interest expenses on government loan	926,912	1,467,107
應佔聯營公司（盈餘）／虧損	Share of (profit)/loss of an associate	(39,529)	9,302
匯率差異	Exchange differences	(217,597)	69,155
營運現金流入淨額	Net cash inflow from operations	\$20,635,133	\$7,042,058

22 經營租賃安排

22 Operating lease arrangements

(a) 作為承租人

於2011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：

(a) As lessee

At 31 March 2011, 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 The Group 2011	2010	生產力局 The Council 2011	2010
第一年內	Within 1 year	\$1,600,678	\$1,670,946	\$84,620	\$211,944
第二至 第五年內	After 1 year but within 5 years	273,698	1,414,881	—	24,600
		\$1,874,376	\$3,085,827	\$84,620	\$236,544

本年度，於綜合收支賬目中被確認為土地租賃及建築物的費用為2,008,961元（2010年：1,772,989）。

During the year, \$2,008,961 (2010: \$1,772,989) was recognised as an expense in the consolidated income and expenditure account in respect of leasing of land and buildings.

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.

22 經營租賃安排 (續)

22 Operating lease arrangements (continued)

(b) 作為出租人

於2011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 The Group		生產力局 The Council	
		2011	2010	2011	2010
第一年內	Within 1 year	\$910,176	\$995,028	\$910,176	\$1,151,496
第二至 第五年內	After 1 year but within 5 years	1,820,352	–	1,820,352	–
		\$2,730,528	\$995,028	\$2,730,528	\$1,151,496

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。

(b) As lessor

At 31 March 2011, 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.

23 金融風險管理及公允價值確定

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，具體如下：

(a) 信貸風險

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

本集團的現金存放在良好信貸評級的金融機構及於各金融機構所承受有限的信貸風險。有鑑於其良好信貸評級，本集團並不預期任何金融機構未能履行義務。

於結算日，集團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的23% (2010年：20%)。

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。

關於集團受到的來自於應收賬款的信貸風險的數量分析，列示於附註7。

23 Financial risk management and fair values

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business. The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

(a) Credit risk

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

Cash is deposited with financial institutions with sound credit ratings and the Group has exposure limit to any single financial institution. Given their high credit ratings, the Group does not expect any of these financial institutions will fail to meet their obligations.

At the balance sheet date, the Group had a concentration of credit risk as 23% (2010: 20%) of total accounts receivable 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.

Further quantitative disclosures in respect of the Group's exposure to credit risk arising from accounts receivable are set out in note 7.

23 金融風險管理及公允價值確定 (續)

23 Financial risk management and fair values

(continued)

(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）以及集團及生產力局須還款的最早日期為準：

(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 Group and the Council can be required to pay:

集團

The Group

		2011					
		賬面金額 Balance sheet carrying amount	合約未折現 現金流量總額 Total contractual undiscounted cash flow	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	
應付賬款及 應計費用	Accounts payable and accruals	\$154,570,679	\$154,570,679	\$154,570,679	\$ -	\$ -	-
應付非受控制 附屬公司 款項	Amount due to a non-controlled subsidiary	377,655	377,655	377,655	-	-	-
應付聯營公司 款項	Amount due to an associate	756,615	756,615	756,615	-	-	-
		\$155,704,949	\$155,704,949	\$155,704,949	\$ -	\$ -	-
		2010					
		賬面金額 Balance sheet carrying amount	合約未折現 現金流量總額 Total contractual undiscounted cash flow	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	
應付賬款及 應計費用	Accounts payable and accruals	\$134,867,684	\$134,867,684	\$134,867,684	\$ -	\$ -	-
應付非受控制 附屬公司 款項	Amount due to a non-controlled subsidiary	361,306	361,306	361,306	-	-	-
應付聯營公司 款項	Amount due to an associate	739,221	739,221	739,221	-	-	-
政府貸款	Government loan	13,025,403	14,045,893	14,045,893	\$ -	\$ -	-
		\$148,993,614	\$150,014,104	\$150,014,104	\$ -	\$ -	-

賬目附註 Notes to the Accounts

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

香港生產力促進局 HKPC | 年報 Annual Report 2010-2011

23 金融風險管理及公允價值確定 (續)

23 Financial risk management and fair values

(continued)

(b) 流動資金風險 (續)

生產力局

(b) Liquidity risk (continued)

The Council

		2011					
		賬面金額 Balance sheet carrying amount	合約未折現 現金流量總額 Total contractual undiscounted cash flow	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	
應付賬款及 應計費用	Accounts payable and accruals	\$147,209,306	\$147,209,306	\$147,209,306	\$ -	\$ -	
應付附屬公司 款項	Amount due to subsidiaries	11,450,283	11,450,283	11,450,283	-	-	
		\$158,659,589	\$158,659,589	\$158,659,589	\$ -	\$ -	
		2010					
		賬面金額 Balance sheet carrying amount	合約未折現 現金流量總額 Total contractual undiscounted cash flow	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	
應付賬款及 應計費用	Accounts payable and accruals	\$130,844,098	\$130,844,098	\$130,844,098	\$ -	\$ -	
應付附屬公司 款項	Amount due to subsidiaries	13,805,289	13,805,289	13,805,289	-	-	
政府貸款	Government loan	13,025,403	14,045,893	14,045,893	-	-	
		\$157,674,790	\$158,695,280	\$158,695,280	\$ -	\$ -	

(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11。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 11 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.

23 金融風險管理及公允價值確定 (續)

23 Financial risk management and fair values

(continued)

(d) 外幣風險

集團須就以美元、人民幣、日圓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、日圓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。

(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"), Japanese Yen ("JPY") 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 expenditure denominated in RMB, JPY 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) 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。

(i) Exposure to currency risk

The following table details the Group's and 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.

集團

The Group

		外幣風險額度 Exposure to foreign currencies							
		2011				2010			
		美元 USD	人民幣 RMB	日圓 JPY	歐元 EUR	美元 USD	人民幣 RMB	日圓 JPY	歐元 EUR
應收賬款、 預付款項及按金	Accounts receivable, prepayment and deposits	-	1,360,799	-	-	-	1,107,644	-	-
銀行存款及現金	Cash at bank and in hand	19,504	20,273,350	204,193	2,320	16,738	9,825,854	88,171	2,055
應付賬款及應計費用	Accounts payable and accruals	(23,974)	(6,546,916)	(949,882)	(127,245)	(97,045)	(3,666,419)	(321,230)	(1,290)
淨外幣風險額度	Net exposure to currency risk	(4,470)	15,087,233	(745,689)	(124,925)	(80,307)	7,267,079	(233,059)	765

生產力局

The Council

		外幣風險額度 Exposure to foreign currencies							
		2011				2010			
		美元 USD	人民幣 RMB	日圓 JPY	歐元 EUR	美元 USD	人民幣 RMB	日圓 JPY	歐元 EUR
銀行存款及現金	Cash at bank and in hand	19,504	658,635	204,193	2,320	16,738	278,128	88,171	2,055
應付賬款及應計費用	Accounts payable and accruals	(23,974)	(252,856)	(949,882)	(127,245)	(97,045)	(307,656)	(321,230)	(1,290)
淨外幣風險額度	Net exposure to currency risk	(4,470)	405,779	(745,689)	(124,925)	(80,307)	(29,528)	(233,059)	765

23 金融風險管理及公允價值確定 (續)

23 Financial risk management and fair values

(continued)

(d) 外幣風險 (續)

(ii) 敏感度分析

假設於2011年3月31日有關的外幣升值／貶值5% (2010: 5%)，而這項變動已應用於集團各家實體於該日已存在並以有關實體的功能貨幣以外的貨幣計值的金融工具之外匯風險，在所有其他可變因素維持不變的情況下，預計這對集團本年度的盈餘和儲備結餘總額不會構成重大影響。

上文提及的集團實體所承受的外匯風險指管理層對由結算日直至下一年度結算日止期間可能發生的合理匯率變動所進行的評估。

(d) Foreign currency risk (continued)

(ii) Sensitivity analysis

Assuming that the relevant foreign currencies had strengthened/weakened by 5% (2010: 5%) at 31 March 2011 and the changes had been applied to each of the group entities' exposure to foreign exchange risk for financial instruments denominated in a currency other than the functional currency of the entity to which they relate and in existence at that date, with all other variables held constant, the impact on the Group's surplus for the year and total reserves is not expected to be material.

The group entities' exposures to foreign currency risk, as stated above, represent management's assessment of a reasonably possible change in foreign exchange rates during the period from the balance sheet date until the next annual balance sheet date.

(e) 公允價值

所有金融工具於2011和2010年3月31日的賬面金額與其公允價值沒有重大差異。

(e) Fair values

All financial instruments are carried at amounts not materially different from their fair values as at 31 March 2011 and 2010.

24 或有負債

於2011年3月31日，或有負債為生產力局採購時所發出由銀行擔保的信用證合計港幣4,983,482元 (2010年：零)。

24 Contingent liability

At 31 March 2011, there was contingent liability in respect of a letter of credit guaranteed from a bank for the purchases made by the Council amounting to \$4,983,482 (2010: \$Nil).

25 重大關聯方交易

除本賬目另有披露的交易及結餘外，集團曾經於年內進行以下重大關聯方交易：

25 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 during the year:

- (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：

- (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:

		2011	2010
償還政府貸款及利息	Repayment of government loan and interest	\$13,952,315	\$14,492,508
收取政府資助，用於：	Receipt of government subvention used for:		
— 購入固定資產	— purchase of fixed assets	17,653,000	18,668,000
— 償還政府貸款及利息	— repayment of government loan and interest	13,952,315	14,492,508
— 經常活動	— recurrent activities	153,748,000	153,019,250
— 資源分配計劃	— RAE	7,855,061	—

25 重大關聯方交易 (續)

25 Material related party transactions (continued)

(ii) 集團其他重大關聯方交易：

(ii) Other material related party transactions of the Group entered into during the year:

		附註 Note	2011	2010
向非受控制附屬公司收取的服務收入	Service income earned from a non-controlled subsidiary	(1)	\$21,012,449	\$17,519,403
向非受控制附屬公司收取的租金收入	Rental income received from a non-controlled subsidiary	(2)	1,576,920	1,576,920

註：

Notes:

(1) 向非受控制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。

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

(2) 向非受控制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。

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

26 已頒布但在截至2011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

26 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 March 2011

截至本賬目刊發日，香港會計師公會已頒布多項在截至2011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。這些修訂包括下列可能與集團有關的項目。

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 2011 and which have not been adopted in these accounts. These include the following which may be relevant to the Group.

	在以下日期 或之後開始的 會計期間生效		Effective for accounting periods beginning on or after
《香港會計準則》第24號 修訂「關聯方披露」	2011年1月1日	Revised HKAS 24, <i>Related party disclosures</i>	1 January 2011
《香港財務報告準則》的 改進 (2010年)	2010年7月1日或 2011年1月1日	Improvements to HKFRSs 2010	1 July 2010 or 1 January 2011

集團正在評估這些修訂、新準則和詮釋對初始採用期間的影響。到目前為止，集團相信，採納這些修訂、新準則和詮釋對集團的經營業績和財政狀況應該不會有重大的影響。

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 them is unlikely to have a significant impact on the Group's results of operations and financial position.



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