

為香港 抗逆·轉型
Serve Hong Kong
with Transformation



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營運摘要 Operational Highlights



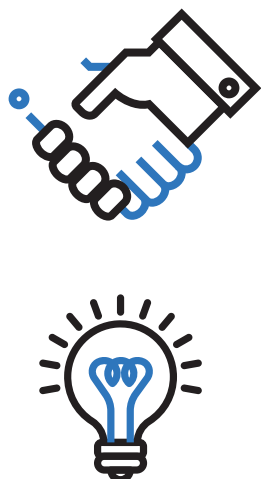
綜合服務收入
Consolidated Service Income

4.704

億元
Hundred Million

- 年內綜合服務收入達港幣 **4 億 7 千 40 萬元**。
- 推行 **639** 個新顧問項目，**48** 個新研發項目，當中新訂單有 **55%** 為中小企。
- 成功將 **20** 項技術商品化，註冊 **34** 項專利。
- 工業 4.0 相關服務收入增長 **14%**。
- **81%** 訂單採購自本地企業，當中約 **67%** 購自中小企。
- 由本局擔任執行機構的多項基金，包括發展品牌、升級轉型及拓展內銷市場的專項基金（BUD專項基金）、中醫藥發展基金、清潔生產伙伴計劃（CP3）、專利申請資助計劃（PAG）、回收基金，和零售業人力需求管理科技應用支援計劃（ReTAAS），年內共批出資助金額達港幣 **5 億 8 千 110 萬元**。
- Consolidated Service Income of **HK\$470.4 million**.
- **639** new consultancy projects; **48** new R&D projects; **55%** new orders from SMEs.
- Commercialised **20** technologies and obtained **34** patents.
- **14%** i4.0 related services' income growth.
- **81%** local procurement of which **67%** purchased from SMEs.
- BUD Fund, Chinese Medicine Development Fund, CP3, PAG, Recycling Fund and ReTAAS implemented by HKPC approved a total of **HK\$581.1 million** within the year.

策略合作 Strategic Collaborations



- 與**港鐵公司**協作攜手開發智慧鐵路方案。
- 與一家國際安全認證企業協作提升檢驗程序和產品認證服務。
- 與**清華大學自動化系**簽署合作備忘錄，加快工商業界採用智能自動化。
- 與一家深圳智能機械人企業簽署合作備忘錄，在人工智能和機械人領域上共同創新研發。
- 與**廣東省東莞市商務局**簽署合作協議，推動企業升級轉型。
- 分別與**中國科學院深圳先進技術研究院**及**廣東省科學技術廳**建立策略合作關係。
- Partnered with **MTR Corporation** to jointly develop smart railway solutions.
- Joined hands with a global safety certification company to enhance inspection processes and product authentication.
- Signed MOU with **Department of Automation of Tsinghua University** to accelerate adoption of smart automation in industry and business sectors.
- Clinched MOU with a smart robotics company from Shenzhen for collaboration in the R&D of AI and robotics.
- Cooperated with **Bureau of Commerce of Dongguan City, Guangdong Province** to promote industry upgrade and transformation.
- Established strategic collaborative ties with **Shenzhen Institutes of Advanced Technology of Chinese Academy of Sciences** and **Department of Science and Technology of Guangdong Province** respectively.



客戶服務 Customer Satisfaction

客戶滿意指數評分
Customer Satisfaction Index Score



聯繫持份者 Communication with Stakeholders



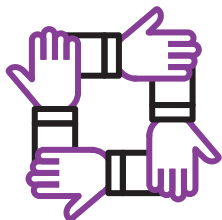
- 舉辦 64 個行業諮詢活動。
- 19,945 人次參加行業協會交流活動及免費講座。
- Held 64 industry consultation events.
- 19,945 people attended networking activities for industry associations and non-fee charging seminars.



新工業支援平台 New Industry Support Platform

- 推出 **TechDive** 項目推廣本地研發的專利與應用技術方案商品化。
- Initiated **TechDive** programme to foster commercialisation of homegrown patents and applied technologies.

支援中小企 SMEs Support

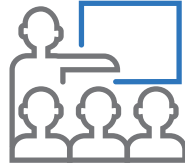


- **SME One 中小企一站通**：舉辦一系列研討會以提供各項資助計劃資訊、營商及新法律法規知識分享，錄得約 600 人次參與；並處理 1,491 項有關申請資助的查詢。
- **SME ReachOut 中小企支援組**：自 2020 年 1 月 1 日成立，專責協助中小企配對合適的資助計劃方案，解答申請疑難；截至 2020 年 3 月底，共舉辦 12 場推廣活動和 6 場研討會，吸引 1,062 人次參與，並處理 1,184 項查詢。
- **HKPC Live**：自 2019 年 11 月開發的網上平台，於新型冠狀病毒病疫情期間，提供過百場網絡研討會和培訓，題目涵蓋遙距工作貼士、網絡安全、基金資訊等，讓業界緊貼市場動態。
- **BUD 專項基金**：自 2020 年 1 月，計劃擴展至與香港簽署自貿協定的市場。截至 2020 年 3 月底，專項基金已批出 2,514 個內地和自貿協定計劃項目，總資助額超過港幣 11 億 3 千萬元。
- **零售業人力需求管理科技應用支援計劃 (ReTAAS)**：截至 2020 年 3 月底，共批出 419 個資助項目，總資助額超過港幣 1,550 萬元，資助零售企業應用科技管理人力需求，並提升生產力。
- **專利申請資助計劃 (PAG)**：年內共批出港幣 1,950 萬元資助，涉及 370 個項目。
- **SME One** – organised a series of seminars to SMEs on funding schemes, industry briefings and knowledge, as well as updates on new business ordinances plus regulations, catered about 600 participants. Handled 1,491 inquiries on funding schemes.
- **SME ReachOut** – set up on 1 January 2020. The dedicated service team helps identify funding schemes and solves application inquiries, organised 12 outreach activities and 6 seminars with 1,062 participants, also handled 1,184 inquiries, all by end March 2020.
- **HKPC Live** – online platform established in November 2019. Amid the COVID-19, a hundred plus webinars and online trainings pertaining to remote working tips, cyber security, funding information were dispatched to keep industries abreast of market updates.
- **BUD Fund** – from January 2020, the Programme was enhanced to cover all markets which Hong Kong has signed Free Trade Agreements (FTAs) with. As of end March 2020, BUD Fund granted over HK\$1.13 billion and 2,514 projects to both Mainland China and FTA Programmes.
- **ReTAAS** – as of end March 2020, granted over HK\$15.5 million and 419 projects for retail enterprises, to enhance manpower management and help enhance productivity through technologies.
- **PAG** – during the year, granted HK\$19.5 million for 370 projects.



服務社區

Serving the Community



- 舉辦**第十屆香港傑出企業公民獎**，以表揚公司、企業義工隊及社企在企業社會責任方面的卓越表現。
- **知創空間**初創平台於年內舉辦了 **78** 場以初創及 STEM 教育為主題的活動，並舉行 **134** 場機器操作及安全培訓，當中包括 **10** 個網上課程。
- Organised the **10th Hong Kong Outstanding Corporate Citizenship Awards** to recognise companies, corporate volunteer teams and social enterprises with remarkable achievements in corporate social responsibility.
- **Inno Space** - hosted **78** startups and STEM education-related events, as well as **134** safety and machine training sessions, of which **10** were online trainings.

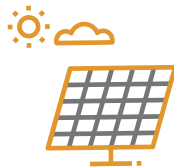
執行可持續發展項目

Sustainability Implementer

每年可節省電量
Annual Energy Savings of

1,350

億焦耳
Tera-joules



- **回收基金**：為業界提供技術支援，以促進本港回收再造業的可持續發展。截至 2020 年 3 月底，此項總額達港幣 10 億元的基金已累計批出 **398** 個申請項目，資助總額約港幣 **3 億元 500 萬元**，年間亦推出一系列抗疫紓困措施支援回收業。
- **清潔生產伙伴計劃**：截至 2020 年 3 月底，已累積批出 **891** 個申請項目及活動，資助額超過港幣 **1 億 200 萬元**，並已完成 **249** 個示範項目，每年可節省 **1,350** 億焦耳耗電量，減少 **208,000** 噸污水排放。
- **Recycling Fund** – provision of technical support to local recycling industry for the HK\$1 billion scheme. As of end March 2020, approved ~HK\$305 million for **398** projects; launched support measures to sustain the industry during the pandemic.
- **CP3** – as of end March 2020, cumulatively approved over **HK\$102 million** for **891** projects and activities. The **249** completed demonstration projects contributed to annual energy savings of **1,350** **tera-joules**, and reduced annual effluent discharges by **208,000** tonnes.

獎項殊榮

Awards and Honours

- **12** 項先進應用研發勇奪**第 47 屆日內瓦國際發明展**殊榮：
 - 中國代表團發明和創新優秀獎及評判特別嘉許金獎 -
 - 智能機械臂系統 RoadBot 1
 - 金獎 -
 - 港式奶茶沖製機械人
 - 電子設備防污塗層
 - 燃煤電廠廢水安全排放
 - 銀獎 -
 - 3D 隨形冷卻模具
 - 有機智能農場
 - 不再昂貴的變色玻璃
 - 智能助聽眼鏡
 - 視障人士智慧射箭裝置
 - 清煙系統改善廟宇空氣
- **12** applied R&D innovations won major awards at the **47th International Exhibition of Inventions Geneva**:
 - **The Honorable Mention Prize of the Chinese Delegation for Invention and Innovation**; and **The Gold Medal with the Congratulations of the Jury** -
 - RoadBot 1
 - **Gold Medals** -
 - Robotic Hong Kong-style Milk Tea Master
 - Anti-fouling for Electronics
 - Cleaner Coal-fired Power Station Discharged Effluent
 - **Silver Medals** -
 - 3D Conformal Cooling Mould
 - Organic Farming Platform
 - Affordable Electrochromic Glass
 - Smart Apparatus for Better Hearing and Reading
 - Smart Device for Blind Archers
 - Cleaner Temple Air



- **銅獎 -**
 - 智能老人鞋
 - 人工智能診症系統
- 兩項應用科研榮獲 **2019 香港資訊及通訊科技獎 - 智慧出行獎**：
 - **智慧交通大獎金獎** - 智能機械臂系統 RoadBot 1
 - **智慧旅遊大獎銀獎** - Q 優點
- 首度參與**美國矽谷國際發明展**，奪得**五項大獎**：
 - 評判特別嘉許金獎、北京線上發明金獎及中國發明協會大獎—發明及創新 - 食品高壓處理系統
 - **金獎** - 智能機械臂系統 RoadBot 1
 - **銀獎** - 智能安全帶
- 於**第二屆亞洲發明展覽會**獲**四項殊榮**：
 - **金獎、發明者協會國際聯合會最佳發明** - 廚餘全面轉化系統
 - **銀獎** - 自動駕駛運載系統
航機外部缺陷巡檢辨識系統
- 於**香港工商業獎 2019** 上榮獲三個獎項：
 - **睿智生產力獎** - 與珠寶集團合作的項目「智造」
 - **設備及機械設計優異證書** - 港式奶茶沖製機械人
高壓食品殺菌系統
- 榮獲 **2019 年建造業議會創新獎**：
 - **建造安全組第二名** - 智能機械臂系統 RoadBot 1
- **Bronze Medals -**
 - Shoes that Track the Aged
 - AI Disease Diagnosis
- Claimed **two** accolades at the **Hong Kong ICT Awards 2019 – Smart Mobility Award**:
 - **Gold Award in Smart Transportation category** - RoadBot 1
 - **Silver Award in Smart Tourism category** - QPoint App
- Made debut at the **Silicon Valley International Invention Festival** with **five** awards:
 - **Gold Medal with the Congratulations of the Jury, Gold Medal from Beijing Online Invention and China Association of Inventions Award - Invention & Innovation** - High Pressure Food Processing System for Packaged Food
 - **Gold Medal** - RoadBot 1
 - **Silver Medal** - Smart Safety Belt
- Honoured with **four** awards at the **2nd Asia Exhibition of Inventions Hong Kong**:
 - **Gold Medal, IFIA Best Invention Award** - Decentralised Food Waste Recycling Station
 - **Silver Medals** - MiniMover
Defect Recognition Support System for Aviation Industry
- Garnered **three** awards at the **2019 Hong Kong Awards for Industries**:
 - **Smart Productivity Award** - Smart Production for Jewelry Company
 - **Equipment and Machinery Design Certificate of Merits** - Robotic Hong Kong-style Milk Tea Master
High Pressure Food Disinfection Processor
- Awarded at the **CIC Construction Innovation Award 2019**:
 - **Construction Safety 2nd Prize** - RoadBot 1



香港生產力促進局（生產力局）是於1967年成立的法定機構，專業技術和知識涵蓋多個不同範疇，致力透過先進技術和創新服務，協助香港企業提升卓越生產力。生產力局是工業4.0 (i4.0) 和企業4.0 (e4.0) 的專家，領導香港再工業化的發展，專注科技研發、物聯網、大數據分析、人工智能和機械人技術、智能製造等先進領域，加強工商界的業務績效、降低運營成本、提高生產力和增強競爭力。

生產力局是香港工商企業值得信賴的合作夥伴，提供全方位的創新方案，提升企業的資源效益，增加生產力和業務效率、減省營運成本，令企業在本地和國際市場中保持競爭優勢。生產力局致力為中小企和初創企業提供即時和適切的支援，應對瞬息萬變的營商環境，陪伴他們走上創新和轉型之路。

此外，生產力局積極與本地工商界合作，開發應用技術方案，為產業創優增值。透過產品創新和技術轉移，成功推出多種由市場主導的專利技術和產品，發掘本地和國際市場在授權和技術轉移服務中的龐大商機。

The Hong Kong Productivity Council (HKPC) is a multi-disciplinary organisation established by statute in 1967, to promote productivity excellence through integrated advanced technologies and innovative service offerings to support Hong Kong enterprises. HKPC is the champion and expert in facilitating Hong Kong's reindustrialisation empowered by Industry 4.0 (i4.0) and Enterprise 4.0 (e4.0) – focusing on R&D, IoT, big data analytics, AI and Robotic technology development, digital manufacturing, etc., to help enterprises and industries upgrade their business performance, lower operating costs, increase productivity and enhance competitiveness.

HKPC is a trusted partner with comprehensive innovative solutions for Hong Kong industries and enterprises, enabling them to achieve resources and productivity utilisation, effectiveness and cost reduction, and enhanced competitiveness in both local and international marketplace. It offers SMEs and startups immediate and timely assistance in coping with the ever-changing business environment, accompanying them on their innovation and transformation journey.

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



願景 Our Vision

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



使命 Our Mission

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



價值 Our Values

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



經費來源

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

How We Are Funded

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



轉型驅動革新，令企業在生產和營運時力臻至善，
成就未來數年、以至數十年的持續發展。

**The beauty of transformation lies upon its power to trigger
changes for the betterment, in terms of production and
business operations, that will sustain us not just for the next
few years, but for the upcoming decades.**



在現今時代，轉型是環球趨勢，當中數碼轉型更是企業發展的關鍵。在貿易摩擦及 2019 新型冠狀病毒病持續夾擊下，科技勢必成為主宰疫後重啟經濟的鑰匙。生產力局憑藉科技研發和專業技術的優勢，處於驅動香港中小企轉型的領導地位，引領業界走出經營困局，致力推動香港智慧城市的發展藍圖。

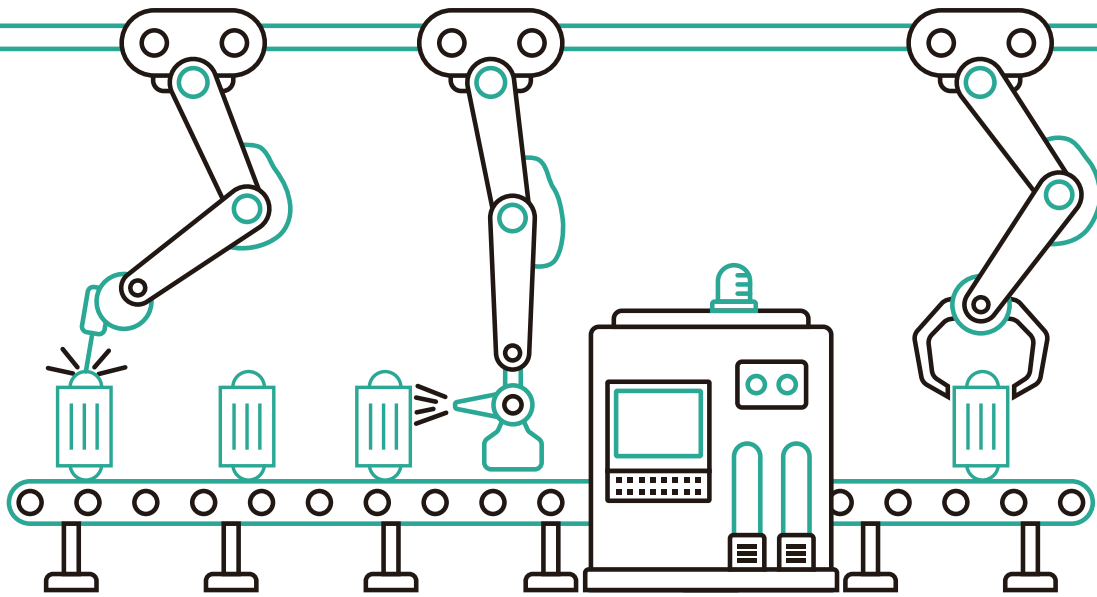
當前香港經濟前景仍然陰霾密布，2020 年第一季本地生產總值急挫 5.3%。重振香港經濟、注入增長新動力已成為當務之急。在這個艱難的時候，再工業化正好發揮強大的作用，提升本地工業競爭力。再工業化透過推動營運模式轉型，以低成本達至生產高增值和客製化的產品，令企業運作變得更靈活，以應付瞬息萬變的市場需求。因此，再工業化對加快香港經濟復甦可謂至關重要。

在推動本地再工業化方面，生產力局擁有優秀的團隊，為香港再工業化專業技術發展提供穩妥基石，當中包括：提供技術方案及技能提升、將工業 4.0 和企業 4.0 推廣到不同工商業界層面，達至廣泛應用。香港乃通往內地大灣區的大門，策略上擁有舉足輕重的地理位置。生產力局善用此獨厚優勢，率先探討跨地域營商和製造業的新機遇，協助本地中小企擴展生產規模和開闢具發展潛力市場。

Transformation is universal, so as digital transformation which has been gaining prominence over time. As trade conflicts and the adverse impact of the COVID-19 persist, technology will dominate in relaunching the global economy in the post-pandemic era. HKPC's R&D and technological prowess stand us in good stead to serve Hong Kong SMEs with transformation, helping them to skew through the rough seas and advancing the blueprint of smart city development.

Hong Kong's economic outlook has painted a gloomy picture, with a record of 5.3% GDP decline in the first quarter of 2020. Finding new gear for Hong Kong economy to revitalise and flourish has been of utmost urgency like never before. Reindustrialisation is, if I may say so, gathering momentum to increase competitiveness of our local industries at this crucial moment. It affords industries the ability to attain market readiness to changes, through transforming business models towards high value-added and customised production at a minimised cost. Realising reindustrialisation will be instrumental if we need to sprint faster in the push of economic recovery.

HKPC is thrilled to have the very best of tech savvy teams to lay the technical foundation for Hong Kong's reindustrialisation, in terms of solution provision and skillsets development, as well as promoting Industry 4.0 and Enterprise 4.0 for wider adoption among industries and businesses. Meanwhile, we also harnessed Hong Kong's geostrategic location – a gateway to the Greater Bay Area cities in Mainland China – to unleash cross-border businesses and manufacturing opportunities for local SMEs to scale up production and extend their reaches to potential markets.



去年間，我們看到香港企業成功踏上再工業化之旅，並初嘗成果。生產力局在疫情期間，為本地設立口罩生產線提供技術支援，足證香港業界有能力啟動再工業化。成功把口罩推出市場的滿足感絕非筆墨所能形容，更活現了再工業化的巨大潛在價值。此役除喚醒本地傳統工業，更令我們堅信再工業化有助提振經濟、推動未來香港經濟再起飛。

生產力局於荊棘滿途時，一直作為守護業界的先鋒；尤其在疫情肆虐下更堅守崗位，履行扶持香港企業的使命，透過專業技術和知識竭誠為企業服務。期間我們推出一系列支援中小企的應急措施，包括：遙距工作貼士、網絡資訊研討會、資助基金和技術支援，以及其他適時舉措，為香港業界提供最堅實的援助，共度時艱。

疫情反覆不定，香港的前路仍然挑戰重重。生產力局決心迎難而上，繼續堅定不移地推動香港企業轉型，使之成為對抗逆境的重要力量，引領香港經濟走向復甦。

最後，藉此機會，感謝所有理事會成員和全體同事過去一年的支持和不辭勞苦，盡心盡力履行生產力局的使命，創出高峰。在各持份者的協力下，生產力局將繼續發揮所長，創下更光輝的新里程！

During the year, we were delighted to have seen Hong Kong industries starting to taste the fruits in their reindustrialisation journeys. Our solid track record of helping SMEs set up local mask production lines amid the pandemic stood as a testimony to Hong Kong's capabilities in driving reindustrialisation. The satisfaction was beyond words as we saw people beginning to recognise the great potential of reindustrialisation. Not only does this wake-up call reinvigorate our traditional industries, but also fuels Hong Kong's economic resilience and development in future.

HKPC, as always, is the vanguard at challenging times. The ravaging COVID-19 puts us in a prime position to uphold our noble mission of supporting Hong Kong industries with specialised technology and know-how. Noteworthy were the raft of measures that supported SMEs in need, from remote working tips, informative webinars, funding schemes and technical support, to other timely initiatives, offering a firm hand to help Hong Kong industries overcome the difficult times.

Recounting these strenuous efforts, there will be more challenging times ahead as the pandemic shows no signs of abating. Braving the uncertainties, HKPC stands ready to embrace transformation, turning it into an essential driver that empowers Hong Kong SMEs to battle the headwinds and steer recovery of our economy.

Last but not least, may I express my heartfelt gratitude to all the Council Members and our fellow colleagues for their unwavering support and contributions in the previous year, scaling HKPC to new heights in delivering our mission. With the concerted efforts from all stakeholders, I am confident that as we build our profession together, we are stronger and will shine brighter!

Willy Lin Sun-mo, GBS, JP
Chairman

主席
林宣武 GBS, JP



理事會成員 Council Membership

主席
Chairman

林宣武, GBS, JP

Mr Willy Lin Sun-mo, GBS, JP

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

副主席及審計委員會主席
Deputy Chairman and Audit Committee Chairman

黃志光 Mr Patrick Wong Chi-kwong

退休
Retired

財務委員會主席
Finance Committee Chairman

馮英偉 Mr Wilson Fung Ying-wai

退休
Retired

職員事務委員會主席
Staffing Committee Chairman

陳祖恒 Mr Sunny Tan

聯泰控股有限公司執行副總裁
Executive Vice President, Luen Thai Holdings Ltd.

業務發展委員會主席
Business Development Committee Chairman

于健安, JP Mr Emil Yu Chen-on, JP

啟東電線電纜有限公司總經理
Director and General Manager, Keystone Electric Wire
& Cable Co. Ltd.

管理 / 專業 / 學術界別代表 Management / Professional / Academic Representatives

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

陳婉珊, MH Ms Clara Chan Yuen-shan, MH
利記控股有限公司行政總裁
Chief Executive Officer, Lee Kee Holdings Ltd.

周博軒 Mr Felix Chow Bok-hin
駿碼科技集團有限公司執行主席
Executive Chairman, Niche-Tech Group Ltd.

莊子雄 Mr Steve Chuang Tzu-hsiung
精確企業有限公司行政總裁
Chief Executive Officer, Precision Enterprise Ltd.

馮英偉 Mr Wilson Fung Ying-wai
退休
Retired

徐晉暉 Mr Marvin Hsu Tsun-fai
大華安全系統有限公司董事
Director, Diaward Electronic Security Systems Ltd.

郭敏宜 Ms Mandy Kwok Man-yee
退休
Retired

潘偉賢 Mr Paul Poon Wai-yin
中電學院校長
Vice Chancellor, CLP Power Academy

譚嘉因, MH Prof Tam Kar-yan, MH
香港科技大學工商管理學院院長
Dean of School of Business and Management, The Hong Kong
University of Science and Technology

陳祖恒 Mr Sunny Tan
聯泰控股有限公司執行副總裁
Executive Vice President, Luen Thai Holdings Ltd.

尤曾家麗, GBS, JP Mrs Carrie Yau Tsang Ka-lai, GBS, JP
職業訓練局執行幹事
Executive Director, Vocational Training Council

楊嘉燕 Ms Karmen Yeung Ka-yin
畢馬威會計師事務所合夥人
Partner, KPMG

于健安, JP Mr Emil Yu Chen-on, JP
啟東電線電纜有限公司總經理
Director and General Manager, Keystone Electric Wire
& Cable Co. Ltd.



勞工界別代表 Labour Representatives

李秀琼 Ms Amy Lee Sau-king

香港機電業工會聯合會副主席
Vice Chairman, The Federation of Hong Kong Electrical
& Mechanical Industries Trade Unions

梁頌恩, MH Ms Juan Leung Chung-yan, MH

香港工會聯合會副理事長
Vice-Chairman, The Hong Kong Federation of Trade Unions

李凱 Mr Li Hoi

香港職工會聯盟培訓中心副行政總監
Deputy Executive Director, Hong Kong Confederation of
Trade Unions Training Centre

政府官員 Public Officers

蔡淑嫻, JP Ms Annie Choi Suk-han, JP

創新及科技局常任秘書長
Permanent Secretary for Innovation and Technology

潘婷婷, JP Ms Rebecca Pun Ting-ting, JP

創新科技署署長
Commissioner for Innovation and Technology

甄美薇, JP Ms Salina Yan Mei-mei, JP

工業貿易署署長
Director-General of Trade and Industry

歐錫熊, JP Mr Andrew Au Sik-hung, JP

政府經濟顧問
Government Economist

李寶儀, JP Miss Mabel Li Po-yi, JP

勞工處副處長(勞工事務行政)
Deputy Commissioner for Labour (Labour Administration)

成員變動情況 (2020年1月1日生效)

Membership Changes (Effective Date on 1 January 2020)

新任成員 New Members

莊子雄

Mr Steve Chuang Tzu-hsiung

徐晉暉

Mr Marvin Hsu Tsun-fai

離任成員 Outgoing Members

張益麟

Mr Alan Cheung

史立德, BBS, MH, JP

Dr Allen Shi Lop-tak, BBS, MH, JP

核數師 Auditor

香港立信德豪會計師事務所有限公司

BDO Limited

法律顧問 Legal Adviser

高露雲律師行

Wilkinson & Grist

截至 2020 年 3 月 31 日

As at 31 March 2020

“

「為香港 抗逆·轉型」乃生產力局推動香港邁向數碼化時代訂下的終極目標。

在充滿嚴峻挑戰的一年，轉型對企業而言可謂至關重要。數碼轉型可有效地提高生產、供應鏈及付運的速度與可靠程度，同時令產品以具市場競爭力的價錢迅速推出市場。唯有果斷及時推行轉型的企業，才能夠克服經濟的不明朗。

“Serving Hong Kong with transformation” is the holy grail for HKPC to champion the digital journey.

Transformation of business models has never been more critical in the year full of formidable challenges. While digital transformation can be powerful in improving the speed and reliability of production, supply chains and fulfilments; it also enables a faster time-to-market at competitive cost. Only those who are swift and agile to transform will be able to ride over economic uncertainties.

”

2019-20年度企業舉步維艱，迎來一浪接一浪的嚴峻挑戰，包括：本地社會情況、全球貿易角力、以及2019新型冠狀病毒疫情爆發。隨著疫情持續，疫下新常態逐漸形成，新機遇亦隨之而來。

生產力局展現出面對巨變所需的應變能力，喜在各個範疇取得顯著成果。我們恪守服務香港工商業界的承諾，協助他們升級轉型、降低營運成本、簡化生產程序，提升競爭力。憑藉在研發和應用技術方面的優勢，生產力局一直推動香港發展本地化工業4.0、企業4.0、再工業化、智能製造和智慧生活的應用，尤以在此困惑之時，能夠透過專業的技術和諮詢服務協助企業推行數碼轉型，可謂至關重要。

The 2019-20 was an extraordinary challenging year filled with volatilities and hurdles, largely owing to the domestic social situation, global trade row, and most significantly, the COVID-19 outbreak. New norms have been gradually formulated, along with the new opportunities arising under the prevailing pandemic.

HKPC demonstrated the resolution to accommodating business changes with remarkable deliverables on multiple fronts in the preceding year. We are upholding our commitment of serving Hong Kong industries with transformation to reduce operation cost, streamline production and increase competitiveness. Leveraging our edges in R&D and applied technologies, HKPC has been championing Hong Kong's development in localised Industry 4.0 (i4.0), Enterprise 4.0 (e4.0), reindustrialisation, smart manufacturing and smart living applications. These technological and consultancy services have never been as essential as we pledge to transform businesses into more digitally-ready at the most trying times.



數碼轉型發展如箭在弦，要協助香港中小企趕上轉型之路，生產力局必須成為先驅；為業界提供頂尖技術推動轉型，乃生產力局重要使命之一。年內舉辦的焦點活動「國際人工智能峰會2019」，正好展示生產力局在行內的領導地位，更是我們首次獲特區政府的「香港品牌」認可，協力在國際舞台上展現香港的創造力和創新技術。

生產力局在年內獲獎無數，足見本地自主研發水平達到國際認可。我們在「第47屆日內瓦國際發明展」上共獲得12項榮譽，成績斐然。事實上，生產力局擁有世界一流的技術專家，獎項有助提升香港創新技術在全球的影響力。然而，我們必須把目光放得更遠大，冀以智能應用改善人們的生活，並使香港智慧城市發展更上一層樓。

Digital transformation is unfolding. We must play host to this venture if we are to prop up local SMEs. HKPC's endeavour in serving business sectors with cutting-edge technologies – a mission that can't afford to fail – was evidenced by the hosting of the spotlight event "AI Impulse 2019", which was, for the first time, run in tandem with the "Brand Hong Kong" of the HKSAR Government, to shine together Hong Kong's creativity and innovative technologies in the international arena.

Another testimony to our sophistication in homegrown inventions was the numerous awards that HKPC claimed during the year. We took pride in winning 12 accolades in the 47th International Exhibition of Inventions Geneva, among others. These awards boosted the global presence of Hong Kong's innovations and technologies, thanks to our house of world-beating technology experts. Yet, our vision goes beyond these honours to make good use of smart applications to improve people's living and take our smart city development up a notch.



人才是推動轉型的關鍵。生產力局不僅致力擔當中小企的強大後盾，更銳意培育年輕專才和初創企業。我們致力培養和匯聚人才，啟迪思維，為香港創造出科創發展生態圈，為未來做好準備。生產力學院和知創空間去年舉辦了一系列STEM活動和培訓，當中最矚目的是與歐洲創新學院合作，在香港舉辦首個創業暑期課程，旨在將香港發展成為全球企業家教育搖籃。

生產力局心繫香港中小企，從製造和商業模式轉型、資助計劃與拓展多元化市場方面，我們均致力提供優秀技術和多元化服務。無論是舉辦粵港澳大灣區研討會、東南亞國家聯盟（ASEAN）研討會，以至出版《香港再工業化發展指南—香港製造企業進入東盟國家的機遇與挑戰》系列指南，皆有助香港企業在艱難時期維持營運，甚至尋找新機遇。

資金對中小企業尤其重要。因此，生產力局將繼續提供各項資助計劃的秘書處服務，包括BUD專項基金、回收基金，以及新推出的中醫藥發展基金等，服務香港各行各業。我們成功首辦「中小企資助基金推廣日」，為香港中小企打造一站式平台，提供各項資助資訊，吸引了約1.2萬人次到訪，無疑是生產力局年內盛事之一。生產力局亦進行多項前瞻性研究和調查，例如發表《渣打香港中小企領先營商指數》、《DHL香港空運貿易領先指數》和《香港企業數碼轉型》調查報告，為工商業界提供行業前景，勾劃未來發展藍圖。

此外，生產力局更適時推出優惠措施，支援中小企和初創企業渡過難關，包括營運「中小企資援組」隊伍，透過不同方式直接與中小企接觸，幫助他們配對最適合的資助計劃，緩解燃眉之急。

在本財政年度即將結束之際，全球經濟受到2019新型冠狀病毒病疫情沉重打擊，香港也未能倖免。經濟未明朗的前景促使我們肩負起更大的責任與承擔，著力協助香港中小企保持市場競爭力。生產力局善用科技知識和技術，迅速推出多項應對策略供中小企參考，如在農曆新年後，利用網上直播平台「HKPC Live」分享遙距工作貼士，以及舉辦超過100場網絡研討會，透過提供技術和市場情報，協助中小企適應變化和新常態。

Talent is the key to driving transformation. HKPC not only positions itself as a powerhouse for local SMEs, but also young talent and startups. We are dedicated to grooming and bringing together a cluster of talent to ignite inspiration and grow a tech ecosystem in Hong Kong that can accelerate into the future. During the year, HKPC Academy and Inno Space organised a host of STEM events and trainings. The most remarkable one was the first entrepreneurship summer programme in Hong Kong, partnered with European Innovation Academy, aiming to develop Hong Kong into a global entrepreneurship education hub.

Hong Kong SMEs' well-being is always dear to our heart. We put on the shoulder to support them with sterling technological and multi-spectrum services, ranging from transformation of manufacturing and business models, funding scheme to market diversification. Be it the Greater Bay Area (GBA) seminars, the Association of Southeast Asian Nations (ASEAN) seminars or the series of guidebooks on "Hong Kong's Reindustrialisation and ASEAN's Opportunities and Limitations in Manufacturing", all these initiatives served to widen local enterprises' search for new business opportunities and sustain operations in rough times.

Funding is paramount to SMEs. HKPC, hence, continued to serve Hong Kong industries with secretariat services for various funding schemes, e.g. BUD Fund, Recycling Fund, the newly introduced Chinese Medicine Development Fund, etc. The first-ever "SME One Fund Fair" – a one-stop platform providing local SMEs with funding information – was undoubtedly an iconic event of the year, achieving a great success with a huge turnout of about 12,000 times of visitors. Besides, HKPC's thought-provoking studies and surveys, say "The Standard Chartered Hong Kong SME Leading Business Index", "The DHL Hong Kong Air Trade Leading Index", and "Research on Digital Transformation in Hong Kong Business Sector", to name a few, also served to engage industries with inspiring business outlook for them to sketch their future development roadmaps.

Yet, this is far from enough. During the year, HKPC rolled out timely concessions to support SMEs and startups to tide over the challenging time. A dedicated service team "SME ReachOut" was also set up to proactively reach out to SMEs, helping them identify funding schemes that best suit their needs.

Near the end of this financial year, global economy suffered a severe blow by the COVID-19 outbreak, and Hong Kong was not immune. The bleak economic outlook spurred us on to do more, and we could, for SMEs to sustain and remain competitive in the market. Armed with the technology know-how and skillsets, HKPC fast-tracked anti-pandemic measures, such as remote working tips and over 100 webinars right after the Chinese New Year via the new Internet broadcast initiative "HKPC Live", to energise SMEs with technologies and market intelligence when adapting to changes and new norms.



疫情期間，生產力局獲委更大重任。2020年2月起，生產力局成為「本地口罩生產資助計劃」的秘書處，短短三個月內協助建立50條本地口罩生產線，多達70名技術專家憑藉其專業知識，擦亮「香港製造口罩」商標；同時，香港中小企的靈活多變和實力亦重燃起香港再工業化的可能。

科創是經濟復甦的關鍵，研發成果商品化勢將成為經濟增長的新動力。乘此趨勢，生產力局首次舉辦「TechDive科技商品化系列」研討會，展示本地落地科研成果，讓商界了解專利技術推動經濟和社會繁榮的機遇，並在未來以此作發展重心，為香港創造新商機之餘，亦使城市變得更宜居美好。

疫情仍未受控之際，戰役尚需繼續；唯有「轉型」才是邁向經濟復甦的金科玉律。生產力局銳意與香港工商界並肩前行，盡己所能推動轉型和提供技術支援，擔當業界的指路明燈。在香港特區政府的資助和支援措施配合下，生產力局會全力以赴，協助中小企踏上再工業化的道路，在往後歲月為香港的數碼經濟予以發展動力。

HKPC's social responsibility effort was further amplified during the pandemic. Being engaged as the Secretariat of the "Local Mask Production Subsidy Scheme", HKPC also facilitated the set-up of 50 local mask production lines in just three months since February 2020. As many as 70 in-house technology experts were deployed to draw upon their knowledge, burnishing the label of "made in Hong Kong masks". The flexibility and capability of local SMEs have reignited the possibility of reindustrialisation in Hong Kong.

While economic revitalisation holds for technologies and innovations, commercialisation of R&D will undoubtedly become a new source of growth. Riding on this tech trend, HKPC, in the year, debuted the "TechDive" programme to showcase our ready-to-market inventions, keeping business sectors on top of how these patented technologies can drive economic and social prosperity. We will do more in this vein as it is conducive to generating new business opportunities and making our city more liveable.

The battle ahead will not be without challenges and uncertainties, in light of the raging pandemic. The only keyword for carving economic resilience is: "transformation". HKPC vows to stand shoulder-to-shoulder with Hong Kong industries, serving as a beacon to drive transformation and provide technology support in whatever way we can. Along with the HKSAR Government's funding and support measures, HKPC is in full swing to help SMEs embark on their reindustrialisation journeys, fuelling Hong Kong's digital economy in the years to come.

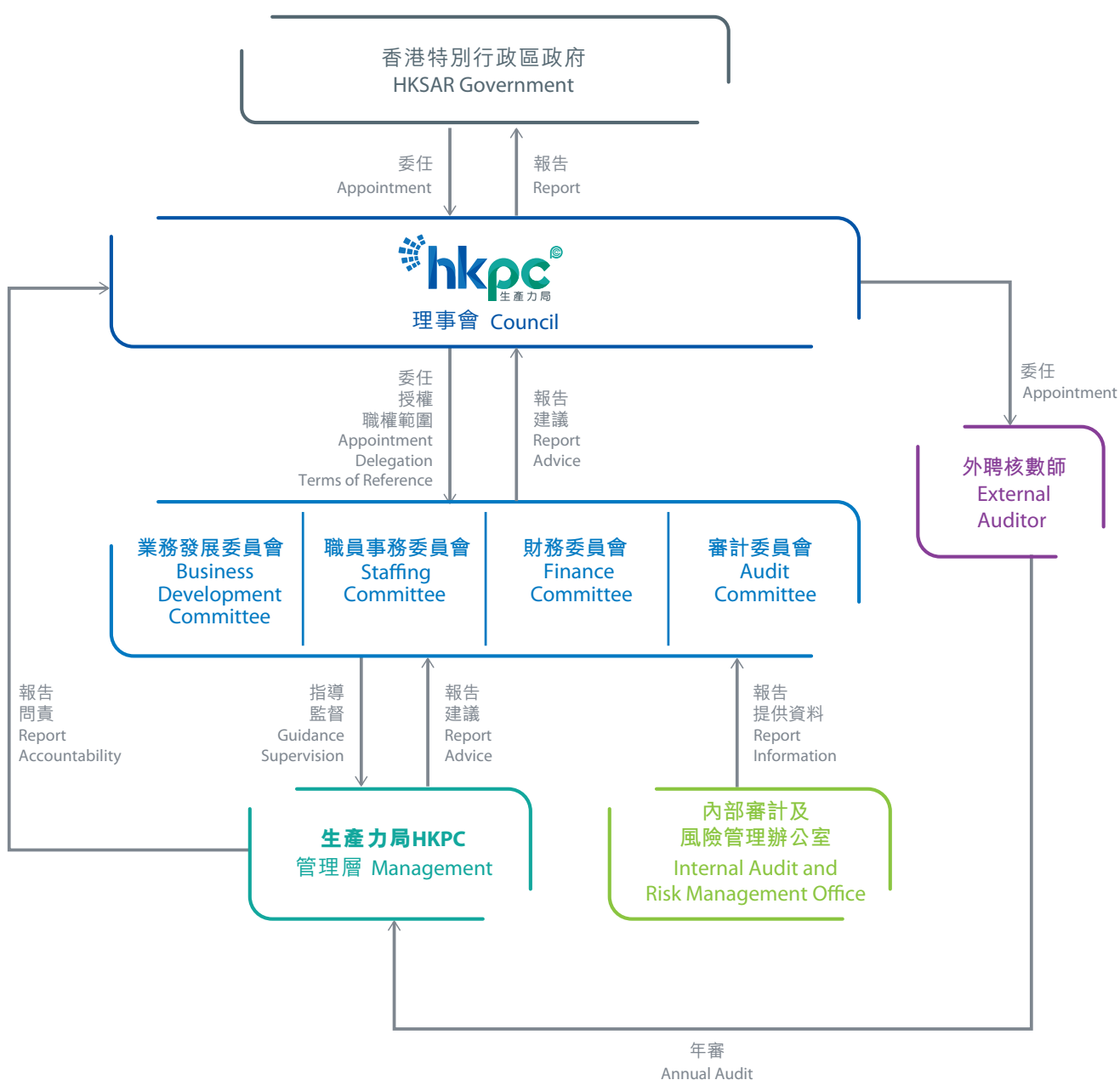
總裁
畢堅文

Mohamed D. Butt
Executive Director

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

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

企業管治架構 Corporate Governance Structure





理事會

理事會是生產力局的管治組織，為生產力局履行職能提供策略領導。

理事會成員最多23人，由香港特區政府委任，包括不多於五位政府官員，並於其餘的非官守成員中（包括資方、勞方及專業／學術界代表）委任一位主席及一位副主席。

理事會主席及其他成員均屬非執行性質。在本年度內，理事會召開了四次會議。個別成員的出席紀錄詳列於第24頁。

理事會每年審批生產力局的三年預測、詳盡的年度計劃及預算及三年策略計劃。

理事會成員對賬目的責任

各理事會成員均明白本身有責任確保本局週年會計賬目的編製，已遵照法例要求及適用會計準則。

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

理事會委員會

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

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

審計委員會

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

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

審計委員會由一位理事會成員擔任主席，現時共有六位成員。在本年度內，委員會召開了三次會議。

The Council

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

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

The Chairman, and other Members, of the Council are non-executive in nature. In the year under review, the Council convened four meetings. The attendance records of individual members are available on page 24.

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

Council Members' Responsibility for the Accounts

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

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

Council's Committees

Four Committees have been set up under the auspices of the Council, to look after different aspects of Council business: the Audit Committee, the Finance Committee, the Staffing Committee and the Business Development Committee. All the Committees are accountable to the Council.

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

Audit Committee

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

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

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



主席

黃志光

委員會成員

徐晉暉
郭敏宜
潘偉賢
楊嘉燕
潘婷婷, JP
畢堅文

截至2020年3月31日

財務委員會

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

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

財務委員會由一位理事會成員擔任主席，現有七位成員。在本年度內，委員會召開了三次會議。

主席

馮英偉

委員會成員

查逸超, JP
周博軒
徐晉暉
楊嘉燕
歐錫熊, JP
陳納思
畢堅文

截至2020年3月31日

Chairman

Mr Patrick Wong Chi-kwong

Members

Mr Marvin Hsu Tsun-fai
Ms Mandy Kwok Man-yee
Mr Paul Poon Wai-yin
Ms Karmen Yeung Ka-yin
Ms Rebecca Pun Ting-ting, JP
Mr Mohamed D. Butt

As at 31 March 2020

Finance Committee

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

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

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

Chairman

Mr Wilson Fung Ying-wai

Members

Prof John Chai Yat-chiu, JP
Mr Felix Chow Bok-hin
Mr Marvin Hsu Tsun-fai
Ms Karmen Yeung Ka-yin
Mr Andrew Au Sik-hung, JP
Miss Kathy Chan Nap-sze
Mr Mohamed D. Butt

As at 31 March 2020



職員事務委員會

職員事務委員會負責審批總經理級的委任。委員會監督職員人手情況，並在需要時向理事會提出意見。委員會主要就人力資源發展政策向理事會提供意見。委員會還負責監察員工的服務條件，確保能夠聘請及挽留人才，並於必要時向理事會提出修改建議。委員會可作為理事會與員工之間有關薪俸條件的溝通渠道，尤其在雙方磋商後仍無法取得共識時，發揮其協調作用。

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

主席

陳祖恒

委員會成員

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

截至2020年3月31日

Staffing Committee

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

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

Chairman

Mr Sunny Tan

Members

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

As at 31 March 2020



業務發展委員會

業務發展委員會檢討生產力局的業務情況、審批對生產力局服務範疇作出的重大改動、探討新的業務發展機會。委員會提交本局的三年策略計劃給理事會審批，以及就生產力局在工業轉型下應擔當的角色及業務發展向理事會提出建議。此外，委員會亦監督生產力局附屬公司的表現。

業務發展委員會由一位理事會成員擔任主席，現時共有七位成員。在本年度內，委員會召開了三次會議。

主席

于健安, JP

委員會成員

陳婉珊, MH
周博軒
莊子雄
潘偉賢
譚嘉因, MH
陳納思
畢堅文

截至 2020 年 3 月 31 日

內部監控及風險管理

理事會非常重視維持高水準的企業管治、提高本身的透明度，並向公眾問責，而外部和內部審計系統正可實踐此宗旨。

外部審計

理事會委任香港立信德豪會計師事務所有限公司為外聘核數師，為本局財務報告進行審計。

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

Business Development Committee

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

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

Chairman

Mr Emil Yu Chen-on, JP

Members

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

As at 31 March 2020

Internal Control and Risk Management

The Council considers it is highly important to maintain a high standard of corporate governance and enhance the organisation's transparency and accountability to the public. The external and internal audit systems are instrumental in this regard.

External Audit

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

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



內部審計及風險管理

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

辦公室致力尋找及評估潛在的營運風險，並提出相應的內部監控措施，以符合企業管治的要求。辦公室也制定和執行生產力局的審計政策和策略，以保障其資產，確保符合有關法律、法規，提高營運效率及效益，務求令文件紀錄準確可靠。

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

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

內部監控

為確保內部監控制度持之有效，管理層在本年報期內執行了以下工作：

- 檢討內部監控制度的成效，並透過檢視內部審計報告的內容，向理事會報告審查結果和建議；
- 制定年度計劃和預算時，審視各部門的資源；
- 經常審視業務、外部環境和重大風險，作為制定年度計劃和預算的重要部份；及
- 連同審計委員會主席會見外聘核數師，並報告於審計委員會會議上所討論的各項監控弱點，以及財務報告的效益和符合規章的情況。

透明度

根據《香港生產力促進局條例》的規定，生產力局的年報連同財務報告及核數師報告，均須呈交立法會。為提高透明度，生產力局最高兩級行政人員的薪酬，詳列於獨立核數師報告的第44頁第23點。

各理事會及委員會成員的出席紀錄詳列於第24頁。

自2009年11月起，理事會及委員會的會議紀錄均以不具名方式刊載於生產力局網站（不

Internal Audit and Risk Management

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

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

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

In the year under review, the ARO reported the audit results of the operations spanning various aspects of HKPC. The audit job plans were reviewed and agreed by the Audit Committee in advance.

Internal Control

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

- Reviewed the effectiveness of the system of internal control and reported to the Council through a review of the findings and recommendations, as set out in the reports of the internal audit;
- Reviewed the resources for all divisions during the annual Programme and Estimates exercise;
- Conducted frequent reviews of the business, external environment and significant risks as part of the annual Programme and Estimates exercise; and
- Met with external auditors together with the Audit Committee Chairman to report on any control weaknesses and the effectiveness of financial reporting and compliance, as discussed during the meeting of the Audit Committee.

Transparency

In accordance with the requirements of the HKPC Ordinance, HKPC's Annual Report, with the statement of accounts and the auditor's report, is tabled at the Legislative Council each year. To enhance transparency, the annual emoluments of all senior executives in the top two tiers of HKPC management are disclosed under Note 23 to the financial statements on page 44 of the full audited accounts.

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

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



包括涉及敏感或機密商業資料的討論事項以及審計委員會會議紀錄)。

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

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

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

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

舉報

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

審計委員會主席會檢視有關投訴，並決定處理方法，例如提名合適的專員或成立特別委員會，獨立調查事件。

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

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

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

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

Whistleblowing

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

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



工作安全及保安管理

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

於2020年2月，生產力局繼續獲得ISO45001的認證。與此同時，為持續優化職業安全及健康系統，生產力局不斷建立及檢視各項安全措施以配合營運的最新發展。此外，生產力局因應年內發生的疫情和社會活動，制定並執行了一連串預防措施，及提升相關設施以減低員工及持份者的安全風險，讓他們可安心從事相關核心業務。

內部溝通與關愛員工

生產力局致力成為一個學習型機構，培養人才，發揮他們的高績效潛力。

生產力局推展了兩項提升管理技能的培訓計劃，培養具潛力的員工成為未來的領導者，包括安排予主任級別的「種子」計劃及經理級別的「成長」計劃。這兩項培訓計劃由單元學習和小組項目組成，讓員工在諮詢服務、項目管理、財務管理、危機管理、領導力和溝通方面提升相關技能。培訓過程中，員工在小組項目上進行合作，並在導師的指導下應用技能。

生產力局致力栽培年青一代，繼續推展第二年的「逆向導師計劃」，讓年輕員工與管理層進行配搭，由前者擔任「導師」，建立互惠的夥伴關係。透過相互溝通及接觸，年輕員工向管理層分享新資訊及創新意念，他們同時亦從管理層身上學習寶貴的企業管理和領導技巧，開拓視野，彼此在不同範疇上切磋砥礪。

生產力局致力倡導員工的投入度，以建立具創意、活力和積極進取的團隊，促進業務發展。我們舉辦了一系列以學習經驗為本的團隊建立活動，著力提升團隊間的合作精神，加強員工對生產力局的歸屬感。

生產力局銳意加強內部溝通，鼓勵員工多交流和合作。管理層於員工大會分享公司的策略性業務方向及政策。另舉行總裁與不同職級員工的圓桌會議，建立一個鼓勵互換意見的溝通平台，孕育創新意念並尋找進步空間。

Safety and Security Governance

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

In February 2020, HKPC continued to be awarded the ISO45001 certification. In an effort to persistently enhance the occupational safety and health (OSH) system, HKPC kept formulating and reviewing the safety measures to cope with the latest development in operations. In addition, HKPC established and implemented a series of preventive measures and enhanced relevant facilities in light of the COVID-19 pandemic and social activities within the year, reducing the safety risks of all staff and stakeholders so that they could engage in their core businesses without worries.

Internal Communications and Staff Engagement

HKPC strives to become a learning organisation and cultivate employees so that they can unleash their potential to seek high performance.

HKPC introduced two programmes to grow employees into future leaders by enhancing their management competencies: (1) The SEED programme for the officer grades, (2) The GROW programme for the managerial grades. These programmes were composed of modular learning and group projects to equip employees with skills in areas relating to consultancy services, project management, financial management, crisis management, leadership and communication. In the course of trainings, employees collaborated on group projects, applying the skills acquired under mentorship.

HKPC is committed to nurturing the young generation. The Reverse Mentoring programme has been organised for the second year, with senior executives pairing with and mentored by younger employees to build a mutually beneficial partnership. Through this, mentors shared with senior executives the new trends and innovative ideas. In return, they learnt valuable organisational and leadership skills from their mentees which widened their horizons. The partnership helped grow each other on various fronts.

HKPC promotes staff engagement culture and aims to build an innovative, energetic and highly motivated workforce for the sake of accelerating business development. We organised a range of team building programmes based on experiential learning to foster collaboration and strengthen employees' sense of belonging to HKPC.

HKPC vows to enhance internal communication, encouraging exchanges and collaboration among employees. Town hall meetings were held to share with all staff the corporate strategic business direction and policy updates. Roundtables were organised between Executive Director and employees at different grades, building a platform for exchanging views, inspiring innovation and pursuing improvement.



理事會及常務委員會會議出席紀錄

Council and Standing Committee Meeting Attendance Record

4/2019 – 3/2020		理事會 Council	職員事務 SC	業務發展 BDC	財務 FC	審計 AC
林宣武先生, GBS, JP	Mr Willy Lin Sun-mo, GBS, JP	4/4	1/1			
黃志光先生	Mr Patrick Wong Chi-kwong	4/4	3/3			3/3
查逸超教授, JP	Prof John Chai Yat-chiu, JP	4/4			3/3	
陳婉珊女士, MH	Ms Clara Chan Yuen-shan, MH	2/4		2/3		
張益麟先生 (至 31/12/2019)	Mr Alan Cheung (till 31/12/2019)	3/3		1/2		2/2
周博軒先生	Mr Felix Chow Bok-hin	3/4		1/3	2/3	
莊子雄先生 (由 1/1/2020)	Mr Steve Chuang Tzu-hsiung (from 1/1/2020)	1/1		1/1		
馮英偉先生	Mr Wilson Fung Ying-wai	3/4			3/3	
徐晉暉先生 (由 1/1/2020)	Mr Marvin Hsu Tsun-fai (from 1/1/2020)	1/1			1/1	1/1
郭敏宜女士	Ms Mandy Kwok Man-ye	3/4	3/3			3/3
潘偉賢先生	Mr Paul Poon Wai-yin	4/4		3/3		3/3
史立德博士, BBS, MH, JP (至 31/12/2019)	Dr Allen Shi Lop-tak, BBS, MH, JP (till 31/12/2019)	2/3			1/2	
譚嘉因教授, MH	Prof Tam Kar-yan, MH	3/4		2/3		
陳祖恒先生	Mr Sunny Tan	4/4	2/3			
尤曾家麗女士, GBS, JP	Mrs Carrie Yau Tsang Ka-lai, GBS, JP	3/4	2/3			
楊嘉燕女士	Ms Karmen Yeung Ka-yin	4/4			2/3	3/3
于健安先生, JP	Mr Emil Yu Chen-on, JP	4/4		3/3		
李秀琼女士	Ms Amy Lee Sau-king	4/4	2/3			
梁頌恩女士, MH	Ms Juan Leung Chung-yan, MH	4/4	3/3			
李凱先生	Mr Li Hoi	2/4	1/3			
創新及科技局常任秘書長或 其候補委員	Permanent Secretary for Innovation and Technology or his/her alternative members	4/4				
創新科技署署長或其候補委員	Commissioner for Innovation and Technology or his/her alternative members	4/4	3/3	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 his/her alternative members	4/4				
政府經濟顧問或其候補委員	Government Economist or his/her alternative members	4/4			3/3	
勞工處副處長或其候補委員	Deputy Commissioner for Labour or his/her alternative members	4/4	3/3			
香港生產力促進局總裁	Executive Director of HKPC		3/3	3/3	3/3	3/3

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

主要效績指標

Key Performance Indicators

	2019-20 (實際) (Actual)	2019-20 (目標) (Target)	2018/19	2017/18	2016/17
服務提供 Service Delivery					
顧問項目數目 Number of consultancy projects	639 ⁱ	840	889 ^{iv}	699	948
培訓課程學員人數 Number of training course participants	6,065	3,000	6,079	6,196	4,198
展覽 / 考察團 / 會議參加者人數 Number of people attended exhibitions / study missions / conferences	5,790	4,000	4,039	4,425	4,293
財務 (港幣百萬元) Financial Result (HK\$M)					
顧問項目收入 Income from consultancy projects	328.0	322.9	340.9	362.6	342.4
培訓課程收入 Income from training courses	10.1 ⁱⁱ	11.3	7.6	8.0	9.4
展覽 / 考察團 / 會議收入 Income from exhibitions / study missions / conferences	6.6	6.0	6.2	8.1	9.4
製造支援項目收入 Income from manufacturing support projects	27.5	26.1	30.0	26.7	25.2
效益 Effectiveness					
生產力局活動 / 交流活動 / 免費研討會參加者人數 Number of people attended events / networking activities for industry associations / free seminars	19,945 ⁱⁱⁱ	22,000	28,396	24,187	22,093
客戶滿意指數 Customer satisfaction index	9.0	8.8	9.1	9.0	9.0
培訓學員滿意指數 Training participants satisfaction index	8.6	8.2	8.6	8.4	8.4

主要效績指標未能達標原因 (i-iii) Reasons for KPIs not meeting targets (i-iii):

- i 顧問項目數目 - 集中高增值和具影響性的項目，以回應市場對綜合方案的需求；疫情影響投資意向
Number of consultancy projects - focused on high value-added and impactful projects to address market demand for integrated solutions; pandemic dampened investment sentiment
- ii 培訓課程收入 - 課堂因社會事件和疫情而取消 / 延期
Income from training courses - classes cancelled / postponed due to social incidents and pandemic
- iii 生產力局活動 / 交流活動 / 免費研討會參加者人數 - 疫情期間實施人群聚集限制
Number of people attended events / networking activities for industry associations / free seminars - physical gatherings halted during pandemic
- iv 數字於2019年11月更新
Updated figure in November 2019

畢堅文先生 總裁

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

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

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

張梓昌博士 首席創新總監

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

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

黎少斌先生 首席數碼總監

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

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

黎先生持有香港大學電腦工程學學士學位和電腦科學研究碩士學位。

Mr Mohamed D. Butt Executive Director

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

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

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

Dr Lawrence Cheung Chi-chong Chief Innovation Officer

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

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

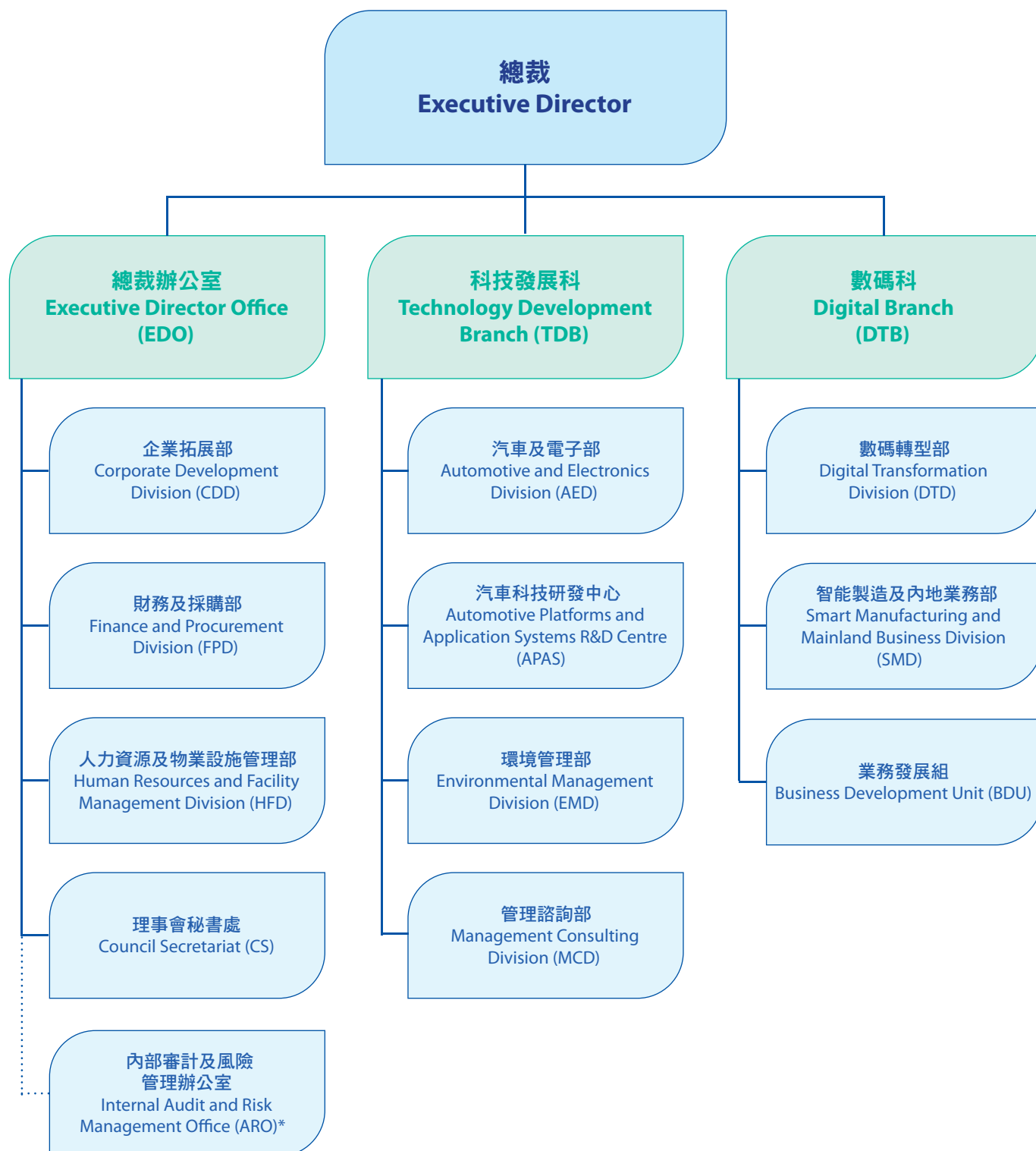
Mr Edmond Lai Shiao-bun Chief Digital Officer

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

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

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

組織架構 Organisation Structure



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

生產力(控股)有限公司及珠三角的獨資企業

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

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

生產力(控股)有限公司

董事局

林宣武(董事局主席)、畢堅文、潘婷婷、陳祖恒、黃志光、于健安

生產力(東莞)諮詢有限公司

董事局

黎少斌(董事局主席)、畢堅文、張梓昌、賀俊強、林芷君、薛成剛

生產力(深圳)諮詢有限公司

董事局

黎少斌(董事局主席)、畢堅文、張梓昌、賀俊強、林芷君、薛成剛

生產力科技(控股)有限公司

生產力科技(控股)有限公司在2004年9月1日成立，以協助生產力局將具有市場潛力的專利、技術及項目成果轉化為商品，及可作為向工商企業提供顧問支援服務的合同簽約方。該公司致力發展新一代以科技為本的技術，為研發成果提供直接有效的商品化渠道，令科研成果化為產品。

本年度，共舉辦了三次推廣活動，向行業介紹生產力局11項可供商品化的研發成果，這些活動吸引了97家公司參加，並在活動之後繼續與有意合作的企業聯繫，將技術方案引進相關行業，使更多行業受惠於生產力局的研發項目。

董事局

林宣武(董事局主席)、畢堅文、潘偉賢、潘婷婷、黃志光

截至2020年3月31日

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

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

This objective is achieved through two Wholly Foreign Owned Enterprises (WFOEs) in the PRD - Productivity (Dongguan) Consulting Co. Ltd., and Productivity (Shenzhen) Consulting Co. Ltd. incorporated in 2004.

Productivity (Holdings) Limited

Board of Directors

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

Productivity (Dongguan) Consulting Co. Ltd.

Board of Directors

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

Productivity (Shenzhen) Consulting Co. Ltd.

Board of Directors

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

HKPC Technology (Holdings) Co. Ltd.

HKPC Technology (Holdings) Co. Ltd. (HKPCT) was established on 1 September 2004 as a vehicle for the commercialisation of HKPC's patents, technologies and project deliverables with market potential, as well as an entity entering into contracts on consultancy and support services to enterprises. The Company aims to develop a new technology-based generation through providing a more direct and effective avenue to turn R&D deliverables into products.

During the year, three marketing events were held to promote 11 technologies developed by HKPC that are ready for commercialisation with industry. The events drew participants from 97 companies. Indications of interest were followed up to transfer the technology solutions to industry, so that more sectors could benefit from HKPC's development effort.

Board of Directors

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

As at 31 March 2020



財務報告 Financial Review

香港生產力促進局及其附屬公司截至 2020 年 3 月 31 日止的全年綜合賬目由外聘核數師「香港立信德豪會計師事務所有限公司」審計，並獲發無保留審計意見書。綜合財務狀況表、綜合收支賬目及綜合全面收益表載於後頁。

The consolidated accounts for the year ended 31 March 2020 of Hong Kong Productivity Council and its subsidiaries have been audited by BDO Limited with a clean audit opinion. Extracts of the Consolidated Statement of Financial Position, Consolidated Income and Expenditure Account, and Consolidated Statement of Comprehensive Income are set out in the following pages.



綜合財務狀況表

Consolidated Statement of Financial Position

2020 年 3 月 31 日 31 March 2020

		2020 港幣千元 HK\$'000	2019 港幣千元 HK\$'000
非流動資產	Non-current assets		
物業、廠房和設備	Property, plant and equipment	208,343	220,069
無形資產	Intangible assets	7,891	6,446
使用權資產	Right-of-use assets	1,871	-
聯營公司權益	Interest in an associate	-	1,559
		218,105	228,074
流動資產	Current assets		
應收賬款、預付款項及按金	Accounts receivable, prepayments and deposits	132,723	118,387
合約資產	Contract assets	63,360	40,517
可退回稅項	Tax refundable	2	-
現金、銀行存款及定期存款	Cash, bank balances, and fixed deposits	607,150	408,113
		803,235	567,017
流動負債	Current liabilities		
應付賬款及應計費用	Accounts payable and accruals	99,293	108,858
合約負債	Contract liabilities	438,243	247,358
應付聯營公司款項	Amount due to associate	-	1,098
租賃負債	Lease liabilities	483	-
應付稅項	Tax payable	122	6
		538,141	357,320
流動資產淨值	Net current assets	265,094	209,697
總資產減流動負債	Total assets less current liabilities	483,199	437,771
非流動負債	Non-current liabilities		
租賃負債	Lease liabilities	1,436	-
淨資產	Net assets	481,763	437,771
總資金	Total funds		
生產力局應佔資本資助金及儲備	Capital subvention fund and reserves attributable to the Council	480,064	435,736
非控股股東權益	Non-controlling interests	1,699	2,035
總資金	Total funds	481,763	437,771



綜合收支賬目

Consolidated Income and Expenditure Account

截至 2020 年 3 月 31 日止年度 Year ended 31 March 2020

		2020 港幣千元 HK\$'000	2019 港幣千元 HK\$'000
收入	Income		
經常性活動的政府資助	Government subvention for recurrent activities	237,362	239,424
服務收入	Service income	470,359	468,285
其他收入	Other income	13,881	13,906
應佔聯營公司利潤	Share of profit of an associate	-	6
		721,602	721,621
支出	Expenditure		
職員薪俸	Staff emoluments	(371,420)	(348,530)
其他支出	Other expenses	(304,948)	(300,224)
除稅前盈餘	Surplus before tax	45,234	72,867
所得稅	Income tax expense	(147)	(251)
		45,087	72,616
從資本資助金轉入	Transfer from capital subvention fund	8,375	12,147
年內盈餘	Surplus for the year	53,462	84,763
歸屬於：	Attributable to:		
生產力局	The Council	53,676	84,298
非控股股東權益	Non-controlling interests	(214)	465
		53,462	84,763



綜合全面收益表

Consolidated Statement of Comprehensive Income

截至 2020 年 3 月 31 日止年度 Year ended 31 March 2020

		2020 港幣千元 HK\$'000	2019 港幣千元 HK\$'000
年內盈餘	Surplus for the year	53,462	84,763
其他全面虧損	Other comprehensive loss		
可能於其後重新歸類至收支賬目的其他全面虧損：	Other comprehensive loss that may be reclassified to income and expenditure account in subsequent periods:		
換算中華人民共和國業務賬目的匯兌差異	Exchange differences on translation of financial Statements of operations in the People's Republic of China	(1,095)	(807)
年內其他全面虧損（稅後）	Other comprehensive loss for the year, net of tax	(1,095)	(807)
年內全面收益額	Total comprehensive income for the year	52,367	83,956
歸屬於：	Attributable to:		
生產力局	The Council	52,703	83,600
非控股股東權益	Non-controlling interests	(336)	356
		52,367	83,956



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