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confidential information and Members' names removed)**

**P.C. 44/2025 (Revised)**

**Revised Minutes of the 160<sup>th</sup> Meeting of the Hong Kong Productivity Council  
held at 3:00p.m. on Thursday, 27 November 2025 in the Boardroom,  
2<sup>nd</sup> floor, HKPC Building, 78 Tat Chee Avenue, Yau Yat Chuen, Kowloon**

**Present:** Chairman – Hon Sunny Tan  
Members – Prof. Viveca Chan E-nam  
Mr. Bryant Chan Wan-sing  
Mr. Brian Cheng Ho-wai  
Ms. Lily Ching Ngon-lai  
Mr. Kevin Choi, JP, Permanent Secretary for Innovation,  
Technology and Industry  
Mr. Raymond Ho Kam-biu, JP, Deputy Commissioner  
for Labour  
Mr. Marvin Hsu Tsun-fai, JP  
Prof. Jia Jia-ya\*  
Mr. Geoffrey Edward Kao  
Dr. Cecilia Lam Kwok-ying, JP, Acting Government  
Economist  
Mr. Anthony Lam Sai-ho\*  
Ms. Vivien Lau Man-yee  
Mr. Ivan Lee Kwok-bun, JP, Commissioner for  
Innovation and Technology  
Prof. Matthew Lee Kwok-on\*  
Mr. Aaron Liu Kong-cheung, JP, Director-General of  
Trade and Industry  
Mr. Bernard Poon Che-wai\*  
Ms. Jenny Tam Kam-lin, MH\*  
Mr. Donald Tong Chi-keung, GBS, JP  
Ms. Jennifer Yeung Yin-chi, JP\*  
Mr. Emil Yu Chen-on, BBS, JP  
Ms. Zhang Li, JP\*

**Absent with Apologies:** Prof. Samuel Au Kwok-wai

**In Attendance from the Innovation and Technology Commission:**

Miss Rosalind Cheung Man-yee Assistant Commissioner for Innovation and  
Technology (Funding Schemes)  
Ms. Milly Au Yeung Shan\* Senior Manager (Innovation and Technology  
Fund)

\*attendance via Microsoft Teams application

### **In Attendance from HKPC:**

Mr. Mohamed D. Butt, MH	Executive Director
Dr. Lawrence Cheung	Chief Technology Officer
Mr. Edmond Lai	Chief Digital Officer
Ms. Vivian Lin	Chief Operating Officer
Mr. Yonghai Du	Chief Innovation Officer
Mr. Brian Wong	Chief People and Culture Officer
Mr. Ray Ko	Chief Financial Officer
Mr. Keith Kwong	Chief Compliance Officer
Ms. Gillian Luk	Head, Council Secretariat
Ms. Olivia Poon	Manager, Council Secretariat

### **Safety Video**

A safety video was shown to Members about the safety measures in the HKPC Building.

### **Fire at Wang Fuk Court in Tai Po**

The Chairman led Members in a minute of silence to mourn the victims of the fire in Tai Po.

said that, in the wake of the fire incident, the Management had cancelled the planned video shooting/photo-taking session with Council Members, which was intended to prepare an appeal message for uploading to social media in support of the Legislative Council General Election to be held on 7 December 2025.

### **Mode of Meeting**

The Chairman said that the meeting was held in person with 7 Members joining via Microsoft Teams. He thanked Members for attending the meeting.

### **Welcome**

The Chairman welcomed Council Member, Mr. Kevin Choi, Permanent Secretary for Innovation, Technology and Industry (PSITI), who attended the meeting for the first time. He also welcomed Ms. Rosalind Cheung Man-yee, Assistant Commissioner for Innovation and Technology (Funding Schemes), to the meeting.

## **Vote of Appreciation to Former Council Member**

The Chairman suggested, and Members agreed, to record a vote of appreciation to Mr. Eddie Mak Tak-wai, former Permanent Secretary for Innovation, Technology and Industry, for his contribution during his tenure in the Council.

## **Tour after Meeting**

said that the meeting would be followed by a tour of 2 theme halls, namely the Low Altitude Economy Tech Hall and Agentic AI Foundry. invited Members to stay behind after the meeting to join the tour.

## **Declaration of Interest**

Members noted the report by about the declaration of interests received.

Members agreed that the interests declared did not constitute a conflict of interest. could remain in the meeting and participate in the discussion.

The Chairman reminded Members to declare interest should they observe any direct/pecuniary interest in any matter to be discussed at the meeting.

## **I. Confirmation of Minutes (P.C. 32/2025 Second Revision)**

1. The Second Revision of the Draft Minutes of the 159<sup>th</sup> Council Meeting held on 24 July 2025 had been circulated to Members and there were no further requests for amendments. The Minutes of the meeting were taken as read, confirmed and signed by the Chairman.

## **II. Matters Arising**

### **(A) Paper Circulations Since Last Meeting**

2. reported 2 paper circulations to Members since the last Council meeting held on 24 July 2025.

### **(B) HKPC Annual Report for 2024/25**

3. said that the report was tabled at the Legislative Council meeting held on 15 October 2025 and officially published on 14 November 2025.

(The following 2 agenda items were discussed together.)

**III. Programme and Estimates of HKPC for 2026/27 and Three-Year Forecast 2026/27 – 2028/29 of HKPC Income and Expenditure (P.C. 35/2025)**

**IV. Revised Targets for Key Performance Indicators for 2025/26 (P.C. 36/2025)**

2025 Policy Address and National 15<sup>th</sup> Five-year Plan

6. Invited by the Chairman, briefed Members on the Policy Address announced by the Chief Executive in September 2025 and the official recommendations under the national 15<sup>th</sup> Five-year Plan, which provided broad strategic guidelines for HKPC to formulate its programme of activities in the next year and the ensuing 2 years. said that the policy documents contained multiple initiatives relevant to HKPC’s work and HKPC was committed to fully supporting the measures therein, with prompt follow-up actions taken. One example was the promotion of Artificial Intelligence (AI) applications. An internal special task force had been established to hold regular meetings and review AI projects undertaken to develop strategies to popularise AI deployment.

7. said that, HKPC had developed AI applications in recent years, supported by inhouse experts in AI. The diverse applications served to enable enterprises to leverage AI to improve efficiency and increase productivity. HKPC had also introduced a service to address common challenges in AI deployment in respect of governance, testing and cybersecurity. In a bid to shorten the response time, HKPC had developed an industrial AI application platform named 天工開物 to accelerate the development of new applications to cater to individual companies’ requirement.

8. Continuing with presentation, said that HKPC possessed both expertise and experience to help enterprises and Government departments integrate AI solutions in their operations. This was made possible through HKPC’s full spectrum of end-to-end services, ranging from strategic planning, project implementation, training and awareness to operation outsourcing. The promotion effort was helped by the successful deployment of AI solutions by the Funding Scheme Branch to increase productivity in processing Government funding applications.

[A new promotional video titled “AI with HKPC” was shown at the meeting. The video, produced in 2 weeks’ time, was fully generated by AI, combined with a human voiceover, to let viewers experience the power of AI and enhance HKPC’s brand positioning as a key enabler and promoter of AI.]

## Guiding Principles

9. then briefed Members on the guiding principles underpinning the Programme and Estimates (P&E) for 2026/27 and 3-year forecast for 2026/27 – 2028/29.

## Financial Estimates for 2026/27-2028/29

10. then took Members through the financial estimates for the next 3 years .

12. said that the Finance Committee endorsed the P&E for 2026/27 and 3-year Forecast for 2026/27 – 2028/29 at its 85<sup>th</sup> meeting held on 18 November 2025.

## Staff Establishment for 2026/27

13. briefed Members on the staff establishment for 2026/27.

14. said that the proposed staff establishment was endorsed by the Staffing Committee at its 82<sup>nd</sup> meeting held on 18 November 2025.

## Key Performance Indicators (KPIs)

15. said that in April – October 2025, the KPIs met or exceeded their targets for the period.

16. said that based on the actual performance (April-October 2025) and the latest projection of full-year result, it was proposed to make upward adjustment to the targets of 4 KPIs.

## KPIs - Proposed Targets for 2026/27

18. then took Members through the proposed targets for 2026/27.

19. said that the Business Development Committee (BDC) noted the KPI performance for the first half of 2025/26 at its 88<sup>th</sup> meeting held on 3 November 2025 and supported the upward revision of 4 KPI targets. The BDC also endorsed the proposed targets for 2026/27.

24. Members approved:

- (a) HKPC's Three-Year Forecast for 2026/27-2028/29;
- (b) the detailed Programme and Estimates of HKPC for 2026/27 which included the staff establishment;
- (c) the proposed 4 revised KPI targets for 2025/26; and
- (d) the proposed targets for KPIs for 2026/27.

**V. Proposed Concessions for 2026/27 (P.C. 37/2025)**

25. Invited by the Chairman, introduced a proposal to extend 3 concession offers for another year in 2026/27 as set out in the paper. The 3 concession offers, due to expire in March 2026, were:

- (a) 50% concession of manpower cost for consultancy services<sup>6</sup> and testing services to Hong Kong SMEs;
- (b) 30% concession of manpower cost to applicant companies (including potential applicant companies) of the New Industrialisation Funding Scheme (NIFS) under ITF; and
- (c) 30% concession of manpower cost to applicant companies (including potential applicant companies) of the New Industrialisation Acceleration Scheme (NIAS) under ITF.

26. said that the aim of the proposed extension of concession offers was to sustain effort to support SMEs and promote new industrialisation.

27. said that the Finance Committee endorsed at its 85<sup>th</sup> meeting held on 18 November 2025 the proposal to extend the 3 concession offers.

28. Members approved the extension of 3 concession offers for another year till 2026/27 year-end.

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<sup>6</sup> Excluding consultancy projects with funding support from Government funding schemes

## **VI. Revision of Code of Conduct for Council Members (P.C. 38/2025)**

29. Invited by the Chairman, briefed Members on the proposed revisions to the Code of Conduct for Council Members (the Code) which had been reviewed by the Independent Commission Against Corruption (ICAC).

36. After discussion, Members approved the revised HKPC Code of Conduct for Council Members at Annex 3 of the paper.

## **VIII. Report from the Audit Committee (P.C. 40/2025)**

41. Members noted the report from the Audit Committee on matters considered at its 69<sup>th</sup> meeting held on 3 November 2025.

## **IX. Report from the Business Development Committee (P.C. 41/2025)**

42. Members noted the report from the Business Development Committee on matters considered at its 88<sup>th</sup> meeting held on 3 November 2025.

## **X. Report from the Finance Committee (P.C. 42/2025)**

43. Members noted the report from the Finance Committee on matters considered at its 85<sup>th</sup> meeting held on 18 November 2025.

## **XI. Report from the Staffing Committee (P.C. 43/2025)**

44. Members noted the report from the Staffing Committee on matters considered at its 82<sup>nd</sup> meeting held on 18 November 2025.

## **XII. Any Other Business**

### **(A) Pilot Manufacturing and Production Line Upgrade Support Scheme (Manufacturing+)**

45. Members noted the update by \_\_\_\_\_ that a Pilot Manufacturing and Production Line Upgrade Support Scheme (Manufacturing+) was launched by ITC on 18 November 2025, with HKPC serving as the secretariat. \_\_\_\_\_ highlighted that:

- (a) Manufacturing+ aimed to support enterprises to develop smart production strategies and integrate advanced technologies into their existing production lines and manufacturing operations, such as real-time data acquisition, data analytics, AI machine learning and automation;
- (b) eligible enterprises, being those with at least one year of manufacturing operations in Hong Kong and fulfilling other specified criteria, could apply for Government funding of up to \$0.25M on a one-to-two matching basis; and
- (c) project duration was normally within 12 months. To create awareness, HKPC was reaching out to trade and industry associations for opportunities to introduce the new scheme to industry players in the manufacturing sector. A webinar was scheduled on 28 November 2025, with a QR code for registration displayed on screen to facilitate Members to refer the event to their business associates.

### **(B) Upcoming Activities**

48. The Chairman invited Members to join 4 upcoming activities by HKPC. They were:

- (a) HKPC's annual signature event "ForeSight 2026" (智瞻2026), themed "Building Bridges for Hong Kong's Thriving Innovation Ecosystem";
- (b) Christmas party;
- (c) Council dinner to bid farewell to the outgoing Council Members and welcome new Members. Members would be informed of the date in due course; and
- (d) 2026 annual dinner.

**(C) Reminder on Register of Interest by Council Members**

49. The Chairman said that as an annual exercise, Members would be requested to update their Register of Interests. He reminded Members to make timely submission.

**(D) Attendance Record of Council Members**

50. Members noted the attendance record for Council and Standing Committee meetings in 2025 as circulated by email together with the meeting agenda and papers on 20 November 2025 and the meeting reminder on 26 November 2025, as well as shown at the meeting. The Chairman reminded Members to try their best to attend future meetings.

**(E) Meeting Schedule for 2026**

51. Members noted the tentative Council meeting schedule for 2026 circulated on 27 October 2025 together with the 160<sup>th</sup> Council meeting notice and on 20 November 2025 together with the meeting agenda and papers. The schedule was also shown at the meeting together with the Standing Committee meeting schedule for 2026:

<b>Meeting</b>	<b>Date and Time</b>
161 <sup>st</sup> Council meeting	26 March 2026 (Thursday) 3:00pm
162 <sup>nd</sup> Council meeting	23 July 2026 (Thursday) 3:00pm
163 <sup>rd</sup> Council meeting	26 November 2026 (Thursday) 3:00pm

**XIII. Date of Next Meeting**

52. Members noted that the next meeting was tentatively scheduled on 26 March 2026 at 3:00p.m.

**2025 LegCo General Election**

53.            appealed for Members’ support to the LegCo General Election (the Election) to be held on 7 December 2025.

54. There being no other business, the Chairman thanked Members for their attendance and the meeting was closed at 4:20pm, followed by a tour of 2 theme halls in HKPC.