



年報 Annual Report
2013-2014

V A L U E





V A L U E

一分鐘年報



營運摘要

Operation Highlights

生產力局及其附屬公司的整體服務收入
達3.75億元，較2012/13年度增長4.2%
Total service income of HKPC and its subsidiaries
amounted to \$375 million, an increase of
4.2% over 2012/13

推行

964

個顧問項目
consultancy projects undertaken

44

個政府資助新的項目
new government funded
projects

資助額為
with

\$112.4

million
funding approved



客戶服務

Customer Satisfaction

客戶服務
調查得分為
Scored

9.01

(10分為滿分)
on a scale of 10 in
customer survey

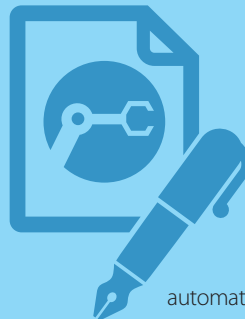


策略合作

Major Collaborations

與香港科技園公司合作推出 Lab Test One
一站式測試及技術支援服務

Launched Lab Test One, a one-stop testing
and technical support service, with the Hong Kong Science
and Technology Parks Corporation (HKSTPC)



與庫卡機器人(上海)有限公司、
德國弗勞恩霍夫應用研究促進協會IPT
及ISC研究所分別簽署合作備忘，
共同推廣智能自動化及先進製造技術
Signed Memorandum of
Understanding with KUKA Robotics China
Co., Ltd., Fraunhofer Institute for
Production Technology IPT, and the
Fraunhofer Institute for Silicate Research
ISC respectively for cooperation on intelligent
automation and advanced manufacturing technology



嶄新工業支援設施

New Industry Support Facilities

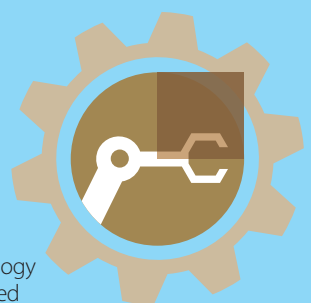
開設全港首個獨立軟件檢測中心 —
「香港軟件檢測和認證中心」

Hong Kong's first independent software
testing laboratory - The Hong Kong
Software Testing and
Certification Centre (HKSTCC) opened



全港首家「i-mfg 智能製造
技術展示中心」開幕，
推廣應用彈性製造技術及
自動化流程

Hong Kong's first Intelligent
Manufacturing (i-mfg) Technology
Demonstration Centre launched



設立「T2B 科技商機彙」，推動科技商品化
A new T2B Zone in HKPC building to promote
technology commercialization

One Minute Annual Report



可持續發展項目 Sustainability Initiatives

由 2013 年 4 月 1 日
推行新一期
「清潔生產伙伴計劃」

Implemented the extended
phase of Cleaner Production
Partnership Programme
for two years from
1 April 2013



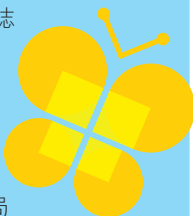
開展本港首個由政府資助的電動巴士研發項目
Launched the first Government-funded electric bus R&D project

策動「滙豐水資源計劃：工業用水管理」項目，
支援高耗水量工業管理水資源
Launched the "HSBC Water Programme for Industrial
Water Management" to help water-consuming
industries conserve water resource



服務社群 Serving the Community

獲頒 5 年 Plus
「同心展關懷」標誌
Awarded the
Five Years Plus
Caring Organization



參與勞工及福利局
主辦的「《有能者・聘之約章》
及共融機構嘉許計劃」，成為
計劃的僱主機構和支持機構
Joined the "Talent-Wise Employment
Charter and Inclusive Organisations
Recognition Scheme" of the
Labour and Welfare Bureau, both
as an employer and a supporting
organization



聯繫持份者 Communication with stakeholders

本局按國際權威框架
《全球報告倡議組織
(GRI) G4 指引》編制
首份《可持續發展
報告 2012/13》，
並成為全球首 20 家
機構通過 GRI 的
「實質性」審核
HKPC's Sustainability
Report 2012/13, basing
on the Global Reporting
Initiatives (GRI) G4
Sustainability Reporting
Guidelines, is one of
the world's first 20
reports that passed the
materiality assessment

舉辦

50 個業界諮詢活動
industry consultation
events organized

接待近 200 個本地、
內地及海外考察團超過
Played host to over

4,100 位訪客
visitors and nearly 200 local,
Mainland and overseas
delegations

V A L U E



獎項殊榮 Awards and Honours

生產力局「自動停車熄匙及
輔助空調系統」獲頒香港工
程師學會工程創意大
獎科技組別銅獎

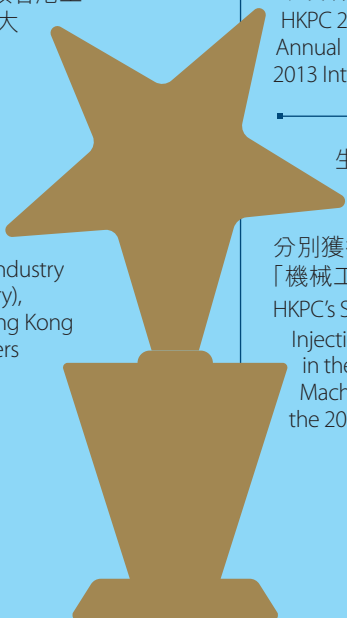
The Automatic
Engine Idlestop and
Supplementary Air
Conditioning System
awarded the Second
Runner-up of the
Innovation Award
for the Engineering Industry
(Technology Category),
organized by the Hong Kong
Institution of Engineers

生產力局 2011/12 年度年報於「2013 國際 ARC 大獎」中，
榮獲「應用程式年報」政府機構金獎

HKPC 2011/12 Annual Report won the Gold Award in "App
Annual Report" (Government Agencies and Offices) in the
2013 International ARC Awards

生產力局的「SME One 中小企一站通」和
「液體矽膠覆蓋注塑成型系統」研發項
目，於「2013 年香港工商業獎」
分別獲得「顧客服務優異證書」及
「機械工具設計優異證書」

HKPC's SME One and LSR and Over-moulding
Injection System have won the Certificate of Merit
in the Customer Service, and Machinery and
Machine Tools Design categories respectively in
the 2013 Hong Kong Awards for Industries



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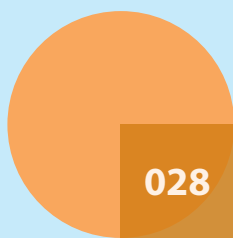
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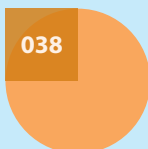
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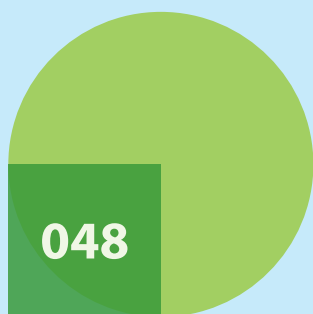
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同創價值
The Value
We Create

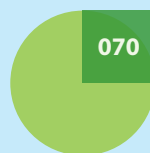


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創造競爭優勢
Creating Competitive Advantage



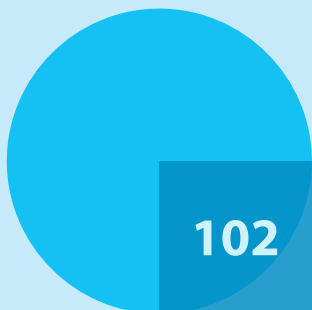
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推動可持續發展
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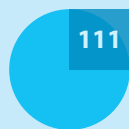
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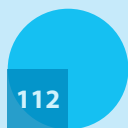
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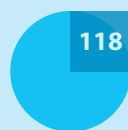
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我們的發展源於… …

WHEN OUR STORY BEGAN...

生產力局的歷史可追溯至60年代。當時，香港開始從轉口貿易港演變為工業中心，衍生大量家庭式小型製造企業。有見業界的需要，政府分別於1966及67年，成立香港貿易發展局、香港出口信用保險局及香港生產力促進局，透過公營機構提供支援，大力促進香港工業的發展。

The history of HKPC dated back to the 1960s when Hong Kong began to evolve from an entrepot trading centre into an industrial centre. With the predominance of family-owned small enterprises in the manufacturing sector, the Government saw the need to provide institutional support to foster the further development of Hong Kong industry, thus the Hong Kong Trade Development Council and Hong Kong Export Credit Insurance Corporation were set up in 1966 and the Hong Kong Productivity Council (HKPC) in 1967.

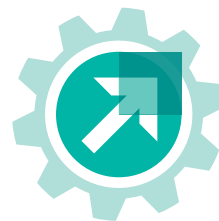
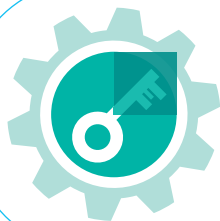
60年代
1960s

生產力局於1967年依法成立，致力協助香港企業提升生產力，更有效地運用創意和資源，提高產品和服務的附加值。

In 1967, HKPC was established by statute to support Hong Kong companies adopt productivity-enhancing practices, enabling them to make use of their resources in a more effective and innovative fashion so as to increase the value-added content of products and services.

成立近50年來，生產力局在香港的工業支援架構內擔當關鍵角色。本局致力發掘、開發和轉移新技術及管理知識，以增強香港工業在國際市場的競爭力 and 持續發展能力。

For close to 50 years, HKPC plays a critical role in Hong Kong's industry support infrastructure, focusing on sourcing, developing and transferring new technologies and management knowhow to enhance the competitiveness and sustainability of Hong Kong industries in the world market.

應用研發
Applied R&D技術轉移
Technology
Transfer提升生產力
Productivity
Enhancement

生產力局的工作由理事會管轄，成員包括一名主席及22名委員，來自資方、勞方、學術界、工商業界、專業團體和有關的政府部門。生產力局的經費部份來自政府資助，其餘來自技術和管理顧問及其它工業支援服務收費。

生產力局及附屬公司近700位員工，包括專業顧問及技術人員，每年平均為超過1,000家企業提供一站式方案及服務，協助業界為業務增值。

生產力局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及支援中心，迎合不同行業及科技發展的需要。本局亦在廣州、東莞及深圳，設有三家全資附屬公司，為珠三角的香港廠商提供快捷完善的支援。

HKPC is governed by a Council comprising a Chairman and 22 members, representing managerial, labour, academic, business sector and professional interests, as well as related government bureaux and departments in Hong Kong. HKPC's operations are mainly supported by income from its technical and management consultancy services and government subventions.

With close to 700 dedicated employees including consulting and technical professionals, HKPC and its subsidiaries provide one-stop solutions and services to more than 1,000 enterprises on average each year to add value to their business.

HKPC's headquarters in Kowloon Tong features advanced manufacturing and accredited testing facilities, exhibition and training venues, and support centres dedicated to various technological areas and specific sectors of the industry. HKPC also operates three wholly-owned subsidiaries in Guangzhou, Dongguan and Shenzhen serving Hong Kong enterprises in the Pearl River Delta aiming to provide more readily available support to enterprises across the boundary.

接近
Close to

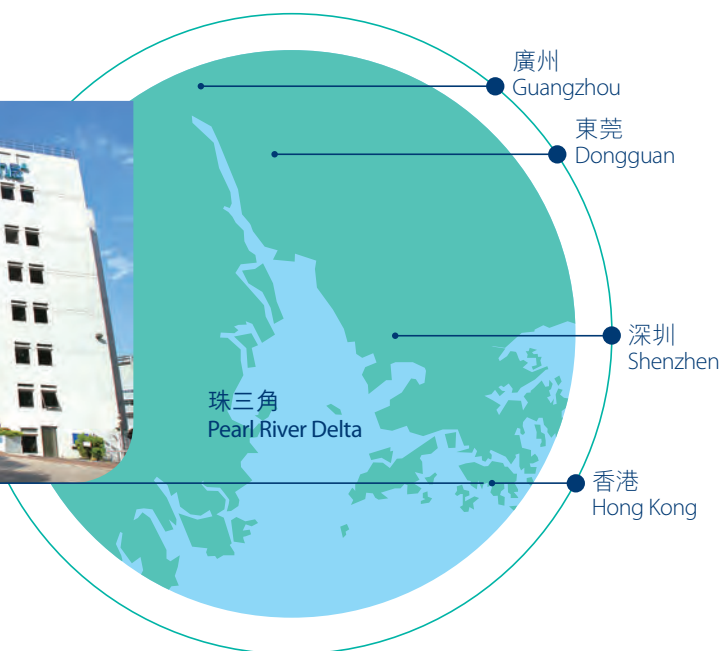
700

員工包括專業顧問及技術人員
employees, including consulting
and technical professionals

每年服務超過
serving more than

1,000

家企業
companies each year



願景、使命、價值和策略

Our Vision, Mission, Value and Strategy

願景 Vision

成為業界提升生產力的最佳伙伴

Be your most preferred productivity partner

使命 Mission

致力協助業界達到卓越的生產力，以提升競爭力及持續發展能力

Promote productivity excellence for industry to enhance competitiveness and sustainability

核心價值 Core Values

- 誠信正直 Integrity
- 融合貫通 Integration
- 靈活創新 Innovation
- 公平公正 Impartiality
- 以人為本 People
- 全心全情 Passion
- 專業精神 Professionalism
- 伙伴同行 Partnership

擴展工業支援平台 Scaling up Platforms

通過建立業界支援平台，生產力局可以匯集公營和私人機構的資源，協力應對影響工商業界的重大課題。

Through the establishment of support platforms, HKPC can pool resources from the public and private sectors to address issues concerning the industry at large.

為中小企創富增值 Creating Value for SMEs

生產力局致力協助中小企業不斷創新，提供更高增值的產品和服務。

HKPC is committed to helping SMEs create and deliver higher value-added products and services.

四大策略 Four Pronged Strategy

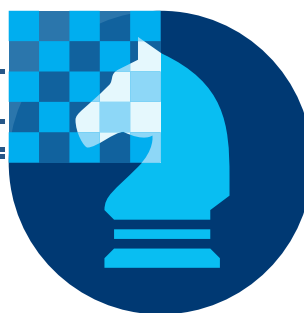
強化核心能力 Sharpening Core Competencies

生產力局持續提升設備及掌握相關知識和能力，以回應本地工業界的訴求。HKPC continues to invest in new facilities and acquire new competencies to address the emerging needs of Hong Kong industry.

發展策略伙伴 Developing Strategic Partnership

借助科技和業務合作伙伴的能力，生產力局可更有效地向本地業界轉移新技術和知識。

By leveraging on the strengths of technology and business partners, HKPC can effectively transfer new technology and knowhow to Hong Kong industry.



生產力局的機構標誌
以藍綠雙色平行線構成，
象徵本局與香港工商業的
伙伴合作關係源遠流長。
**The two-toned parallel lines
forming our corporate identity (CI)
signify the longstanding partnership
with Hong Kong industry.**

The HKPC logo is centered within a series of five concentric circles. The circles are composed of two-toned parallel lines in shades of blue and green, creating a sense of depth and movement. The logo itself is rendered in a bold, sans-serif font, with the letters 'H', 'K', 'P', and 'C' in a dark blue color, and the 'P' and 'C' featuring a green-to-blue gradient. A small registered trademark symbol (®) is positioned to the upper right of the 'C'.

HKPC®



財務資本

Financial Capital

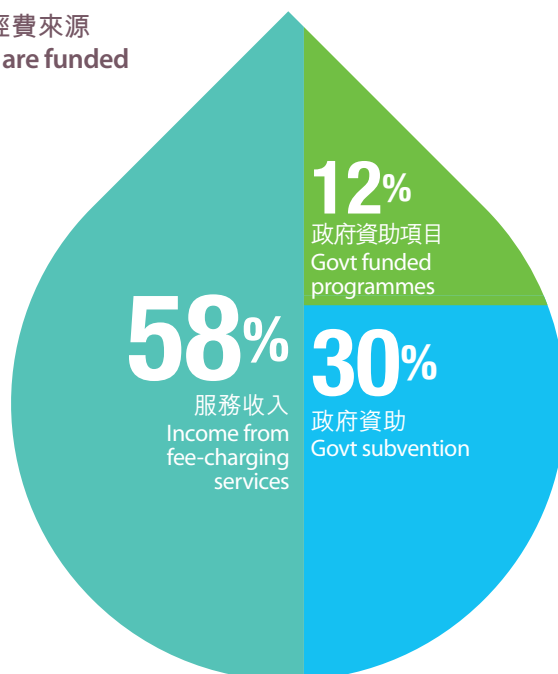
所有機構都要依靠各式各樣的「資本」來推動其業務的成功發展。

All organizations depend on various forms of "Capitals" as fuels to sustain their success.

生產力局三成經費來自政府年度整筆資助，而其餘七成則主要(58%)來自各類服務收費，少部份(12%)來自政府資助項目。

The operation of HKPC is supported by Government subvention in the form of an annual block grant which covers 30% of its income. The remaining 70% of HKPC's income is supported predominantly by various fee-charging services (58%) and to a lesser extent competitive Government funded programmes (12%).

我們的經費來源 How we are funded



人力資本

Human Capital

生產力局致力運用專業知識，為工商企業提供各種高增值的解決方案，因此，人力資本是本局最寶貴的無形資產。

As an organization providing value-added services and knowledge-based solutions, human capital is HKPC's most valuable intangible asset.

75%

員工持有學士或以上學位
HKPC's employees hold bachelor's or higher degrees

生產力局的團隊包括專業顧問及技術人員，具備良好的學術背景和堅實的行業經驗。75%員工持有學士或以上學位，而員工更持有合共171項專業資格。

HKPC's workforce comprises professional consultants and technical staff with strong academic background and solid industry experience. 75% of HKPC's employees hold bachelor's or higher degrees and 171 professional designations are conferred to our colleagues.

本局員工具備不同的才能，以及豐富的專業知識，由產品開發、製造、測試、企業管理以至客戶服務，覆蓋整個價值鏈。

Their diverse talents and extensive expertise covers the entire value chain from product development, manufacturing, testing, business management to customer service.



員工學歷

Academic Qualification of HKPC Staff

(截至 2014 年 3 月 31 日)
(as at 31 March 2014)



生產力局已制定了系統化的培訓課程，清楚界定各級人員所需的技能和知識。

HKPC has formulated a structured training curriculum to clearly define the general skills and knowledge required in each staff grade.

配合長遠的承傳需要，生產力局推行「見習顧問計劃」及「見習工程師計劃」，每年招募頂尖大學畢業生，培育他們成為優秀人才。

As part of HKPC's long-term talent development planning, HKPC has set up the Trainee Consultant Induction Programme and Cadet Engineer Scheme to recruit from top-notch universities and institutions.

本局亦建立完善的持續培訓制度，充份運用局內專長及外間的進修資源，讓員工掌握必要的技能，為客戶提供更優質的服務，包括：

HKPC has established a comprehensive continuous training framework utilizing both in-house expertise and external facilities aiming to sharpen staff members' essential skills to better serve our clients:



將員工培訓與表現評核結合，員工培訓時數及其學術、專業、研究或社會方面的成就，亦會用作評核員工表現
Incorporated staff members training efforts, achievements in academic, professional, research and community in the annual appraisal assessment





結構資本

Structural Capital

一家機構的「結構資本」可定義為「當員工離開後，仍留在公司的所有東西」，例如：操作流程、管理系統、資訊系統、知識產權和良好典範。

Structural capital can be defined as all those things that remain in an organization after its employees have left the organization, such as operating processes, management systems, information systems, intellectual property and best practices.

生產力局擁有不同類型的結構資本，當中包括各類無形資產，例如：品牌價值、作業流程、管理系統及資訊科技平台，以確保本局持續運作。

HKPC is in possession of many kinds of structural capital, which incorporates all intangible assets such as brand value, processes, management systems and IT platforms that ensure the sustainable operation of HKPC.

憑藉多年來支援香港產業的服務表現，生產力局建立了備受推崇的品牌，本局的服務質素及可靠性享譽業界。

With a long track record of support for Hong Kong industry, HKPC has built up an established and highly regarded brand, with a reputation for quality and reliability.

生產力局重視創新機制，自2000年起推行「應用研發計劃」，每年財政預算也為計劃基金預留最少200萬港元，支援員工進行自發的研究項目，開發新技術、管理方法和最佳工作程序。

Especially important is our innovation mechanism, HKPC has deployed a Commercial Research and Development Scheme (CRD) since 2000. Every year, at least HK\$2 million of internal funding is earmarked in HKPC's annual budget for the CRD Fund to support our staff's self-initiated R&D projects on new technologies, methodologies, services and best practices.

生產力局透過資訊科技平台及知識管理機制，有系統地收集、整理和分享資訊。

HKPC systematically captures, organizes and shares information through IT platforms and Knowledge Management (KM) mechanisms.

由本局內部開發的知識管理技術平台 – “i-Exchange”，採用了Web 2.0技術，建立全面的知識管理平台。該系統凝聚了本局不同範疇的專家，促進內部之間的業務協作。

Our in-house developed KM Technology Platform – “i-Exchange” employs Web 2.0 technologies to build a comprehensive KM platform. The system fosters internal business collaboration by leveraging our multi-disciplinary expertise.

本年度也在全局推行了企業資源規劃系統（ERP），以管理本局的主要業務運作。

A corporate wide enterprise resource planning system (ERP) was also deployed in the year to manage our key business functions covering project, finance, procurement and related operations.

生產力局在生產力大樓設立26個產業支援中心，配備先進的設計、加工和檢測設施，用以支援本局的顧問服務及技術研發。大樓內亦設有4家「香港實驗所認可計劃」(HOKLAS)的認可實驗所。

To support its R&D and consulting services, HKPC operates 26 industry support centres in HKPC Building equipped with advanced design, processing and testing facilities, including four accredited laboratories under the Hong Kong Laboratory Accreditation Scheme (HOKLAS).

**\$2
MILLION**

生產力局每年預留基金
支援員工進行自發的研究項目
HKPC's annual budget
for the CRD Fund to support our staff's
self-initiated R&D projects

生產力局
產業支援中心
HKPC's Industry
Support Centres

先進電子工藝中心
Advanced Electronics
Processing
Technology Centre

先進表面
處理科技中心
Advanced Surface
Technology
Development
Centre

電腦輔助
設計及
製造中心
CAD / CAM
Centre

隨形冷卻
技術中心
Conformal Cooling
Technology
Centre

D2D+企業
自動化中心
D2D+ Business
Automation
Centre

電磁兼容
科技中心
Electromagnetic
Compatibility
Centre

企業資源
規劃中心
Enterprise
Resources Planning
Centre

環境及產品
創新化驗室
Environmental and
Product Innovation
Laboratory

遠紅外線
測試實驗室
Far Infrared
Rays Testing
Laboratory

香港珠寶
科技中心
Hong Kong
Jewellery Industry
Technology
Centre

香港電腦保安
事故協調中心
Hong Kong Computer
Emergency Response
Team Coordination
Centre

香港開放源碼
軟件中心
Hong Kong Open
Source Software
Centre

香港軟件業
資訊中心
Hong Kong
Software Industry
Information
Centre

香港軟件
檢測和認證中心
Hong Kong
Software Testing
and Certification
Centre

香港鐘錶
科技中心
Hong Kong
Watch & Clock
Technology
Centre

知識產權
服務中心
Intellectual
Property Services
Centre

智能靈活系統
和機器人中心
Intelligent Flexible
System and
Robotics Centre

智能製造技術
展示中心
Intelligent
Manufacturing
(i-mfg) Technology
Centre

輕金屬工程
技術研發中心
Light Metal
Engineering
Research
Centre

微製造科技中心
Micro Fabrication
Technology
Centre

精密光機電
科技中心
Optics and
Opto-Mechatronics
Technology
Centre

塑膠科技
中心
Plastics
Technology
Centre

精密模具
技術中心
Precision Tooling
Technology
Centre

快速原型
科技中心
Rapid Prototyping
Technology
Centre

可靠性
測試中心
Reliability
Testing Centre

SME One
中小企一站通
SME One



關係資本

Relational Capital

關係資本泛指可以為機構創造價值的對外關係，例如：客戶、供應商、合作伙伴和政府部門等。

Relational Capital refers to value-creating relationships that are external to an organization such as customers, suppliers, partners and government, etc.

生產力局一直密切留意香港特區和內地政府的政策，並支持各項政策範疇的措施。本局自90年代起已積極與內地政府機構建立合作網絡，成功在多個層面建立了有效的跨境溝通渠道。

HKPC keeps close track of the HKSAR and Mainland government policies and support the Government initiatives in various policy areas. HKPC has been actively building a cooperation network with Mainland government organizations since 1990s, successfully established effective cross-boundary communication channels on many levels.

生產力局孕育了不少行業協會的成立和發展，協助業界運用不同的資源，推動行業升級，並向政府反映業界的訴求。本局亦與學術機構及研究中心緊密交流合作，推動工業升級、創新及科技商品化。

HKPC nurtures the formation and development of trade associations, helps them to access various resources to upgrade their sectors and reflect their concerns to the Government. We also exchange ideas and collaborate with academia and research institutes for industry upgrade, innovation and technology commercialization.



為加強本局的合作網絡，生產力局的代表亦參與多個行業協會的委員會，由本局顧問協助推行業界聯繫和行業推廣活動。

生產力局成立的產業諮詢平台「HKPC集思匯」，就涉及各行業長遠發展的課題諮詢業界意見。

「HKPC集思匯」所收集的意見，直接促成了一些全新的工業支援計劃。在2013/14年度舉辦的50場行業諮詢會中，其中8場是「HKPC集思匯」的主題諮詢會。生產力局並為行業協會舉辦了278場交流活動，共吸引超過24,341人次參與。

To foster our collaboration network, HKPC has representation in committees of various trade associations, with many of our consultants making contributions to their networking and industry promotion activities.

The industry consultation platform, "Hong Kong Industry Network Clusters" (HK-INC), is established by HKPC to gauge the views of the industry on issues of relevance to their long-term development.

Insights collected by HK-INC have directly contributed to the creation of various new industry support programmes. In the year, among the 50 industry consultation meetings organized, 8 theme-based industry consultation sessions were organized through the HK-INC platform, over 24,341 people attended 278 networking activities for industry associations in 2013/14.

50

行業諮詢會
Industry consultation meetings

278

場交流活動
networking activities

24,341

近
about 100

工商業相關組織獲
生產力局參與
trade related
organizations with
HKPC representation

人次參與
people attended

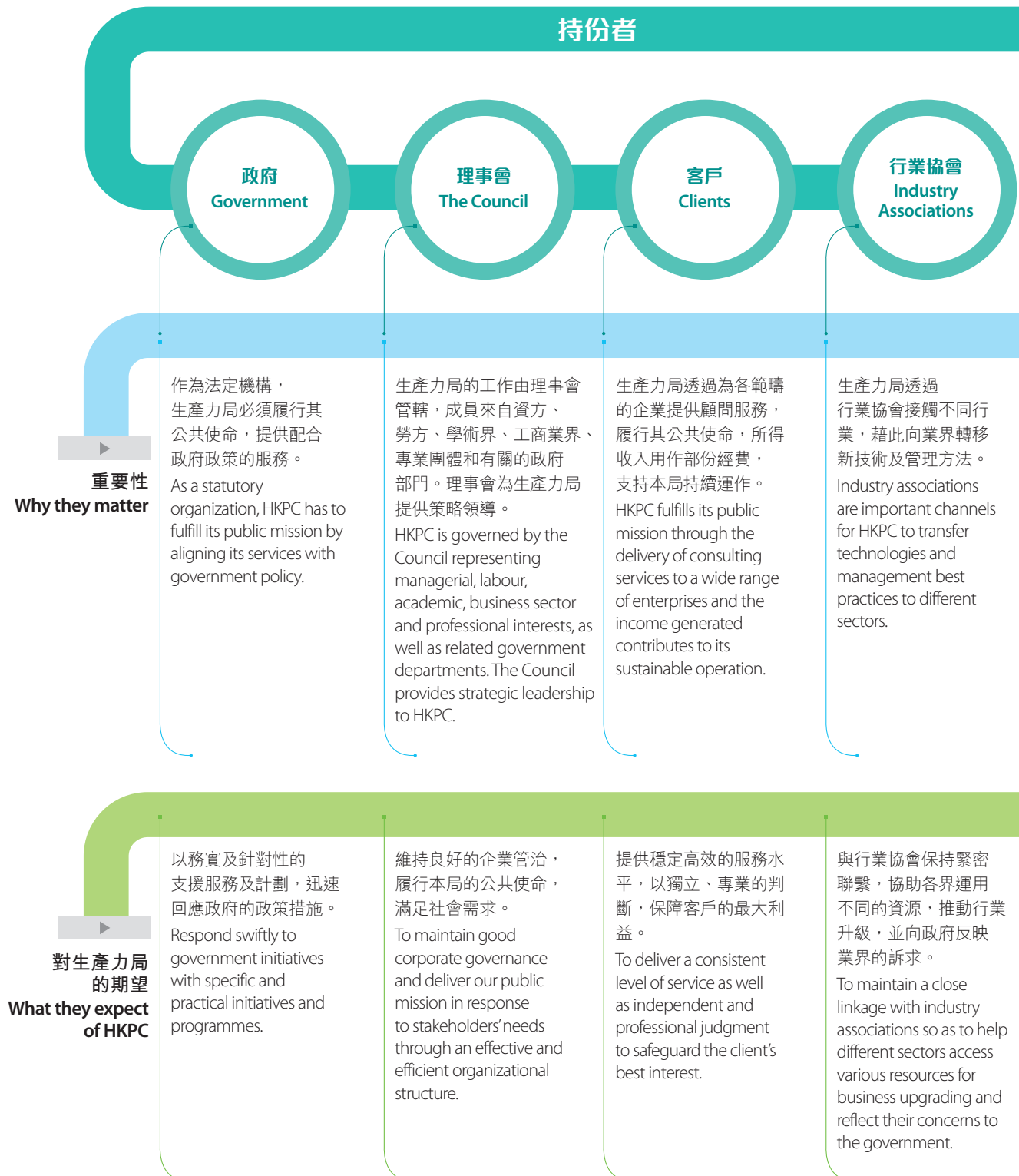
我們的持份者 Our Stakeholders

為採取最有效的方式協助持份者創造價值，我們必須清楚了解誰是持份者，明白他們的重要性，以及他們對生產力局的期望。

我們的持份者包括...

In order to apply the most effective ways to create value for our stakeholders, we must identify the expectations of our stakeholders. We must know who we are accountable to and what is important to them.

Our stakeholders are...



Stakeholders

合作伙伴
Strategic Partners

生產力局的合作伙伴遍及多個範疇，本局充份發揮伙伴的專長，以轉移技術和知識，並提供一站式綜合支援服務。
HKPC leverages the strengths of a wide range of strategic partners for technology and knowledge transfer, and to deliver our integrated services.

維持長期合作關係，定期提供合作機會。
To provide regular cooperation opportunities and maintain a long-term relationship.

僱員
Employees

作為知識型的機構，員工是生產力局最寶貴的資產。
As a knowledge-based organization, HKPC's greatest asset is its employees.

建立積極向上的工作環境，讓僱員盡展所長，在專業及個人能力上不斷成長。
They expect HKPC to create a positive work environment in which people are empowered, enabling them to grow professionally and personally.

**專業團體
及學術機構**
Professional
Institute and
Academia

無論是發展新技術和業務，生產力局均需要專業團體和學術機構的緊密合作和支持。
HKPC works closely with numerous professional bodies and academia as collaboration partners for new technology and business development.

作為他們與各行業的橋樑，以轉移其技術及知識。
To help them collaborate with various industry sectors to transfer their technologies and knowledge.

公眾
General Public

生產力局許多活動涉及公眾利益，而公眾對本局的觀感，亦對建立正面品牌形象非常重要。
Many of HKPC's activities are concerned with public interest and the public's perception of HKPC is crucial to the building of a positive brand image.

按照企業管治原則營運業務，並定期透過不同媒介與公眾溝通。
To conduct its business following the principles of good corporate governance and regularly communicates with the general public through various media.

我們的業務模式 Our Business Model

作為法定的工業支援機構，生產力局的核心業務是協助企業和行業，提升競爭力及可持續性，以克服外圍環境的挑戰，包括：經濟狀況、技術轉變及環保挑戰。

As a statutory industry support organization, HKPC's core business is to help companies and industry sectors enhance their competitiveness and sustainability to cope with the challenges of the external environment, including economic conditions, technological change and environmental problems.

為此，生產力局運用各種「資本」，包括：「財務資本」、「人力資本」、「結構資本」和「關係資本」。透過本局的產業支援平台和企業支援服務，將「資本」轉化為產品、服務、技術和知識，最終創造出經濟、環境和社會價值。

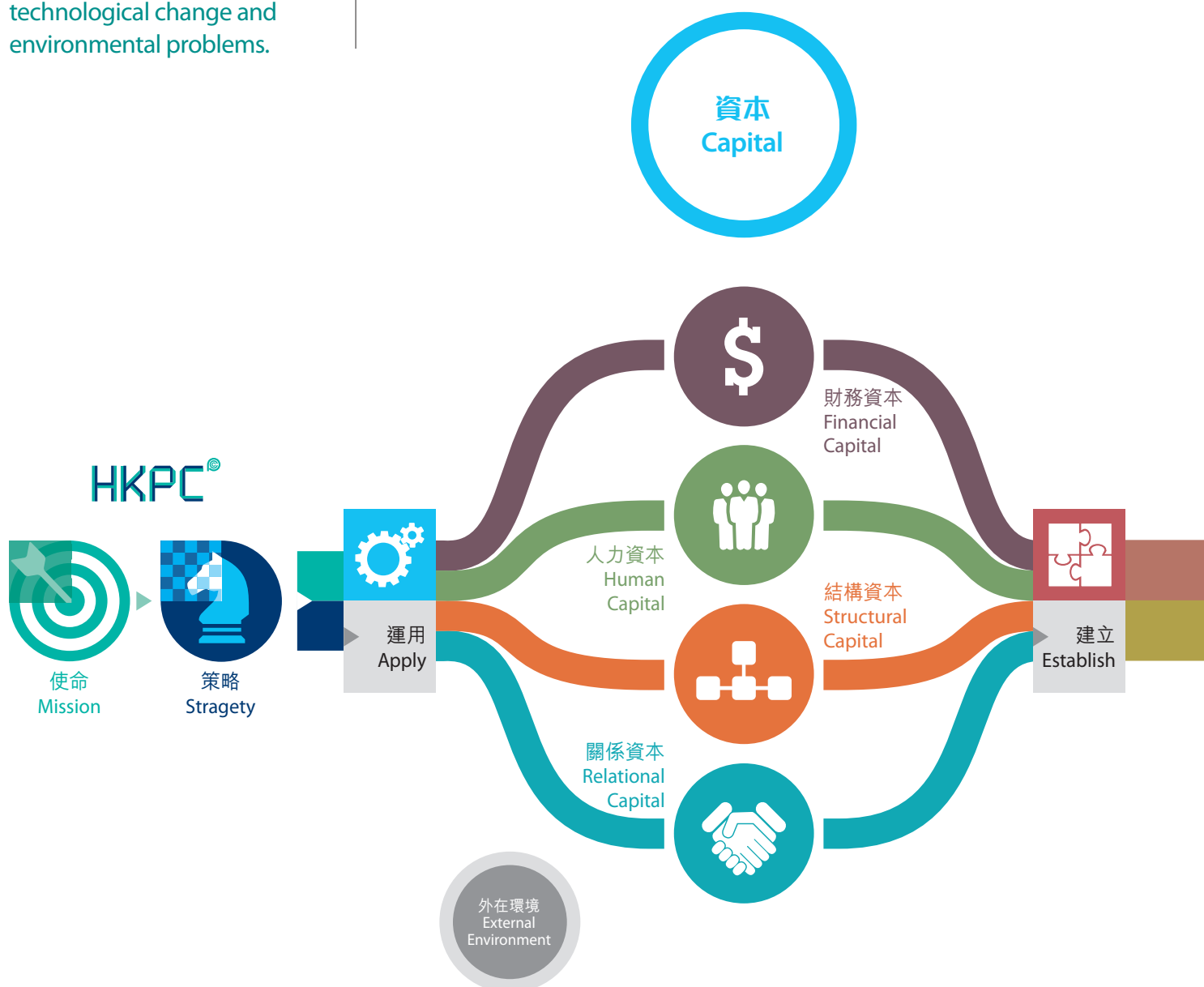
To do so, HKPC needs to draw on various "Capitals" including financial capital, human capital, structural capital and relational capital, and convert them into products, services, technology and knowhow through HKPC's industry support platforms and enterprise support services. Economic, environmental and social values are then created as the final outcome.

產業支援平台

生產力局不能單靠一己之力服務香港工商業，為了擴大支援服務規模，必須借助本局以外的能力和資源。

Industry Support Platform

HKPC can never serve Hong Kong's industries in isolation, in order to scale up its services substantively, HKPC has to leverage upon external capabilities.



因此，生產力局致力建立支援平台，不但為業界全面提供所需服務，更為其他主要持份者及業務伙伴創造新的商機。

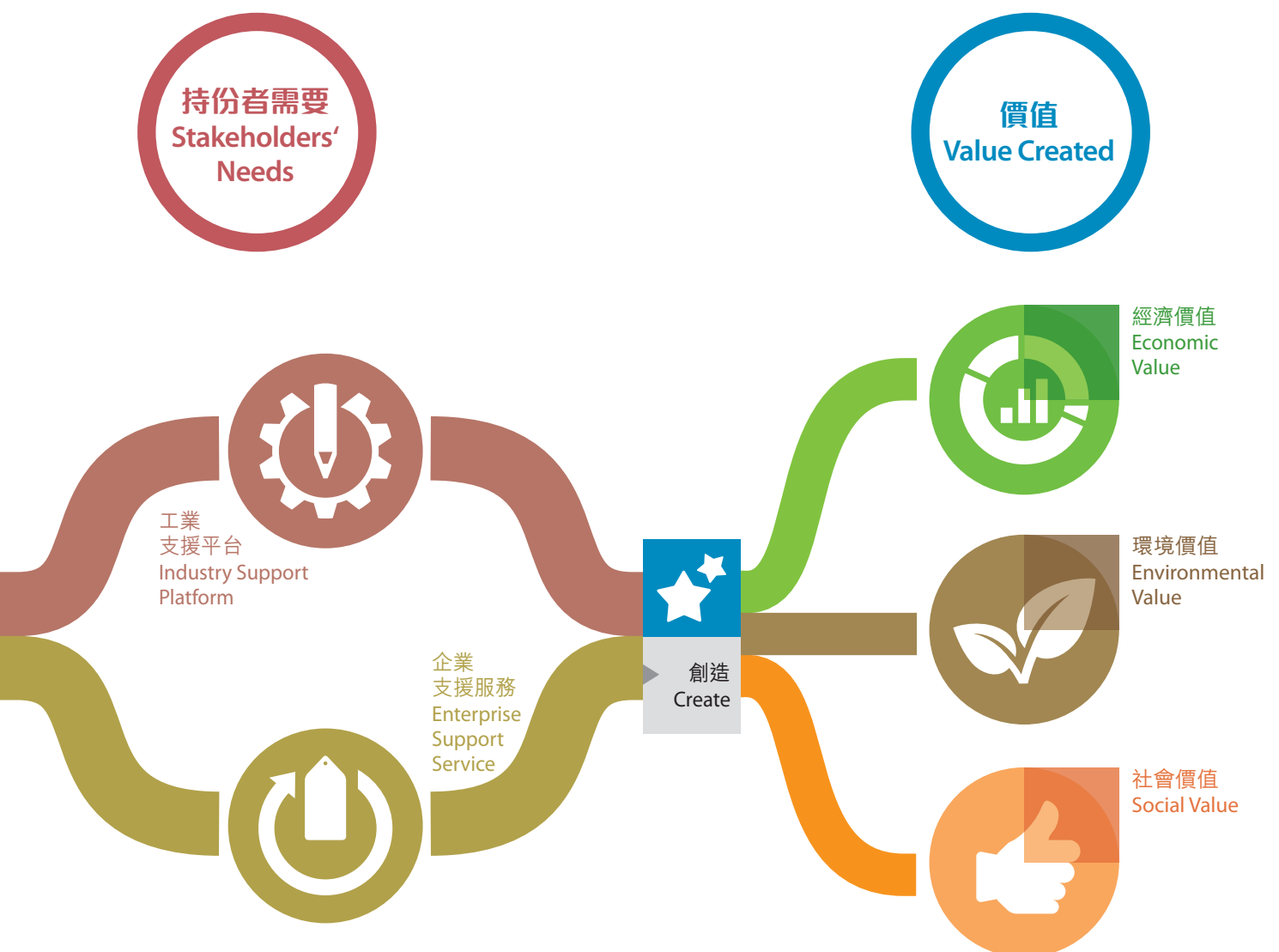
In the process, HKPC creates support platforms to provide comprehensive services to the industries in need and also create new business opportunities for all other key stakeholders and business partners.

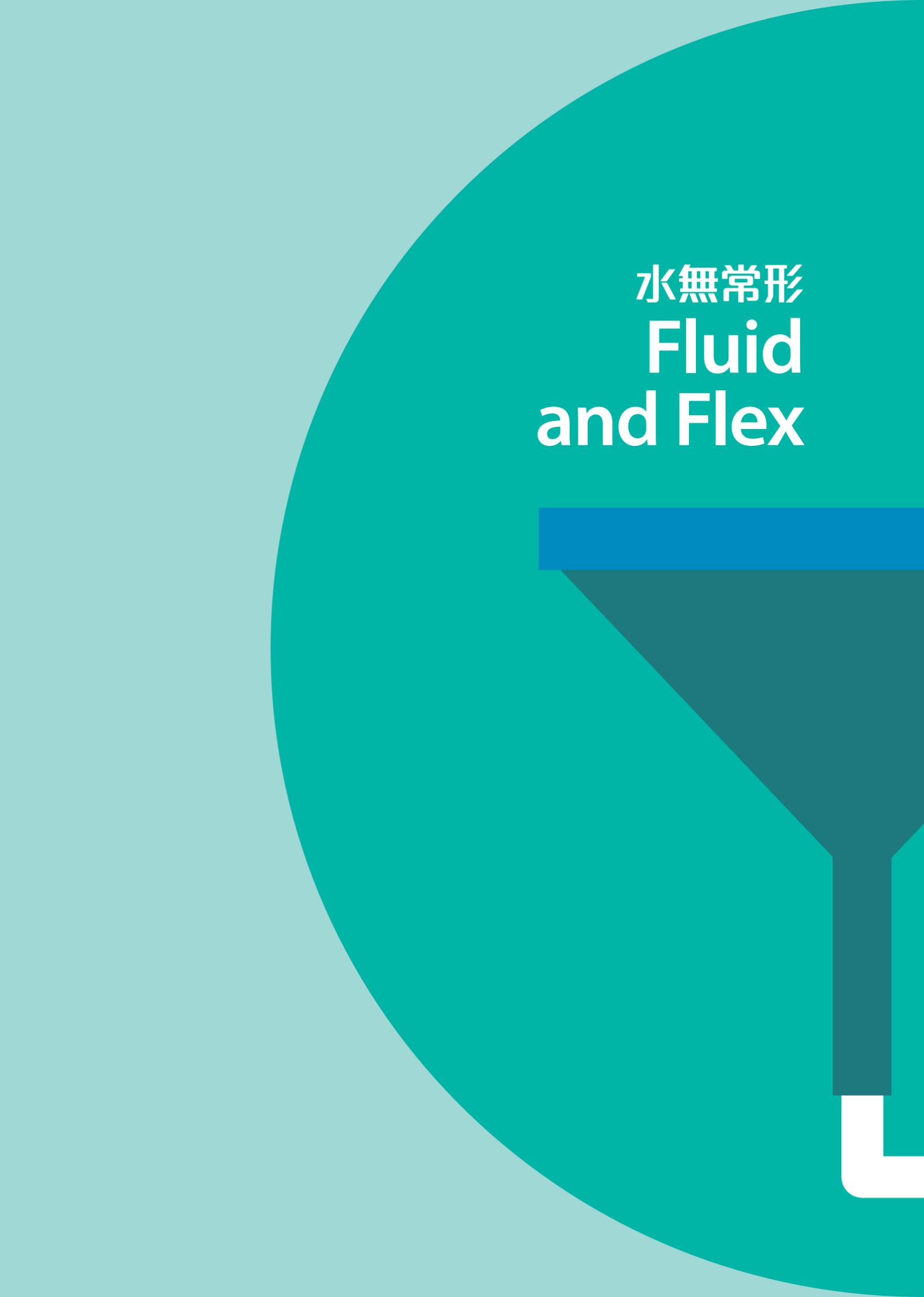
企業支援服務

除了產業支援服務平台，生產力局亦提供個別企業支援服務，涵蓋整個業務價值鏈。從個別企業的支援服務所汲取的經驗，有助我們確保產業支援服務平台能切合業界的需要。

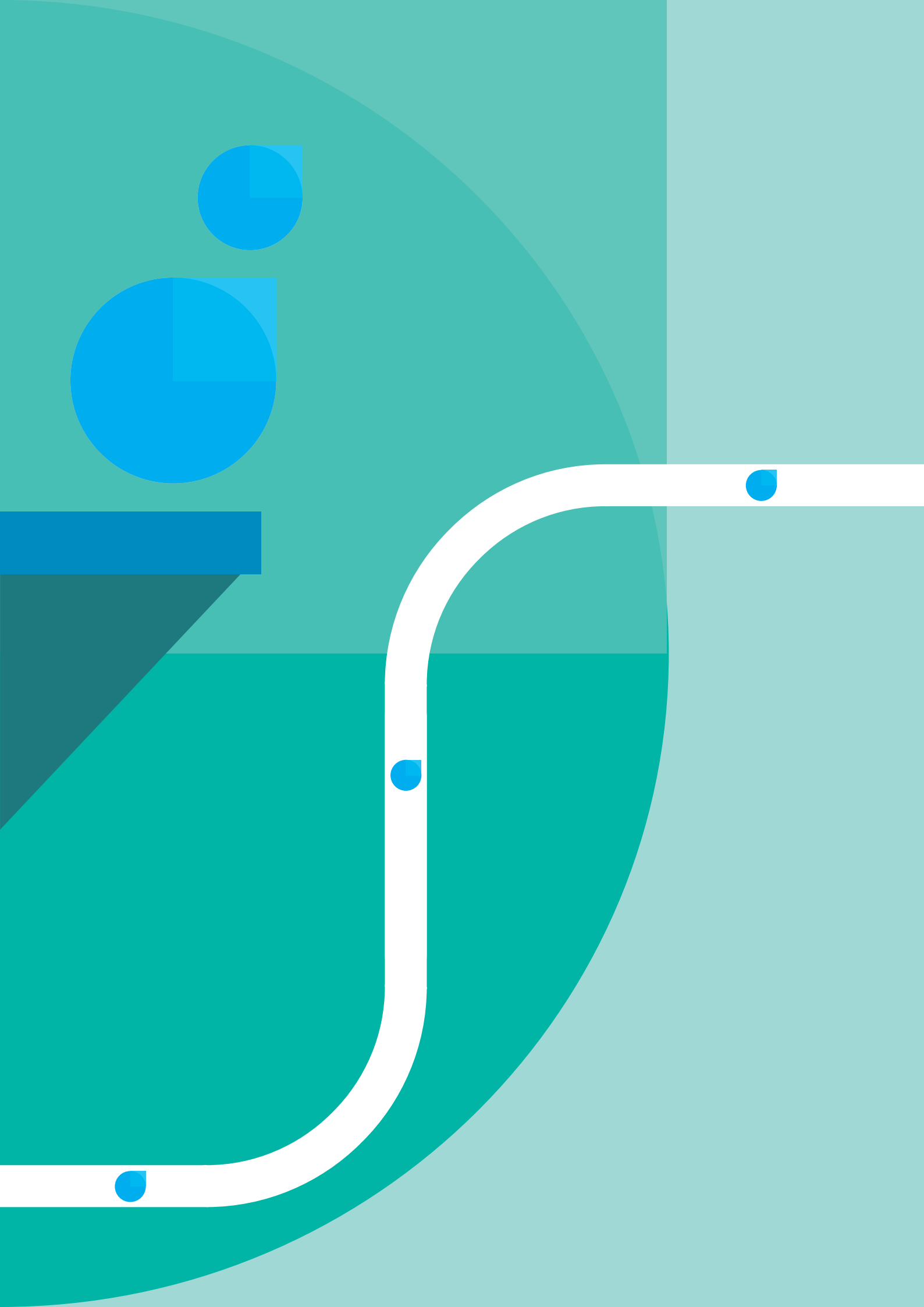
Enterprise Support Service

Besides the one-to-many service platform, HKPC also provides one-on-one enterprise support service covering the entire business value chain. These one-on-one service projects complement the service platforms. The experience gained, on the other hand, ensured that the service platforms are relevant to the industry.



The background features a large, light teal circle on the left side. On the right, there is a dark teal shape that resembles a stylized 'Y' or a funnel, with a horizontal blue bar at its top. A white L-shaped element is positioned at the bottom right corner of the dark teal shape.

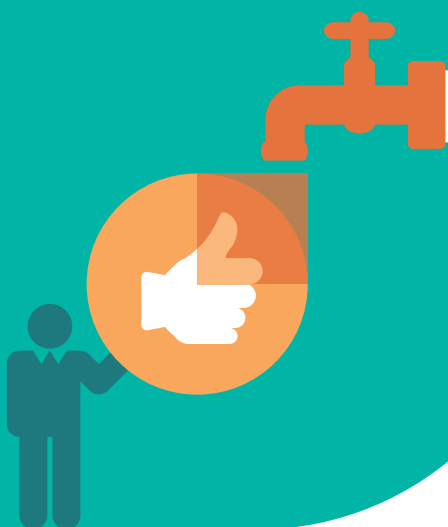
水無常形
Fluid
and Flex



流水不斷因應地勢而改變形態，
在顧客需求日趨個性化的年代，
靈活應變已成為企業最重要的競爭優勢。

Water constantly changes its shape to
fit whatever container it is in. In an age
characterized by highly customized needs,
flexibility has become the most important
competitive priority for businesses.







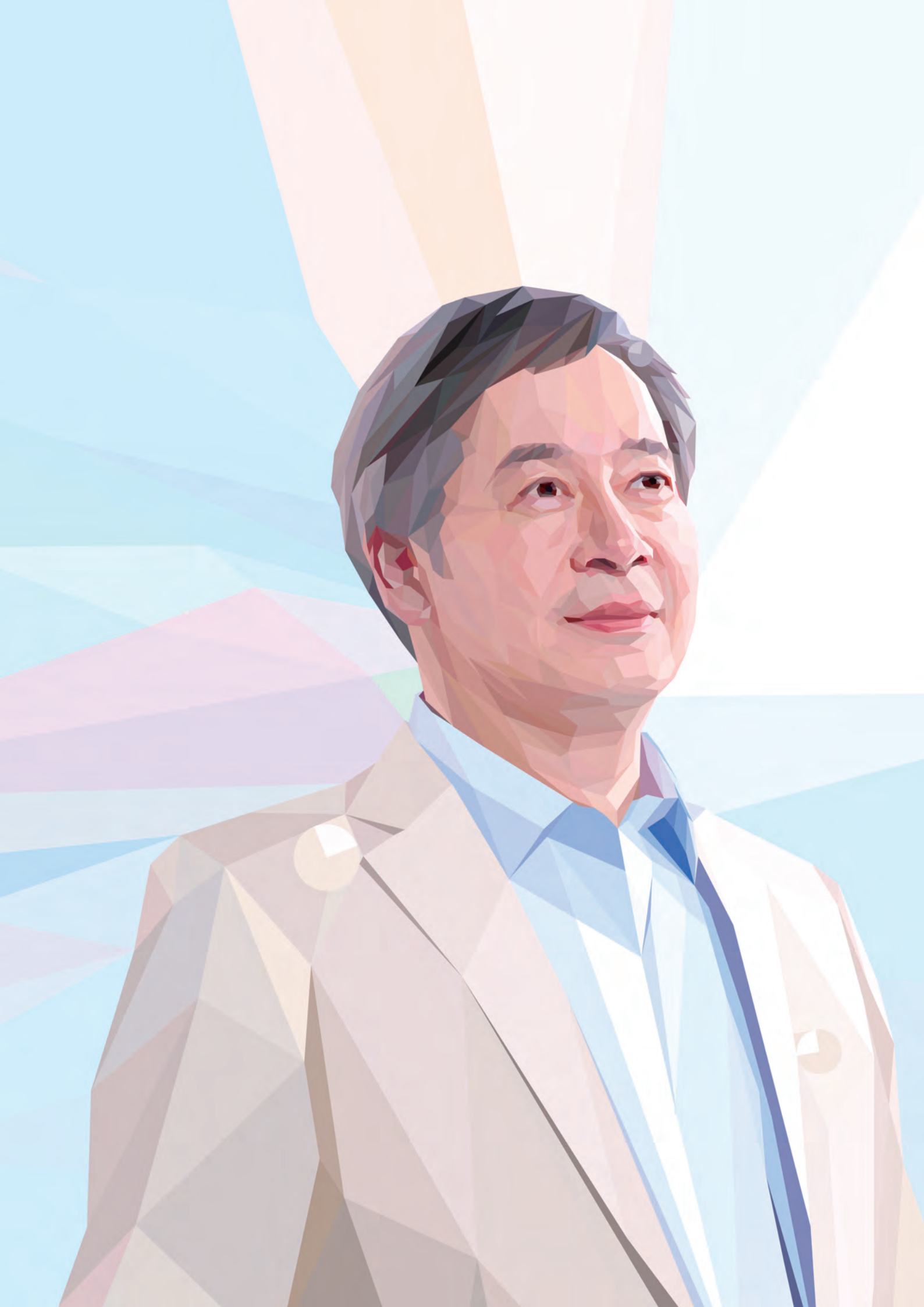
上善若水。
水善利萬物而不爭。
“The greatest good is like water.
Water benefits all things,
yet conflicts with none.”

老子
Lao Tzu

主席前言

Message from the Chairman





主席前言

Message from the Chairman

「價值」往往容易被人誤解為「價格」。

“Value” is more often mistaken as the synonym for price.



決定企業競爭力的關鍵因素，並非價錢牌，而是產品及服務能為客戶提供的「價值」。
For most companies, what matters most to their competitiveness is the value of their products or services, rather than the price.



「價值」往往容易被人誤解為「價格」。

很多人嘗試為「價值」和「價格」下定義。簡單而言，「價格」是你所付出的，「價值」就是你所得到的。產品或服務的真正「價值」，乃取決於客戶期望得到或實際得到的利益。所以，決定企業競爭力的關鍵因素，並非價錢牌，而是產品及服務能為客戶提供的「價值」。

生產力局的重要使命之一，就是協助香港企業提升產品及服務的客戶價值，從而增強國際市場競爭力。

然而，任何企業都不能脫離社會獨善其身，企業要長遠生存，不能單靠業績，更必須致力為持份者、環境和社群創造價值。

“Value” is more often mistaken as the synonym for price.

While there are countless examples illustrating and formulas defining the difference between “value” and “price”, the essence of value hinges on the perceived and actual benefits that customers obtain from the product or service. It goes beyond the price tag. For most companies, what matters most to their competitiveness is the value of their products or services, rather than the price.

A key objective of HKPC’s mission is to help Hong Kong companies bring a higher customer value to their products and services so as to enhance their international competitiveness.

As we are well aware that a company is not an isolated entity, its long term success is determined not just by its business performance, but by its ability to create value for its stakeholders, the environment and the community as a whole.

作為支援香港工商業的公營機構，衡量生產力局表現的首要準則絕非盈利或收入，而是本局能否善用手上的資本，協助企業及各行業創造經濟、環境和社會價值，促進香港的可持續發展及繁榮。

為了讓持份者從以上角度，掌握本局的整體表現，這年報概述了本局擁有的各類資本，並介紹我們的營運模式。同時，透過年報內範圍廣闊的顧問服務個案，具體地解釋我們如何在現今的經濟和社會環境下，充份發揮各種資本的作用，為個別企業及行業創造價值。

珠三角的香港廠商仍然面對各式各樣的挑戰，包括經營成本上漲、勞動力短缺、日趨嚴格的法規標準。人民幣持續升值亦是成本上漲的主要原因，雖然人民幣匯率在2014年首季下跌，但市場普遍認為只屬短暫調整，並未扭轉升值的基本趨勢。同時，隨著內地人口老化，人力資源市場將出現結構性的轉變，未來數年整體勞動力供應量難再突破。

As a non-profit-distributing organization established with a public mission, the ultimate yardstick for measuring HKPC's performance would never be its profit or revenue. Rather, our report card is a reflection of how far HKPC has been able to make effective use of its capitals or resources to help enterprises and industries create economic, environmental and social values vital to the sustainability and prosperity of Hong Kong.

To enable our stakeholders to get a full picture of our performance from this perspective of value creation, in this report, we have provided a concise account of our various capitals and our business model. Case studies taken from our spectrum of consultancy projects will illustrate how our capitals come into play to create values for enterprises and industry sectors in the current economic and social environment.

Hong Kong manufacturers operating in the Pearl River Delta region continue to weather the challenges of rising operation cost, labour shortages and stringent regulations and standards. The continual appreciation of the renminbi (RMB) has been a major driver in the cost hike. Despite the fall in the first quarter of 2014, market consensus views it as a short-term adjustment rather than a fundamental shift in the appreciation trend. At the same time, as Mainland's population ages, structural changes in the human resources landscape will further cap the supply of labour force in the years ahead.



在現今的經濟和社會環境下，充份發揮各種資本的作用，為個別企業及行業創造價值。
Our capitals come into play to create values for enterprises and industry sectors in the current economic and social environment.





憑藉卓越的產品品質和性能，讓他們即使面對成本較低的競爭者，仍能在國際市場屹立不倒。
The excellent quality and performance of their products allows them to maintain their place in the world market in face of lower cost competitors.



由於勞工供應緊張及人民幣強勢，預期內地經營成本和工資將持續上升，香港廠商難再倚賴低生產成本作為競爭策略。

香港廠商有何對策呢？

為借鑒歐洲應用研究機構的技術開發及運作模式，生產力局的高級管理層組成代表團，在2013年10月前赴德國和英國考察，到訪當地的龍頭企業及科研機構。此行收穫甚豐，既聽取了專家的寶貴見解，也建立了策略合作伙伴關係，更為本地工業發展搜羅了嶄新技術。

生產力比勞工成本更為重要，這是德國對香港工業發展一個重要的啟示。德國工人的平均時薪雖然比美國高三成，但從強勁的出口表現可見，德國製造業仍然保持高度的競爭力。

With a tight labour supply and a strong currency, it is foreseeable that operation cost and labour cost will continue to rise in the Mainland. It will be unrealistic for Hong Kong companies to solely bank on the low-cost factors of production as their competitive strategy.

So what strategy should Hong Kong companies adopt?

To benchmark the technological development and operation model of application-oriented research institutes in Europe, a delegation of HKPC's senior management visited leading enterprises and research institutes in Germany and the UK in October 2013.

The study mission bore fruit as we have built strategic partnerships and gained valuable insights to source new technologies for local industry development. Among them, the most important observation is that productivity matters more than labour cost. Germany's hourly compensation costs in manufacturing sectors are 30% higher than those in the USA, yet Germany successfully maintains a highly competitive manufacturing sector with strong export performance.

被譽為「隱形冠軍」的德國中小企業，在許多專業產品範疇領先全球。他們未必是最低成本的製造商，但憑藉卓越的產品品質和性能，讓他們即使面對成本較低的競爭者，仍能在國際市場屹立不倒。

在德國的經濟模式中，另一股帶動德國製造業持續發展的力量是來自「德國弗勞恩霍夫應用研究促進協會」(Fraunhofer-Gesellschaft)。該會作為獨立的非政府機構，擔當當地67家研究所及研究機構的樞紐，而每家研究所均與德國的大學緊密聯繫。

該會擔當大學與企業之間的橋樑，為中小企業提供短期及相宜的研究服務，集中研究可即時應用的技術，讓較小型的企業可持續提升其工藝及產品。

就如Fraunhofer一樣，生產力局透過建立一站式產業支援樞紐，讓業界特別是中小企業，認識更多資助計劃及研發資源，繼續加強本局作為香港產業創新橋樑的角色。

Many of Germany's small-and-medium-sized firms, being regarded as "Hidden Champions", are world leaders in specialized products. They are not the lowest cost producers, but the excellent quality and performance of their products allows them to maintain their place in the world market in face of lower cost competitors.

Another driving force behind the success of manufacturing sector in the German economic model is the Fraunhofer Society (Fraunhofer-Gesellschaft). As an independent non-governmental organization, the Fraunhofer Society operates as a hub of 67 institutes and research units, each of them is closely connected to a German university.

The Fraunhofer Society positions itself as a bridge between universities and business enterprises. It provides SMEs with short-term and affordable research services which focus on immediately applicable results, enabling smaller manufacturers to continually upgrade their processes and products.

Like the Fraunhofer Society, HKPC continues to enhance its bridging role in the innovation infrastructure in Hong Kong through the establishment of a one-stop industry support hub to connect the industry, especially SMEs, to funding and R&D resources.



**生產力局透過建立
一站式產業支援樞紐，
加強本局作為香港產業
創新橋樑的角色。**

**HKPC continues to enhance
its bridging role in the
innovation infrastructure
in Hong Kong.**





本局將致力協助服務業，特別是零售業，達致卓越的服務效率。

We would continue to do our level best to help the services industry, especially the retail sector, attain excellent productivity.

過去一年，本局推出了多項新計劃，協助業界採用彈性製造技術、智能機器人及自動化工藝，並推廣3D打印的應用，加速產品創新，促進業界開拓低產量及專門化的產品如醫療設備的新市場。

廠商可藉此利用更有效和經濟的方式，製造不同規格和數量的新產品，從而更迅速地回應瞬息萬變的市場需求。

受惠於自動化工藝應用的不僅是本地生產商，本地服務業同樣面對嚴峻的人手短缺問題，從事服務業的公司也可運用不同類型的技術和服務創新方案，以提升工作效率，從而有效管理人力需求。本局將致力協助服務業，特別是零售業，達致卓越的服務效率，捕捉新商機。

今天的挑戰可造就明日的機遇。內地人口老化，帶動醫療設備及保健產品的需求。與此同時，中國內地預期將超越美國，成為全球最大的電子商貿市場，網銷市場日益蓬勃，加上中產消費者的湧現，勢必為優雅品味和獨特設計的原創品牌產品，締造龐大的商機。

During the year, we have launched new initiatives to help the industry adopt flexible manufacturing technology, intelligent robotics and process automation. We are also spearheading the application of 3D-printing to accelerate product innovation and explore new markets of low-volume and highly customized products such as medical devices.

These new initiatives are set to help Hong Kong manufacturers respond quicker and smarter to market changes by producing novel items with different specifications and in smaller quantities, more efficiently and economically.

Not only can our manufacturers benefit from the application of process automation, our services industry, facing an increasingly tight manpower situation, can manage labour shortages through enhancing productivity with a wide range of technologies and service innovation solutions. We would continue to do our level best to help the services industry, especially the retail sector, attain excellent productivity in service delivery and capture fresh business opportunities.

Today's challenges may give rise to tomorrow's opportunities. The aging population in the Mainland is driving up demand for medical devices and healthcare products. At the same time, Mainland China is set to overtake the USA to become the world's largest e-commerce market. The booming "e-tailing" market and the emergence of the middle class consumers are bound to open up ample opportunities for original brand products with discernible quality and unique design.





無論如何，香港企業應透過開拓新興行業，快速回應市場需求，積極面對升級轉型的挑戰。

「淨空心智，無形無狀，如水一般。水倒進杯中，它變成杯；倒進瓶子，就變成瓶子；水倒進茶壺，就成茶壺。水能細流，亦能變洪流。朋友，你要像水一樣！」

功夫大師李小龍這句名言，生動地描述水迅速轉型所蘊含的力量。同樣地，香港企業要在瞬息萬變的營商環境中保持競爭力，唯一出路是靈活應變、不斷創新。

最後，我衷心感謝所有理事會成員和全體員工，一直以來對局方的支持和熱誠，竭力為業界提供寶貴的服務。

主席
陳鎮仁, SBS, JP

In any case, it will be more pertinent for Hong Kong companies to seriously address their business transformation challenges by exploring emerging industry sectors and enhancing their responsiveness to market demand.

“Empty your mind, be formless, shapeless - like water. Now you put water in a cup, it becomes the cup; you put water into a bottle it becomes the bottle; you put it in a teapot it becomes the teapot. Now water can flow or it can crash. Be water, my friend.”

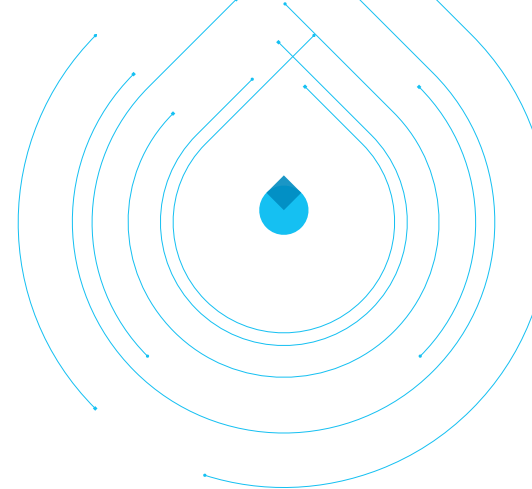
This famous quote from Kung-fu master Bruce Lee vividly illustrates the power of water with its ability to transform rapidly. Likewise, to be competitive in the rapidly changing market and business environment, flexibility and continuous innovation are the only way out for Hong Kong enterprises.

Lastly, I sincerely extend my gratitude to all Members and staff of the Council for their continuous support, commitment and dedicated efforts in providing invaluable services to our industry.

Clement Chen, SBS, JP
Chairman

「淨空心智，無形無狀，如水一般。」

“Empty your mind, be formless, shapeless - like water.”



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Executive Director, Tai Hing Cotton Mill Ltd.

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Mr Victor Ng Chi-keung, MH

區嘯翔, BBS
Mr Albert Au Siu-cheung, BBS
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有限公司主席
Chairman, BDO Ltd.

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永保化工(香港)有限公司
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Managing Director,
Rambo Chemicals (Hong Kong) Ltd.

吳大釗
Dr David Ng Tai-chiu
力寶亞洲有限公司董事
Director, Lippo Asia Ltd.

蒙美玲
Prof Helen Meng Mei-ling
香港中文大學系統工程與工程管理學系教授及系主任
Department of Systems Engineering &
Engineering Management,
The Chinese University of Hong Kong

梁任城
Mr Leung Yam-shing
職業訓練局副執行幹事
Deputy Executive Director,
Vocational Training Council

李國本
Dr Delman Lee
聯業製衣有限公司總裁兼首席科技總監
President and Chief Technology Officer,
TAL Apparel Ltd.

黃志光
Mr Patrick Wong Chi-kwong
孖士打律師行合夥人
Partner, Mayer Brown JSM

資方 / 專業 / 學術界代表
**Management / Professional /
Academic Representatives**

勞方代表
Labour Representatives

政府官員
Public Officers

核數師
Auditors
羅兵咸永道會計師事務所
PricewaterhouseCoopers (PwC)

法律顧問
Legal Advisers
高露雲律師行
Wilkinson & Grist
鄭黃林律師行
CWL Partners



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Dr Elizabeth Shing Shiu-ching, BBS, JP
愛德甫物業投資管理有限公司行政總裁
Executive Director, IW Management Services Ltd.



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Managing Director,
Dunwell Industrial (Holdings) Ltd.

顏吳餘英, JP
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美昌玩具製品廠有限公司副總裁
Vice-President,
May Cheong Toy Products Factory Ltd.

楊棕傑
Dr Jack Yeung Chung-kit
精英企業控股有限公司行政總裁
Chief Executive Officer,
ACE Corporation Holdings Limited



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Dr Dennis Ng Wang-pun, BBS, MH
寶星首飾廠有限公司董事總經理
Managing Director,
Polaris Jewellery Manufacturer Ltd.



梁廣泉
Mr Leung Kwong-chuen



王榮珍, JP
Miss Janet Wong Wing-chen, JP
創新科技署署長
Commissioner for
Innovation and Technology



麥靖宇, JP
Mr Kenneth Mak Ching-yu, JP
工業貿易署署長
Director-General of Trade and Industry



陳李藹倫, JP
Mrs Helen Chan, JP
政府經濟顧問
Government Economist



吳國強, JP
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勞工處副處長
Deputy Commissioner
for Labour



林錦儀
Miss Lam Kam-yi
物流理貨職工會理事長
Chairperson, Logistics Cargo
Supervisors Association

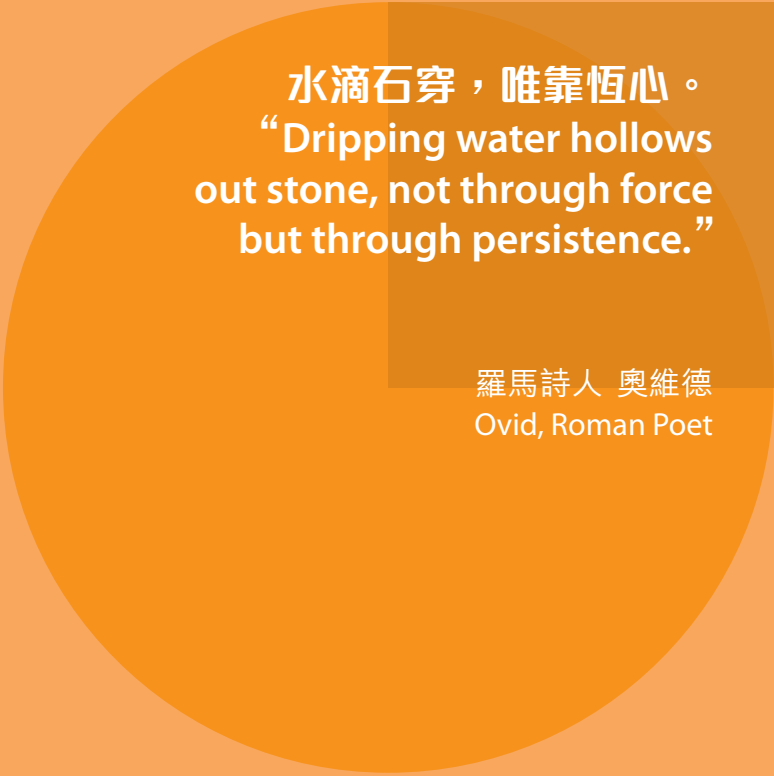


冼啟明, MH
Mr Sin Kai-ming, MH
港九電器工程電業器材
職工會名譽會長
Hong Kong & Kowloon
Electrical Engineering &
Appliances Trade Workers Union



鄧燕梨
Ms Marilyn Tang Yin-lee
香港職工會聯盟行政總監
Executive Director, Hong Kong
Confederation of Trade Unions



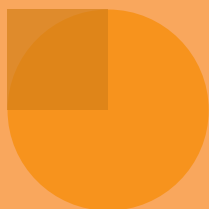


水滴石穿，唯靠恆心。
“Dripping water hollows
out stone, not through force
but through persistence.”

羅馬詩人 奧維德
Ovid, Roman Poet

總裁匯報

Executive Director's Review



總裁滙報 Executive Director's Review

近半世紀的雄厚專業知識及技術，讓我們能不斷為企業及行業增值。

HKPC has built up a core wealth of expertise and knowhow that enables us to add glitter to enterprises and industries.



4.2%

整體服務收入增長
Increase in
total service income



年內總共進行
Undertook a total of

964

個顧問項目
consultancy projects
in the year



生產力局的工作雖然樸實無華，然而，近半個世紀以來，我們專注開發和提供高效益的解決方案，為業界解決企業管理和科技發展的難題，累積雄厚的專業知識和技術，讓我們能夠不斷協助企業及行業增值，提升競爭力及持續發展能力。

在2013/14年度，業界對生產力局的服務需求殷切。生產力局及其附屬公司的整體服務收入達3.75億元，較去年增長4.2%。在年內，我們總共進行964個顧問項目，持續為客戶提供優質服務，根據客戶調查，生產力局的客戶滿意度得分為9.01分（以10分為滿分）。

在四大策略的指導下，包括：擴展產業支援平台、為中小企創富增值、強化核心能力及發展策略伙伴，在不斷變化的經濟和市場環境下，生產力局開展不同計劃，協助業界回應新興的市場需求。

There is no glamour in our work. By staying focused on developing and providing cost effective solutions to address management and technical problems of the industry for almost half a century, however, HKPC has built up a core wealth of expertise and knowhow that enables us to add glitter to enterprises and industries while enhancing their competitiveness and sustainability.

The demand for services of HKPC remained robust in 2013/14. Total service income of HKPC and its subsidiaries amounted to \$375 million, representing an increase of 4.2% over that of 2012/13. We have undertaken a total of 964 consultancy projects in the year, and scored 9.01 on a scale of 10 in our customer survey.

Guided by a four-pronged strategy of scaling up platforms, creating value for SMEs, sharpening core competencies and developing strategic partnership, HKPC embarked on a spectrum of major initiatives to help the industry meet new demands stemming from the changing economic and market landscape.

擴展產業支援平台

生產力局與私營顧問公司不同之處在於，我們一直肩負推動產業發展的公眾使命。

除了向個別企業提供顧問服務，生產力局積極建立產業支援平台，目的是提升業界的整體能力。為了向廣大工商企業推廣多元化的支援服務，生產力局致力協助政府推行不同的資助項目及支援計劃，以便更有效集合公營及私營機構的資助及技術資源，令普羅業界受惠。

年內，生產力局與香港科技園公司合作推出 Lab Test One 一站式測試及技術支援服務，協助本地電子電氣業符合日趨嚴格的國際法規，及滿足市場對精密智能產品的需求。

憑藉科技園公司及生產力局兩方面的先進設備及優勢，廠商只需聯絡其中一方，便可獲得有關無線通訊、材料分析，以至電子可靠性測試兼備的測試支援。

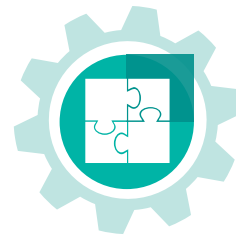
Scaling Up Platforms

What sets HKPC apart from private consulting firms is its impartiality and public mission to promote the development of the industry at large.

Apart from providing consulting service to individual companies, HKPC strives to set up industry support platforms with an aim to enhancing the overall competency level of the industry. Nothing works better than bringing in a wide range of support services to more companies, which in turn creates a multiplying effect. By engaging in various funding schemes and support programmes of the HKSAR Government, HKPC can leverage the funding and technical resources from both the public and private sectors to benefit the industry.

During the year, HKPC and the Hong Kong Science and Technology Parks Corporation (HKSTPC) jointly launched a one-stop testing and technical support service, Lab Test One, to help the local electronics industry comply with stringent international regulatory standards and to meet rising demands for smart products.

Combining the testing infrastructure and strengths of both organizations, manufacturers can conveniently contact HKPC or HKSTPC to get testing support ranging from wireless communications and materials analysis to electronics reliability.



生產力局與私營顧問公司不同之處在於，我們一直肩負推動工業發展的公眾使命。

What sets HKPC apart from private consulting firms is its impartiality and public mission to promote the development of the industry at large.



**支援高耗水量工業
實踐有效的水資源管理。**
**To support major water-
consuming industries
to implement good
practices on water
management.**



生產力局一直支援港商推動內地業務的升級轉型，例如，自2012年起，我們獲香港特區政府委託擔任「發展品牌、升級轉型及拓展內銷市場的專項基金」（簡稱「BUD專項基金」）的「企業支援計劃」秘書處。

截至2014年3月底，該計劃獲批的申請有205宗，受惠機構中約有94%為中小企。

在推動綠色生產力方面，除連續第六年推行特區政府資助的清潔生產伙伴計劃外，生產力局亦爭取私人企業的支持，推行更多可持續發展的活動。

結合生產力局的技術支援及滙豐水資源計劃（2012-2016）的贊助，雙方共同策動「滙豐水資源計劃：工業用水管理」項目，支援高耗水量工業實踐有效的水資源管理。

All along HKPC has been providing support services to enterprises on the transformation and upgrading of business operations in the Mainland. A recent example is that, commissioned by the HKSAR Government, HKPC has been acting as the secretariat for the Enterprise Support Programme (ESP) of the Dedicated Fund on Branding, Upgrading and Domestic Sales (the BUD Fund) since its inception in 2012.

Up to the end of March 2014, 205 applications were approved under the ESP. About 94% of the beneficiary companies were small and medium enterprises.

On green productivity, in addition to implementing the government-funded Cleaner Production Partnership Programme for the sixth year, we have solicited resources from the private sector in the promotion of sustainability initiatives.

Leveraging technical support from HKPC and funding from the global HSBC Water Programme (2012-2016), the "HSBC Water Programme for Industrial Water Management" was launched in 2013 to support major water-consuming industries to implement good practices on water management.

為中小企創富增值

截至2014年3月，香港約有32萬家中小企業，佔全港企業總數逾98%，聘用員工近130萬人。

為了使中小企業獲取更多發展資源，由生產力局開設的SME One「中小企一站通」提供一站式支援服務，協助本地中小企業善用本港以至珠三角各類支援及資助計劃。

自2012年成立以來，SME One處理了近6,000宗查詢及轉介82宗資助及支援計劃的申請，至今已有13宗獲處理，金額達1,500萬元。超過一萬名中小企代表參加SME One舉辦的講座、研討會及工作坊。

承接SME One的成功經驗，我們與香港科技園公司聯手於科技園建立TecONE一站式服務中心，為剛起步的科技創業者提供支援。

Creating Value for SMEs

As at March 2014, there were about 320,000 SMEs in Hong Kong. They accounted for over 98% of the total business units and provided job opportunities to nearly 1.3 million persons.

Aiming to enhance SMEs' accessibility to development resources, SME One, a dedicated centre was established by HKPC to provide one-stop support to help local SMEs utilize the variety of support and funding schemes available in Hong Kong and the Pearl River Delta region.

Since its operation in 2012, SME One has handled close to 6,000 enquiries and made 82 referrals on funding and support scheme applications. To date, 13 applications have been approved, with total funding amounting to \$15 million. Its various forums, seminars and workshops also attracted participation from over 10,000 SME representatives.

Building on the successful experience of SME One, we would join hands with the HKSTPC to set up a one-stop service centre, TecONE, at Hong Kong Science Park to support technology startups.

處理
Handled

6,000

宗查詢
enquiries





積極透過我們在世界各地的策略伙伴，物色先進技術和生產流程。
we actively source advanced technologies and processes through our network of strategic partners all over the world.

TecONE 將於 2014 年 7 月在香港科學園投入服務，生產力局擔任中心經理，就各項資助計劃、行業支援、天使投資、融資方案及科技園公司的各項服務，為從事科技業中小企提供全面諮詢服務。

年內，生產力局與行業協會合作，推行多個中小企業發展支援基金的資助項目，協助中小企業提升生產力和創造更多商機，如協助中小企業符合新的標準及法規要求，提高產品可靠性，以及通過電子學習平台，為服務業培育人才。

發展策略伙伴

生產力局擔任技術轉移的中介角色，積極透過我們在世界各地的策略伙伴，物色先進技術和生產流程。

在年內，生產力局與日本兩家工業伙伴建立技術轉移平台，共同推廣隨形冷卻技術在先進模具的應用。

With HKPC as the centre manager, TecOne will start operation in July 2014 to provide comprehensive advisory services to technology companies on areas related to public funding schemes, industry support programmes, HKSTPC support services, banking and finance, and angel funds.

During the year, in collaboration with trade associations, HKPC also implemented and launched projects sponsored by the SME Development Fund to enhance the productivity of SMEs and create opportunities for business growth. These projects covered new standards and regulatory compliance, product reliability, as well as talent development for the services industry through a digitized learning platform.

Developing Strategic Partnership

As a technology transfer agency, we actively source advanced technologies and processes through our network of strategic partners all over the world.

During the year, HKPC collaborated with two industry partners from Japan to establish a technology transfer platform to promote the application of conformal cooling technology in advanced moulding.





是次合作引進了合作伙伴的「混合式直接金屬激光燒結技術」(DMLS)及高效成型方案，協助本地模具業提升模具冷卻水道設計及製造技術。

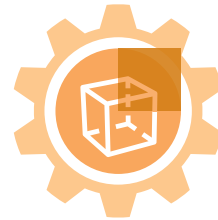
我們亦與德國領先企業和研究所建立伙伴合作關係，當中包括全球領先的智能機械人供應商庫卡，以及Fraunhofer IPT及Fraunhofer ISC兩家研究所。

這些合作有助我們將智能自動化解決方案、新型材料及先進金屬加工技術，轉移至業界。我們已聯同Fraunhofer IPT提交創新及科技基金項目建議書，發展激光材料加工技術。此項目將可提升本地製造業生產高強度金屬部件如汽車零部件的能力。

Leveraging the direct metal laser sintering technology and efficient moulding solutions from the partners, the collaboration can support the local moulding industry to upgrade the cooling channel design and production technology.

We have also forged partnerships with leading enterprises and research institutes in Germany, including KUKA, one of the world's leading suppliers of intelligent robots; as well as the Fraunhofer Institute for Production Technology IPT and the Fraunhofer Institute for Silicate Research ISC.

These collaborations are conducive to the transfer of intelligent automation solutions, novel materials and advanced metal processing technology to Hong Kong industry. We have already submitted an Innovation and Technology Fund (ITF) project proposal with Fraunhofer IPT as our technology partner. Leveraging IPT's laser material processing technology, the proposed project will enhance the capability of local manufacturers in producing high strength metal components such as automotive parts in a cost effective manner.



引入3D金屬打印技術 introduction of the metal 3D printing technology

投資
Invested

\$5
MILLION

設置高精度五軸
垂直加工中心
to acquire a high
precision 5-axis vertical
machining system

強化核心能力

回顧過去，生產力局一直是不同行業引進嶄新製造技術和管理模式的先驅。我們將繼續投資新設備，從而提升服務水平，迎合業界各種多元化的需要。

生產力局從日本引入的「混合式直接金屬激光燒結技術」(DMLS)，本質上是屬於3D金屬打印技術，可用於生產複雜的冷卻水道和高精度的模具結構。

DMLS設備將成為2014年9月投入服務的「隨形冷卻技術中心」的重點設施。該中心將成為全球首個提供隨形冷卻綜合服務的技術中心，為模具廠商提供一體化的技術解決方案，可以均勻快速地冷卻模具及注塑件。

隨形冷卻技術中心將是繼上海之後全國第二家及香港首個提供3D金屬打印技術服務的中心。

為了提升生產力局在高精度及先進自由曲面光學元件加工的核心能力，我們投資500萬港元，添置高精度五軸垂直加工中心。新設施使生產力局能為廠商特別是中小企提供先進加工服務，讓廠商毋須將產品送往海外加工，節省產品開發成本和時間。

新設備降低了本港中小企進入高增值行業的技術門檻，有助開拓光學、汽車、生物醫學、電訊和光電子產品等市場。

Sharpening Core Competencies

Throughout its history, HKPC has been a pioneer in manufacturing technology and business management in many sectors. HKPC continues to invest in new facilities enhancing its competencies to upgrade the service levels, while addressing the diversified needs of our industry.

One of our latest developments is the introduction of the hybrid direct metal laser sintering (DMLS) technology from Japan. DMLS is essentially a metal 3D printing technology which can produce intricate cooling channels and mould configurations with exceptional accuracy.

The DMLS equipment will be the prime feature in our new Conformal Cooling Technology Centre (CCTC), scheduled for operation in September 2014. The Centre will be the first in the world in offering integrated services in conformal cooling related technologies, providing mould and die manufacturers with integrated solutions across various technologies to achieve uniform and efficient cooling in plastic injection moulds.

CCTC will also be the second centre in our motherland (after Shanghai) and the first in Hong Kong to provide hybrid metal 3D printing service. With these facilities in place, local manufacturers will be poised to seize business opportunities offered by the 3D printing technology.

To enhance the core competence of HKPC in high precision and advanced freeform optical components machining, we have invested \$5 million to acquire a high precision 5-axis vertical machining system. It will enable HKPC to provide advanced machining services to manufacturers, especially SMEs, who now have to resort to overseas suppliers for support at higher product development costs and a longer cycle.

The new facility would lower the technology barrier for Hong Kong SMEs to enter various high value adding industry sectors with growth potential, such as optics and automotive, biomedical devices and telecommunications, and photonics.



致力營造輕鬆愉快
的工作氣氛，
加強同事間的溝通。

To create a relaxing work
atmosphere and strengthen
staff communications.

企業公民

除了向業界推動企業公民的概念和最佳典範，生產力局亦恪守企業社會責任。

「生產力局義工隊」與香港家庭福利會舉辦第四屆「工業科技青少年體驗計劃」，以啟發中學生為未來裝備自己。

為了支持殘疾人士就業，生產力局參加了勞工及福利局的「《有能者·聘之約章》及共融機構嘉許計劃」，成為計劃下的僱主機構及支持機構。在今年，生產力局獲頒發「5年Plus同心展關懷」標誌，肯定我們的義工服務的努力成果。我們亦是「開心工作間」推廣計劃的其中一所「開心機構」，透過各類活動，致力營造輕鬆愉快的工作氣氛，加強同事間的溝通。

最後，我衷心感謝全體同事在過去一年發揮無比熱忱，協力服務業界及社群。我們將勇往直前，在未來繼續為持份者創造價值。

總裁
麥鄧碧儀, MH, JP

Valuable Citizen

Apart from promoting the concept and best practices of corporate citizenship to the industry, we are mindful of our own corporate social responsibility.

To inspire secondary students to properly equip themselves for their career path ahead, HKPC volunteers cooperated with the Hong Kong Family Welfare Society to organize the 4th HKPC Teenager Experience Programme.

To support the employment of persons with disabilities, HKPC joined the "Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme" of the Labour and Welfare Bureau, both as an employer and a supporting organisation. HKPC was awarded the Five Years Plus Caring Organisation in the year in recognition of the continuous effort of our voluntary group. We are also one of the Happy Organisations under the "Happiness-at-work Promotional Scheme" and have launched various initiatives to create a relaxing work atmosphere and strengthen staff communications.

Lastly, I would like to convey my heartfelt thanks to all staff members for their dedicated and concerted efforts to contribute to the industry and the community throughout the year. We would continue to move forward to create values for our stakeholders in the years ahead.

Agnes Mak, MH, JP
Executive Director



年度剪影 The Year in Pictures

04 APR
2013



生產力局與香港科技園公司合作推出一站式測試及技術支援服務，協助本地電子電氣業符合日趨嚴格的國際法規。
HKPC and Hong Kong Science and Technology Parks Corporation (HKSTPC) jointly launched a one-stop service to enhance testing support for the local electronics and ICT industries.

舉辦「2013 福建廈門香港周」的「香港汽車工業成果展覽」，推介香港汽車科研成果，促進閩港汽車行業合作。
Organized the 'Hong Kong Auto Parts Pavilion' in Xiamen, Fujian to help Hong Kong enterprises enter the Mainland automotive supply chain market.



生產力局「自動停車熄匙及輔助空調系統」獲頒工程創意大獎科技組別銅獎。
The Automatic Engine Idlestop and Supplementary Air Conditioning System awarded the Second Runner-up of the Innovation Award for the Engineering Industry (Technology Category), organized by the Hong Kong Institution of Engineers.



生產力局獲頒「無障礙網頁嘉許計劃」銀獎，以嘉許本局網站採用優越的無障礙設計。
HKPC won the Silver Award under the Web Accessibility Recognition Scheme.

公布2013年第二季
「渣打香港中小企領先營商指數」。
Announced the 2nd quarter
of 2013 Standard Chartered
Hong Kong SME Leading Business Index.



05
2013
MAY

舉辦《跨產業「創」+「造」
配對會2013》，推動香港企業
積極應用本土創意設計，
開拓跨界別合作商機。
Organized the "Cross Industry
Matching Showcase 2013" to
facilitate businesses to leverage
local creativity in developing
cross-over opportunities.



生產力局與福建省泉州市簽訂合作備忘，共同
推動泉州市與香港的區域產業合作。
HKPC signed a Memorandum of Understanding with
the Quanzhou City, Fujian Province, to strengthen the
collaboration between HKPC and Quanzhou City.

舉辦「HKPC集思匯」探討關鍵性
零部件業回流及綠色商機。
Organized the HK-INC to explore
relocation & green opportunities for critical
components industry.



06 JUN
2013

舉辦「第四屆香港企業公民計劃」
鼓勵不同企業履行社會責任。

Organized the 4th Hong Kong Corporate Citizenship Program to encourage more collaboration between social enterprises and local businesses.



舉辦「滙智營商」中小企
高峰會 2013，探討新興市場商機。
Organized the Wise Business SME Summit 2013 to assist SMEs to grasp business opportunities in the rapidly growing emerging economies.



舉辦「HKPC 集思匯」，探討香港綠色
運輸業未來發展方向和策略。
Organized the HK-INC to explore the direction
and development strategies of the green
transport industry in Hong Kong.

主辦「資訊保安研討會」，以「移動設備
和雲計算環境中的數據保護」為主題，
為業界提供一個信息及技術交流平台，
介紹最新的方案和服务。

Organized the Information Security Showcase
2013 with the theme of "Data Protection in
Cloud and Mobile Environments", to provide
an exchange platform for the industry and to
introduce the latest solutions and services.



生產力局與日本技術伙伴合作，
共同向業界推廣隨形冷卻技術
在先進模具的應用。

HKPC collaborates with industry
partners from Japan to establish
a technology transfer platform
to promote the application of
conformal cooling technology in
advanced moulding.



舉辦「開心工作間」推廣計劃，提升工作快樂水平，建立愉快的工作環境。
Organized the Happiness-at-work Promotional Scheme to promote a delightful working environment and raise the happiness-at-work level for staff.

07 JUL
2013



設立全港首家「i-mfg 智能製造技術展示中心」，向工業界推廣應用彈性製造技術及自動化流程。
Set up the first Intelligent Manufacturing (i-mfg) Technology Demonstration Centre in Hong Kong to assist the industry to adopt Flexible Manufacturing Technology and process automation.



公布 2013 年第三季「渣打香港
中小企領先營商指數」。
Announced the 3rd quarter of 2013
Standard Chartered Hong Kong SME
Leading Business Index.

08
2013
AUG

生產力局與寶安政府推資助計劃，
一站式診斷及專項輔導助企業升級轉型。
HKPC and Bao'an County government jointly
launched the Bao'an TURN programme to provide
a one stop service for business upgrading.



生產力局2011/12年度年報於
《2013 國際 ARC 大獎》中，
榮獲「應用程式年報」
(App Annual Report)
政府機構金獎。
HKPC 2011/12 Annual Report
was awarded the Gold Award in
"App Annual Report" (Government
Agencies and Offices) in the 2013
International ARC Awards.



與香港電腦商會合辦的「軟件及創意
產業展覽會2013」，向不同業務的
公司展示創新的商用軟件、雲端運算、
流動及社交媒體及流動娛樂方案。
Jointly organized the Creative Industries
Exhibition 2013 with the Chamber of
Hong Kong Computer Industry to promote a
wider application of software and provide a
platform for cross-sector collaboration.



與香港鐘表業總會合作編製
《香港鐘表業發展指南》，
為鐘表廠商及零售店找出
未來發展方向及致勝關鍵。
Compiled a guidebook with
the Federation of Hong Kong
Watch Trades and Industries to
map out the future direction and
success factors for horological
manufacturers and retailers.



推出「智 Smart 增值」電子快訊，介紹生產力局最新的
培訓課程、海外考察團、工作坊及其他活動資訊。
Launched the HKPC Training Smart e-Newsletter to provide
HKPC's latest courses, study missions, workshops
and information on other events.



參展第十屆中國國際中小企業
博覽會，展示香港企業品牌
產品外，亦介紹協助珠三角
企升級轉型的支援服務。
Staged the HK Pavilion at the 10th
China International Small and
Medium Enterprises Fair to present
a variety of Hong Kong-branded
products, and services for business
upgrading.

09
2013
SEP

舉辦「HKPC集思匯」諮詢會，
探討數碼內容創作發展。
Organized the HK-INC to exchange
views with the local creative
industries on the development of
digital content creation.



生產力局設立的「SME One 中小企一站通」和本局研發的「液體矽膠覆蓋注塑成型系統」，於「二零一三年香港工商業獎」分別獲得「顧客服務優異證書」及「機械工具設計優異證書」。SME One and LSR and Over-moulding Injection System have won the Certificate of Merit in the Customer Service, and Machinery and Machine Tools Design categories respectively in the 2013 Hong Kong Awards for Industries.

公布2013年第四季「渣打香港中小企領先營商指數」。
Announced the 4th quarter of 2013 Standard Chartered Hong Kong SME Leading Business Index.

開展首個本地研發電動巴士項目，巴士將於2015年首季進行路面測試，預計最快在同年第三季推出市場。
Embarked on the first R&D project to develop a 'Made by Hong Kong' pure electric bus. It is expected to hit the market in the 3rd quarter of 2015.



舉辦「資訊保安高峰會2013」以「網絡時代2.0下的信任和私隱 – 保護無疆界數據」為主題。
Organized the "Information Security Summit 2013" under the theme of "Trust and Privacy in the Cyber Era 2.0 – Securing and Protecting Borderless Data".

10 OCT
2013

生產力局和香港中藥學會合作推行支援項目，建立虛擬的GMP藥物規範製造參考平臺，促進香港的中成藥製造邁向規範化的發展。
HKPC and the Hong Kong Society of Chinese Medicines jointly launched a programme and established an online GMP reference platform to promote the development of the Hong Kong proprietary Chinese medicine industry.



生產力局再度參與「創新科技嘉年華」，設立室內互動的「生產力展館」及舉辦戶外電動車展。HKPC staged another year's InnoCarnival with a display of interactive exhibits of locally-developed applied technology solutions and a parade of electric vehicles.



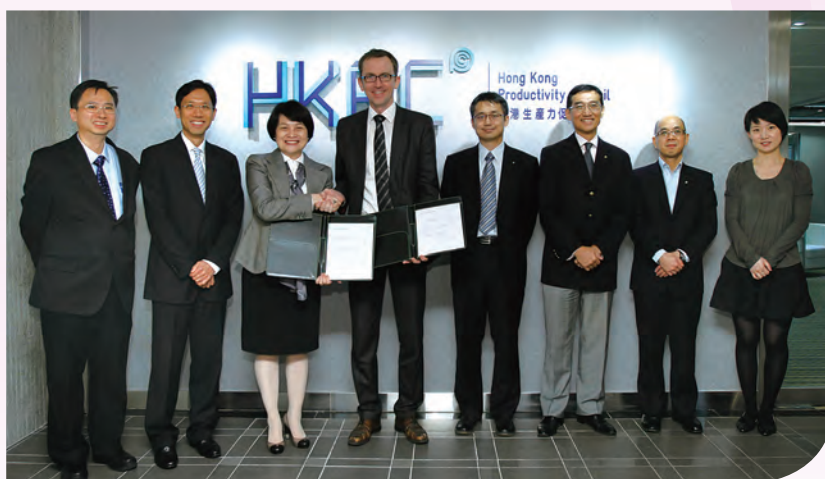
11 NOV
2013

本局發布首本以「碳中和」方式製作，以「微小」為主題的2012/13年報。HKPC published the first carbon-neutral Annual Report for 2012/13 under the theme of 'Small'.



生產力局屬下的香港電腦保安事故協調中心聯同本地互聯網基礎設施提供者及流動網絡營運商，舉行全港以「應付針對性攻擊」為主題的電腦保安事故演習。

Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT) conducted a territory-wide drill to raise the readiness of local critical Internet infrastructure providers and mobile network operators.



與德國弗勞恩霍夫協會製造工藝研究所簽署合作備忘錄，共同研究智能自動化，激光輔助加工等領域。

Signed a Memorandum of Understanding for cooperation with Fraunhofer Institute for Production Technology, Germany on intelligent automation, laser-assisted processing and other areas.

與香港工業總會和珠三角工業協會在中山舉行第十二屆「香港珠三角工商界合作交流會」。
Organized the 12th Hong Kong-PRD industry networking event in Zhongshan with the Federation of Hong Kong Industries and PRD Council.



生產力局成立全港首個獨立的軟件檢測中心——「香港軟件檢測和認證中心」。
HKPC opened the first independent software testing centre in Hong Kong – the Hong Kong Software Testing and Certification Centre.

12 DEC
2013

舉辦「HKPC 集思匯」，探討有效保護基礎設施，抵禦惡意程式攻擊之策略。
Convened the HK-INC to explore the effective strategies to better protect critical infrastructures from cyber threats.

於「國際中小企博覽」設立 SME One 展館，為企業提供免費諮詢服務及講解各項中小企資助計劃的申請資格及注意事項。

Set up the SME One Pavilion at the World SME Expo 2013. HKPC experts and SME One ambassadors have offered free consultation on the application requirements and details of various SME funding schemes.



舉辦「HKPC 集思匯」諮詢會，探討製衣業自動化降低成本策略。
Organized the HK-INC to gauge the views of the apparel industry on the strategies in factory relocation, and automation for cost reduction.



與東莞市外經貿局簽署《深化莞港合作共同推動中小外資企業轉型升級》協議，加強對莞港中小企業的支持。

Signed a collaboration agreement with Dongguan Bureau of Foreign Trade & Economic Cooperation to strengthen support for SMEs in Hong Kong and the PRD city of Dongguan.

01
2014 JAN

公布 2014 年第一季「渣打香港中小企領先營商指數」。
Announced the 1st quarter of 2014 Standard Chartered Hong Kong SME Leading Business Index.

Small work for ...

2012-2013 • Sustainability Report
可持續發展報告

HKPC®

本局按國際權威框架《全球報告倡議組織 (GRI) G4 指引》編制首份《可持續發展報告 2012/13》，並成為全球首 20 家機構通過 GRI 的「實質性」審核。Based on the Global Reporting Initiatives (GRI) G4 Sustainability Reporting Guidelines, HKPC has published its first Sustainability Report 2012/13, and become one of the 20 organizations in the world that passed the materiality assessment.

02
2014 FEB

舉辦「HKPC 集思匯」，
探討檢測和認證業新機遇。
Organized the HK-INC to
explore opportunities in testing
and certification.



舉辦「創新科技應用」微電影比賽，藉此啟發參賽者發揮創意，以創新、科技及工業應用為題材拍攝微電影。HKPC organized the "Innovation • Technology • Industries" Microfilm Competition, with the aim to raise awareness on the role of innovation and technology in industrial application.



與香港理工大學合辦的「香港最受推崇知識型機構大獎」頒獎典禮，推動企業創造及保留重要的知識資產。
Organized the Hong Kong MAKE Award Presentation Ceremony 2013 with PolyU, prompting businesses to create and retain important knowledge asset.



舉行一年一度「亞太區電腦保安事故協調組織」(APCERT) 區域性演習，本局屬下的「香港電腦保安事故協調中心」(HKCERT) 積極參與了是次演習控制小組。
The Asia Pacific Computer Emergency Response Team (APCERT) conducted its annual drill. HKCERT, managed by HKPC joined the drill as the exercise controller team.

03
2014
MAR



舉辦「HKPC集思匯」，探討如何應對國家「大氣十條」《大氣污染防治行動》計劃所帶來的產業轉型挑戰及環保商機。
Convened the HK-INC to explore ways to ride out the challenges and tap business opportunities arising from the Air Pollution Prevention & Control Action Plan issued by the State Council.



本局高級顧問及快速原型科技中心主管蘇文傑獲頒「傑出青年工程師獎2014」，表揚他在推動創新科技開發及新產品開發、醫療儀器法規及技術轉移等相關工作方面的傑出表現。
HKPC Senior Consultant and supervisor of the Rapid Prototyping Technology Centre Bryan So was named "Young Engineer of the Year" by the Hong Kong Institution of Engineers (HKIE), in recognition of his expertise and commitment in driving technology and new product development, medical device regulatory affairs, as well as technology transfer.

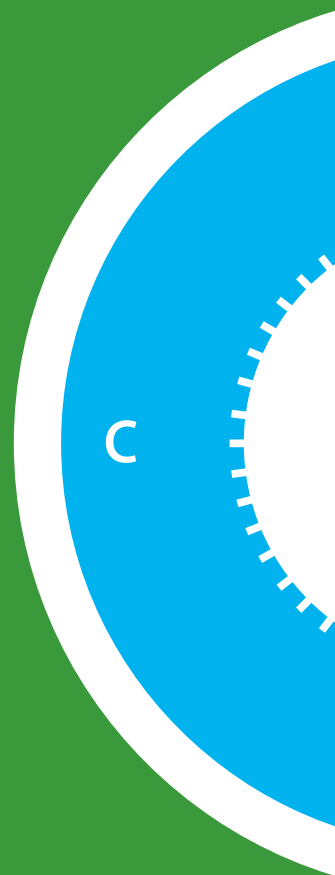


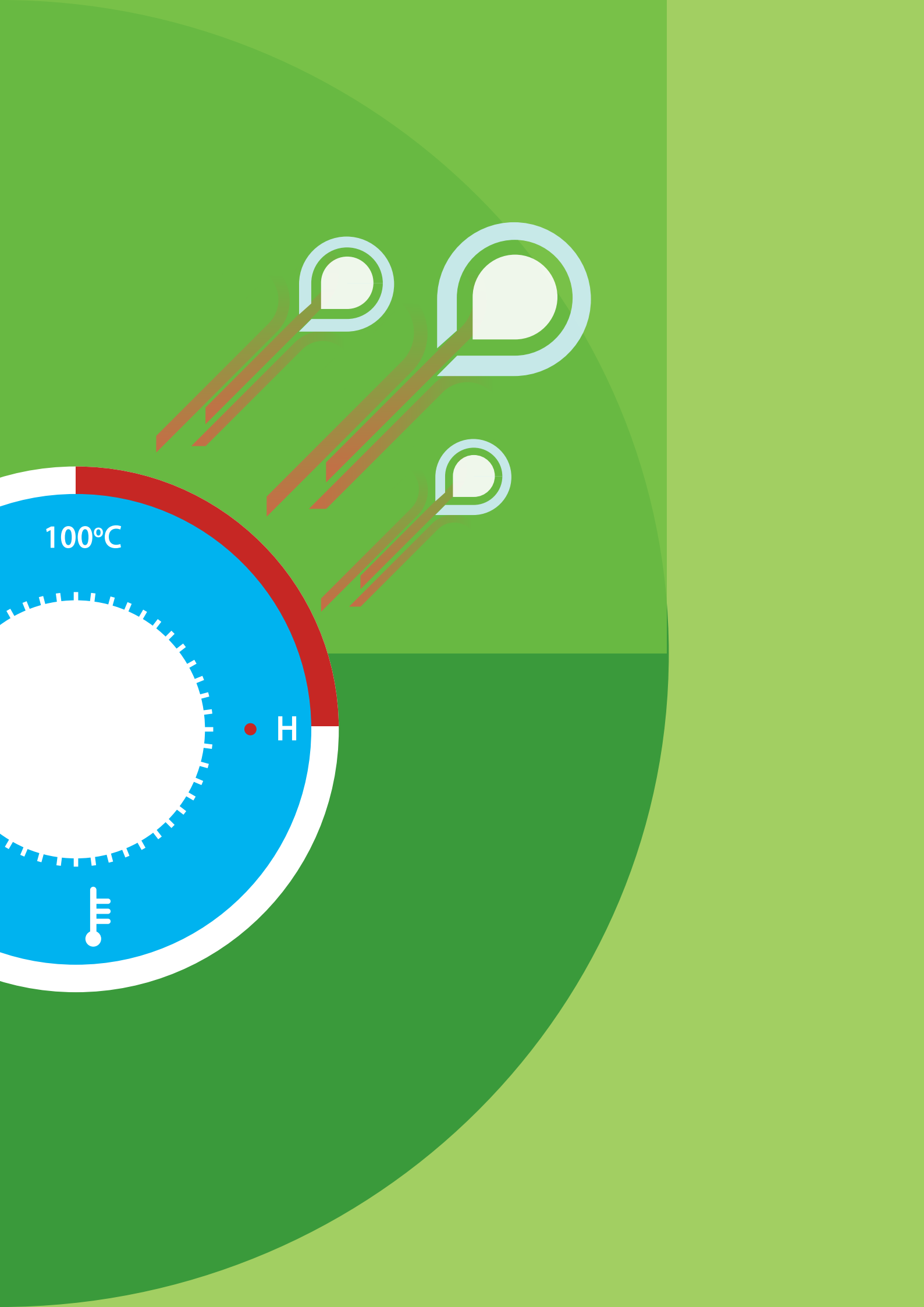
策動「滙豐水資源計劃：工業用水管理」，以技術及資助項目，支援高耗水量工業實踐有效的水資源管理。
Launched the HSBC Water Programme for Industrial Water Management to facilitate major water-consuming industries to achieve better water management.

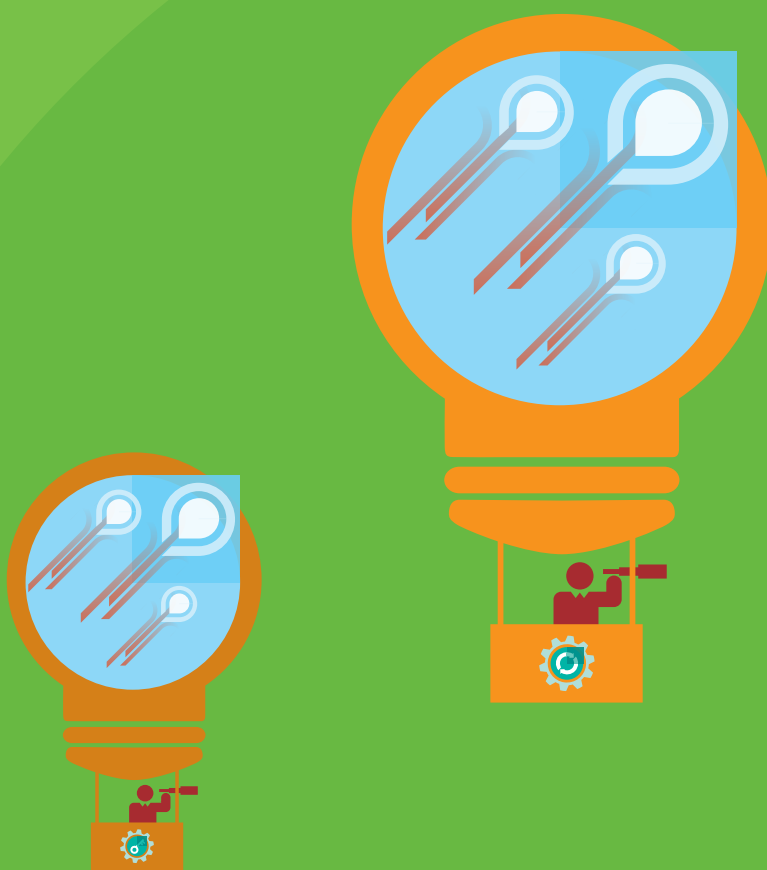


設立「T2B 科技商機彙」，綜合展示本局具市場潛力及高效益的應用技術。
Set up a T2B Zone to step up support to enterprises to apply innovation technology for value creation in product development.

生生不息
**Water in
the Air**

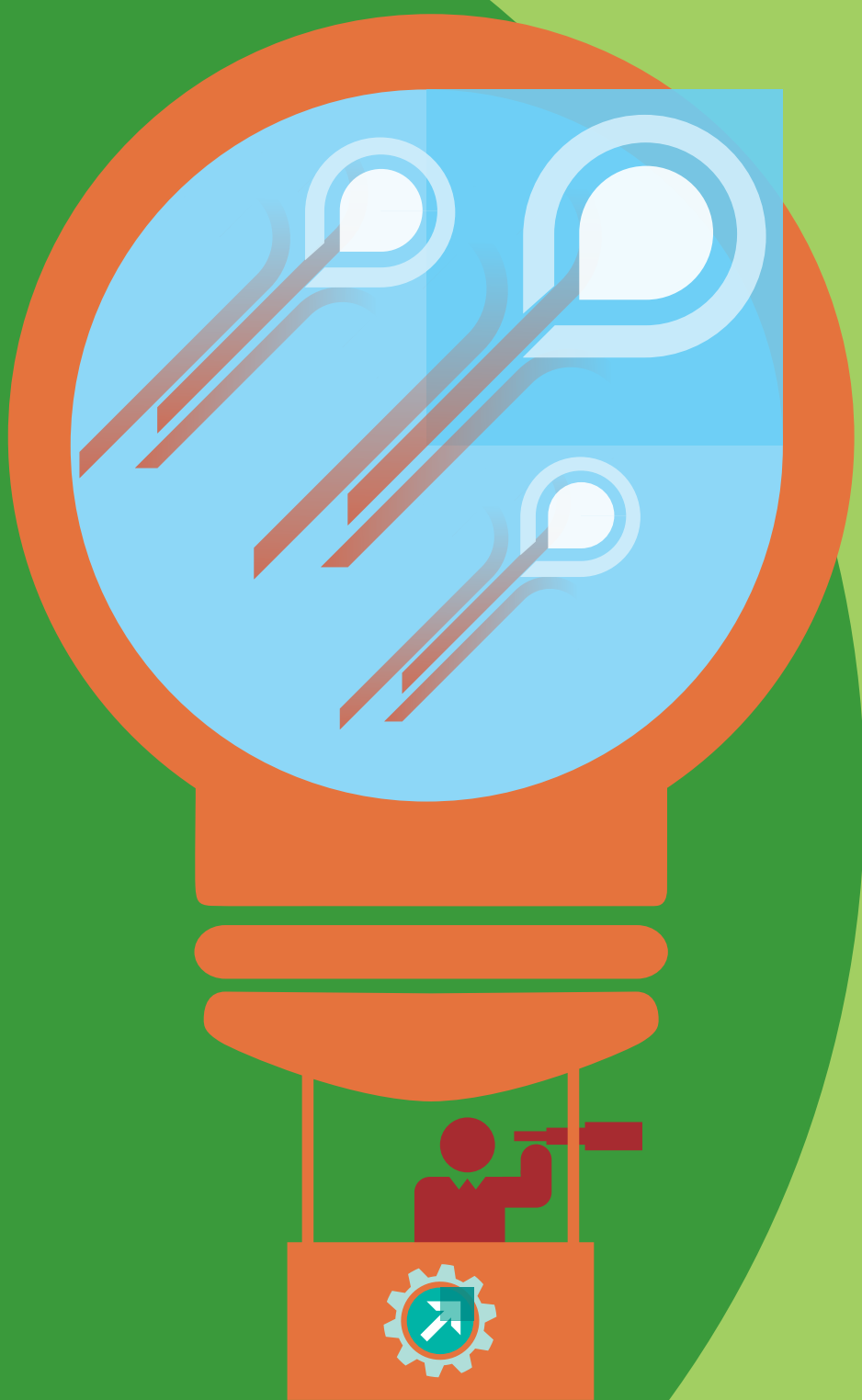






水分蒸發、興雲降雨，水資源在地球不斷循環再生，令生命繁衍。今天面對巨大的環境挑戰，企業必須將可持續發展與核心業務結合。

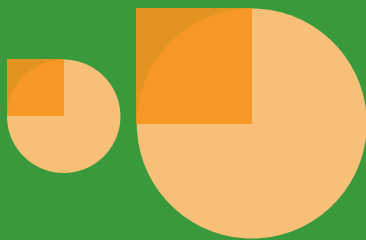
Through evaporation and precipitation, water cycles through the Earth to support many forms of life. Facing immense environmental challenges, enterprises have to integrate sustainability principles into their businesses.



同創價值
The Value
We Create

創造競爭優勢

CREATING COMPETITIVE ADVANTAGE



服務本地業界
SERVING
LOCAL
INDUSTRY

接近
CLOSE TO

50

年YEARS

不少港商早已在珠三角設立生產基地，以解決營運成本上漲和勞動力短缺的問題。為應對這些挑戰，港商需要升級轉型，在業務的不同環節尋求增值的方法，從產品創新、製造，以至服務，致力為企業提升生產力。

In recent years, many Hong Kong companies that have set up production facilities in the PRD are coping with soaring operating costs and shortage of labour force. In light of these challenges, Hong Kong companies need to transform and upgrade their operation models and search for ways to add value and improve the productivity of their business along the value chain from product innovation, manufacturing to service delivery.





創新 Innovation

香港廠商借助生產力局多元化的專業能力，以及特區政府各項基金的支持，得以迅速開發具備獨特價值的創新產品，開展新市場。

With the help of HKPC's multidisciplinary expertise and support from Government funding, Hong Kong manufacturers can now take a quick path to develop innovative product with unique values for them to enter new market sectors.

骨折必須 打石膏？ Say goodbye to plaster casts



老年人口增加，骨質疏鬆引致骨折的個案有上升之勢。生產力局伙拍本地醫療器械生產商永勝醫療製品有限公司及香港大學的醫學顧問，成功開發毋須「打石膏」的骨折外支架技術，為骨折病人提供一個既安全又癒合率高的治療方案，亦可改善患者的活動能力及縮短復康時間。此項目得到香港特區政府「創新及科技基金」透過「納米及先進材料研發院」撥款資助。

With an aging population, incidents of elderly and osteoporosis-related fractures are on the rise. HKPC, in collaboration with local medical device maker Vincent Medical Manufacturing Co. Ltd. and medical advisors from the University of Hong Kong (HKU), **has successfully developed a “plaster cast-free” bracing technology as a safe and effective treatment for arm fractures, while enabling early movement and rehabilitation. The project is funded by the Innovation and Technology Fund (ITF) through the Nano and Advanced Materials Institute (NAMI).**



採用多格氣囊結構的氣墊設計，讓骨科醫生可調控肌肉接觸壓力。
An inflatable multi-cushion cell structure allows Orthopaedists to precisely adjust the contact pressure.



可轉動的關節部件，減低關節僵硬的風險。
Flexible elbow joint gives patients mobility to reduce the risk of stiff elbow.



如何為 業界增值 How We Transform Capitals Into Value

財務資本 Financial Capital

創新及科技基金
ITF funding
業界贊助
Industry sponsor



人力資本 Human Capital

生產力局的生物
醫學工程專才
HKPC's bio-medical
engineering experts
香港大學的醫學顧問
HKU Medical advisor

結構資本 Structural Capital

快速原型及
測試設備
Prototyping and
testing facilities



關係資本 Relational Capital

政府和大學的合作
Collaboration with
Government
and University



只需五分鐘安裝，
適用於意外現場急救。
The brace can be
installed in five minutes,
suitable for on-the-
spot treatment at
emergencies.



創新產品 Innovative Product



經濟價值 Economic Value

拓展高增長市場
Enter fast-growing
market sector
從OEM轉型至OBM
Transform from
OEM to OBM

社會價值 Social Value

改善病者的
生活質素
Improve quality
of life of patients



收看短片
Watch Demo
Video



快速 產品創新 Speedy product development

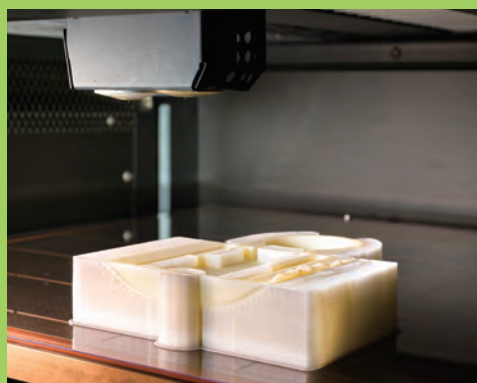


3D打印技術成為近年城中熱話之際，生產力局在二十多年前早已引進此技術，協助本地廠商縮短產品開發週期。生產力局於1993年成立亞洲首間快速原型科技中心，每年完成超過400個3D打印項目。

While 3D printing technology is on everyone's lips, few people know this technology was brought to Hong Kong by HKPC more than two decades ago as a solution to help local manufacturers shorten the product development cycle. In 1993 HKPC established the Rapid Prototyping Technology Centre - the first of its kind in Asia, delivered over 400 3D prototyping projects for local enterprises each year.

利用3D打印技術，最快可在一天之內由設計意念建構成首辦，傳統製辦方法不但成本高，需時數星期甚至數月。除了提供3D打印方案的顧問服務，我們亦舉辦技術研討會和工作坊，向中小企推廣此技術。

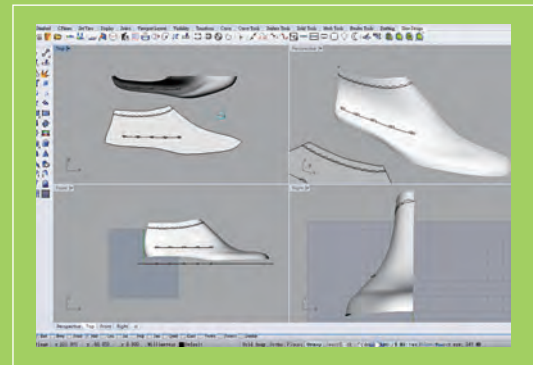
Product prototype can be constructed from conceptual design blue print as fast as one day instead of weeks and months through the conventional moulding approach, least to mention the high cost involved. Besides offering consultancy service on 3D printing solutions, during the year, HKPC also organized technical seminars and workshops to promote the technology to the industry.



每年完成超過

400

個 3D 打印項目
3D printing projects
completed per year



本地鞋業正由代工生產轉型為原創設計製造的經營模式，故此在設計高質素和個性化的產品方面，面對不少挑戰。然而，現時廠商仍以人手繪畫紙樣，不但費時，更易出現誤差。

Hong Kong footwear companies are facing daunting challenges in designing highly customized products as they migrate from the OEM to ODM business model. However, manufacturers are still developing master fabric pattern manually, which is subject to long processing time and prone to human errors.



生產力局正與鞋業專家合作研發一套以知識為本的三維鞋履設計和自動化紙樣輸出系統並得到創新及科技基金透過香港紡織及成衣研發中心撥款資助。

To address this problem, with the support of the ITF through the Hong Kong Research Institute of Textiles and Apparel (HKRITA), HKPC collaborated with technical experts in the local footwear industry to develop a knowledge based 3D CAD solution for shoe design and patterning.



系統具備不同鞋款及配件的三維圖形庫，以及自動化的紙樣輸出功能，方便業界利用累積的設計經驗和工程知識，縮短產品開發週期及確保產品的一致性。

The system will feature a 3D footwear component database and an automated pattern generation function, enabling easy retrieval and reuse of design experience and engineering knowledge so as to shorten the product development cycle and ensure product consistency.

為業界增值
Value to Industry

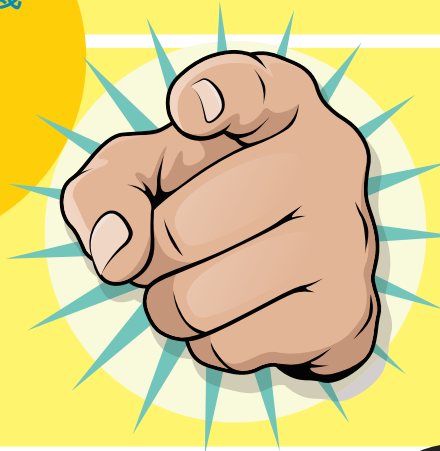
縮短產品開發週期
Reduced product development time
確保產品一致性
Ensure quality consistency



收看短片
Watch Demo
Video



動漫創商機 Comics are serious business



眾所周知，漫畫業為玩具、電影及數碼娛樂等行業孕育新商機。跨界別的合作正好充分發揮創意設計的力量，為港商產品增值。

It is a well-known fact that the comics industry has been spawning business opportunities for other sectors such as toys, movies, video games and the like. Cross sector collaboration can best utilize the penetration power of creative designs to add value to products of Hong Kong manufacturers.

藉著本局與創意行業與製造業之間的緊密聯繫，在「創意香港」的多項資助計劃下，生產力局與行業協會合作，發掘業界的創意專才，拓展跨行業合作商機，向海外展現創意實力。

Leveraging on HKPC's connection with the creative and manufacturing industry and with funding support from Create Hong Kong (CreateHK), HKPC collaborated with trade associations on various projects to develop creative talents for the industry by showcasing their capabilities overseas and by creating cross-over collaboration opportunities.

香港動漫畫聯會與生產力局合辦「漫·人·偶·匠 - 香港動漫人偶創意展」，鼓勵漫畫家和人偶設計師之間的跨界別合作，並推廣新秀的動畫和漫畫作品。

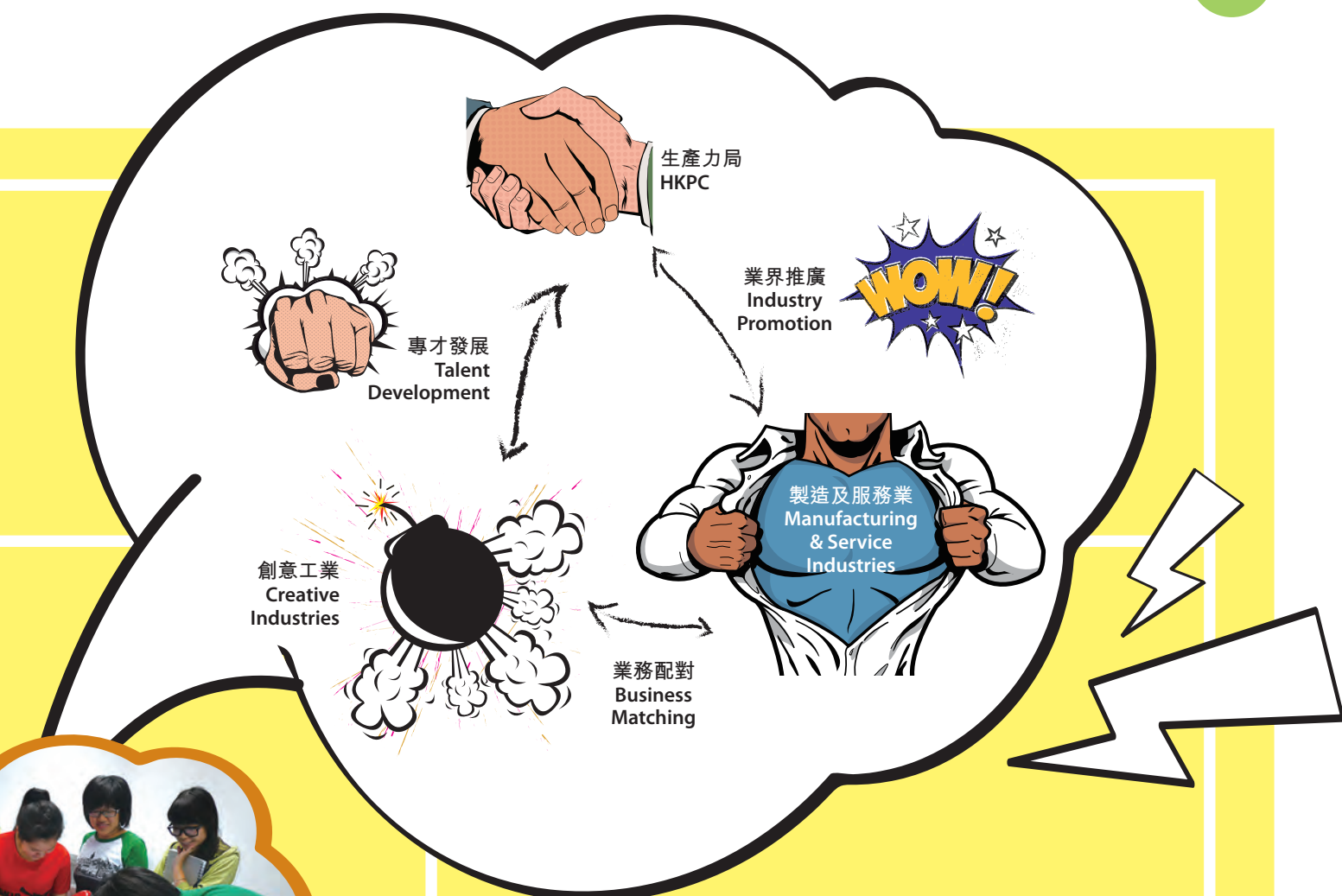
The Hong Kong Comics and Animation Federation worked with HKPC on the organization of the "Comics X Figures - Hong Kong Ani-Com Figure Show" to encourage crossover cooperation between different creative sectors while promoting fresh comics and animation talent.



20 位本地人偶設計師以「香港漫畫星光大道」的漫畫角色為藍本，創作 20 個別具創意的立體人偶。是次展覽會是「盛夏香港・動漫啟航 2013」的核心節目，由香港動漫畫聯會主辦，創意香港贊助，旨在推廣香港創意新地標——「動漫基地」。

Twenty classic comic characters displayed at the Hong Kong Avenue of Comic Stars have undergone a 3D makeover by 20 well-known local action figure designers. The Show is one of the core programmes of the "Hong Kong Ani-Com Summer 2013" which is presented by CreateHK to promote Comix Home Base, Hong Kong's new creative landmark.





為培養本地動漫人才，由香港數碼娛樂協會主辦及生產力局執行的「香港漫畫研習營」，於2013年6月至8月舉行，邀請漫畫業精英指導60多位學員漫畫創作技巧，增進他們對漫畫行業的認識。The Hong Kong Comic Camp, organized by Hong Kong Digital Entertainment Association and implemented by HKPC, was held from June to August 2013 to provide training for around 60 participants with practical skills in comics creation.

80

位香港卡通人物插畫師、平面、產品及多媒體設計師、品牌代理商和學界的創意單位在「跨產業『創』+『造』配對會2013」中，展現創意實力，拓展跨行業合作商機。「配對會」由創意創業會主辦、生產力局協辦，目的是推動本港中小企與創意產業合作，建立一個有效的跨產業配對平台。

Eighty Hong Kong character creators, graphic, product and multimedia designers, licensing agents and design institutes put forth their best for cross-over collaboration with the business sector at the "Cross Industry Matching Showcase 2013".

「配對會」由創意創業會主辦、生產力局協辦，目的是推動本港中小企與創意產業合作，建立一個有效的跨產業配對平台。

Sponsored by CreateHK and organized by the Innovative Entrepreneur Association with the support of HKPC, the Showcase aims to provide a cross industry matching platform to promote business synergy between local SMEs and the creative industries.



微電影 火熱上畫 Lights, Camera, Action



微電影比賽分為
學生組及公開組
由評審團選出

15

近年，微電影迅速走紅，成為企業宣傳的新趨勢。在「創新及科技基金」資助下，生產力局主辦、香港工業總會及創意香港全力支持的「**創新科技應用**」微電影比賽正式展開，透過故事性的微電影，加深市民及年青一代對創新科技的認識，並推動本地創意產業的發展。

Microfilm has become a new promotional tool used by enterprises in recent years. With funding support from the ITF, HKPC launched the "**Innovation • Technology • Industries**" microfilm competition with support from the Federation of Hong Kong Industries and CreateHK. It aims to promote innovation and technology to the public and younger generation through this new media while enhancing the development of local creative industries.

位入圍者，入圍者可獲資助及專家指導，製作原創微電影，競逐「最佳微電影金獎」及「我最喜愛的微電影」獎項。

finalists from the Student and Open categories will receive financial and mentorship support for microfilm production to compete for the "Gold Award of Best Microfilm" and "My Most Favorite Microfilm Award".

在「創意智優計劃」的支援下，生產力局協助香港互動市務商會舉辦本港首個微電影製作支援計劃，向15家新晉廣告製作公司及15名新晉歌手提供培訓、推廣和製作資源的支援，創作原創微電影。

During the year, supported by CreateSmart Initiative, HKPC assisted the Hong Kong Association of Interactive Marketing to launch the microfilm production support scheme. First of its kind in Hong Kong, the scheme assisted 15 advertising production start-up companies and 15 young singers with support in training, promotion and production resources to create original microfilm works.





製造 Manufacturing

自動化生產不單協助製造商減低對勞工的倚賴，更可改善效率和質量，從而提升競爭力，應對低成本地區的壓價競爭。

Automated production not only helps manufacturers reduce their reliance on labour force, but also improves the efficiency and quality of the manufacturing process, resulting in the enhancement of competitiveness against keen price competition from low-cost regions.

現今市場愈來愈講求多元化，小批量和急單增加，廠商須懂得靈活變通，配合自動化技術提高生產效率，才能跟上市場步伐。

To cater for the ever-increasing demands for smaller, urgent orders with vast product variety, manufacturers should adopt automation to enhance flexibility in production.



為協助香港廠商引入更靈活的製造管理模式，生產力局在「創新及科技基金」的資助下，成立「i-mfg 智能製造技術展示中心」，以模具業為試點，向業界示範智能自動化模具生產線的實際運作。

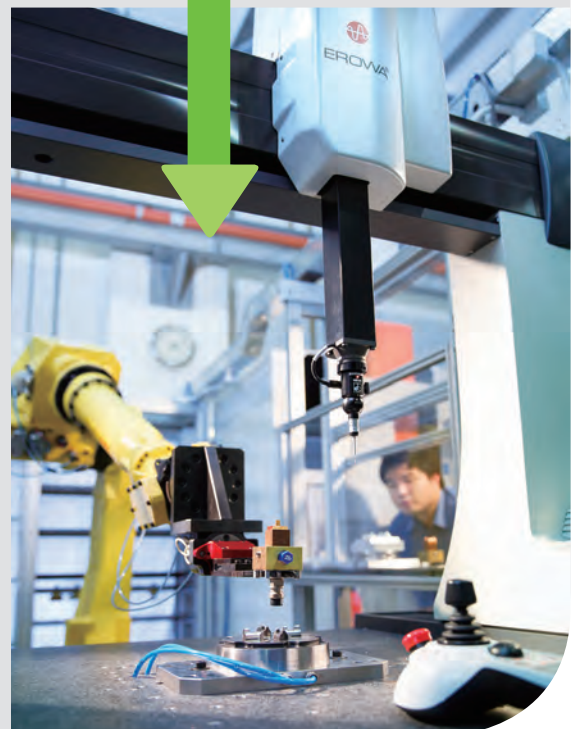
i-mfg 引入德國智能模具製造系統，連接所有生產設備，將工程設計、產品製造與企業管理集於一身，廠商可於短時間內生產不同規格的零件。

With funding support from the ITF, HKPC has set up the Intelligent Manufacturing Technology Demonstration Centre to promote flexible production management to the local industry. With the mould and die industry as the pilot, the Centre demonstrates the application of advanced technologies in mould automation production. Functions such as engineering design, production and business management are integrated into the German intelligent mould manufacturing system, allowing manufacturers to produce components with different specifications more efficiently.

以變應萬變
Be Flexible

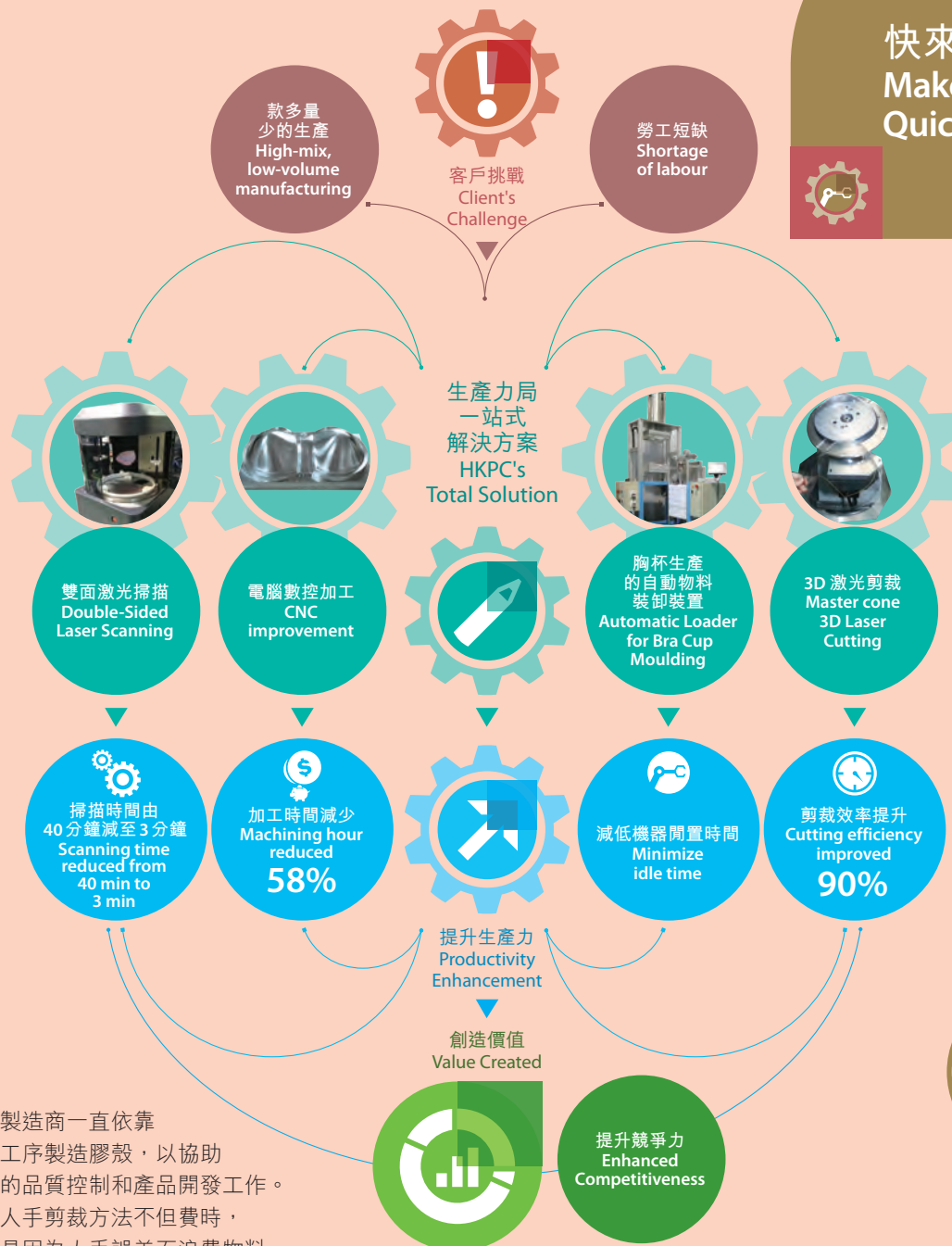


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Watch Demo
Video



以變應萬變
Be Flexible

快來一杯 Make a Quick Cup



內衣製造商一直依靠手工序製造膠殼，以協助胸杯的品質控制和產品開發工作。這種人手剪裁方法不但費時，更容易因為人手誤差而浪費物料。

Lingerie manufacturers rely on manual process to produce plastic shot for quality control and development of bra cups which is time-consuming, labour intensive and prone to substantial wastage due to cutting errors.

為應付款多量少的生產挑戰，一家內衣製造商採用綜合的自動化方案，從而提升胸杯生產過程。廠商採用生產力局開發的一站式胸杯設計及生產流程改善方案，有助提升效率，以及將勞工密集的胸杯生產工序自動化，大大提升質量和生產力。

Facing the challenges of high-mix, low-volume manufacturing of bra cups, a lingerie manufacturer recognized the need to upgrade their bra cup manufacturing process by adopting an integrated automation solution, which has greatly streamlined and automated the labour intensive bra cup production process, significantly enhancing its quality and productivity.



收看短片
Watch Demo
Video



明燈指引 Light Me Up



珠寶公司以人手儲存和檢索鑽石鑑定證書，過程耗時及容易出錯。生產力局為一家香港珠寶公司開發了智能證書管理系統，在管理軟件分配下，證書可以非順序排列。工作人員只須依照LED燈光指示，便可快速找到證書。

Experienced operator is required to store and retrieve GIA certificates of diamond by the certificate number. The process is time consuming and prone to errors. This intelligent certificate management system, developed by HKPC for a Hong Kong jewellery company, allows the placement of certificates in non-sequential order as assigned by the management software. Operators can quickly access the certificate through the LED light indicator which is automatically controlled by the management software.



食得安心 Food for Good



正確的冷凍處理方法可確保食品安全，然而傳統的冷凍方法費時，可能需要長達6小時才能將剛煮熟的食物冷卻至攝氏4度，過程更需要大量冰塊、水和人手。

A proper freezing process is critical to food safety, but the traditional process is time consuming which could take as long as 6 hours to cool down the food packs to below 4°C, lots of resources, such as large amount of ice, water and manpower are required.

工作人員由
Number of operators
reduced from

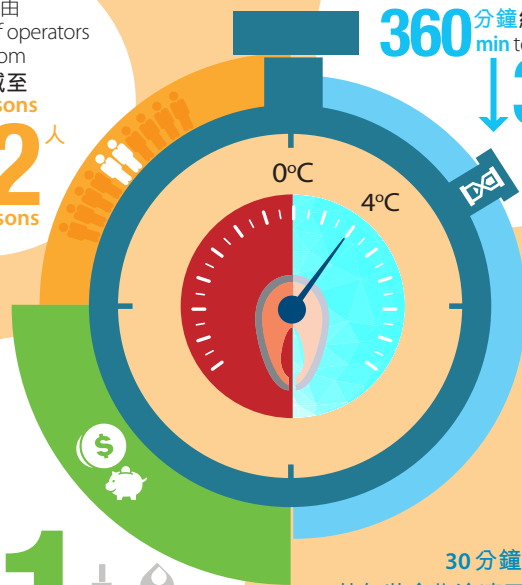
10人減至
persons to 2
persons

水電開支
節省高至
100萬
Utilities cost
saved up to

\$1 million

處理時間由
Processing time
shortened from

360分鐘縮短至
min to 30
分鐘 min



該系統可在
30分鐘內將煮熟的
熱包裝食物冷凍至攝氏4度，
由於處理時間大幅縮短，得以大幅
節省運作成本，並提升了食品安全。

The system can chill hot packed soup products to 4°C in 30 minutes, significantly shorten the processing time, minimize production cost and enhance safety of food products.

本地一家著名的快餐店在其廣東省的中央廚房集團，採用生產力局開發的自動化液態冷凍系統，有效提升食物冷卻工序的效率。

One of the famous fast food chains in Hong Kong adopted HKPC's Automatic Liquid Freezing System in its master kitchen in Guangdong to improve the effectiveness of the food chilling process.





檢測 Testing

香港中小企製造的產品，若經由信譽良好的機構檢測及認證，有助提升海外買家的信心。

Testing and certification services provided by credible organizations are very important to enhancing overseas buyers' confidence in the products made by Hong Kong SMEs.

軟件滅蟲 Keep Bugs Out



軟件檢測是複雜軟件開發項目的把關者，有效的測試能大大提升軟件產品的質素，以及建立軟件開發者的聲譽。

Software testing is the gatekeeper in the complex software development process, effective testing can greatly enhance quality of software products and build reputation of software developers.

在本年度內，生產力局成立全港首個獨立的軟件檢測中心 — 「香港軟件檢測和認證中心」，旨在提升本地軟件質量和檢測人員在保證軟件質量和測試方面的技術能力。

During the year, HKPC established The Hong Kong Software Testing and Certification Centre (HKSTCC), the first-ever independent software testing centre in Hong Kong to enhance the technical capability of local ICT organizations and practitioners in software quality assurance and testing.



「香港軟件檢測和認證中心」設於生產力大樓，提供測試方案展示、功能和表現測試、

程序碼檢查、技術支援、培訓以及研究等服務。

Located on the second floor of HKPC Building, the HKSTCC offers a whole range of services including testing solution demonstration, functional and performance testing, code scanning, technical support, training as well as research.



一站式檢測 Lab Test One



高加速壽命測試
減少退貨達
Highly Accelerated Life Test
reduces returns by

50%

為應付市場對可靠性及縮短產品開發週期的要求，不少環球製造商已經採用高加速壽命測試，能顯著改善產品的可靠性，減少退貨達五成，開發時間只需數星期。

To meet the market demand on high reliability and shortened product development cycle, many global manufacturers have already adopted the Highly Accelerated Life Test to improve the reliability of their products, significantly reducing returns by 50% in some instance, while taking only weeks instead of months.

香港電子科技商會獲中小企業發展支援基金的資助，開展一個協助本地電子製造業縮短開發週期，改善產品可靠性的計劃，提升香港電子業的競爭力。

Supported by the SME Development Fund, the Hong Kong Electronics and Technologies Association launched a programme to enhance the competitiveness of Hong Kong's electronics industry by improving product reliability in a short product development cycle.

生產力局負責執行該項目，通過深入的培訓、顧問服務及案例分析，向本地中小企介紹最新的加速可靠性測試的改善方法。

Implemented by HKPC, the project will introduce the new accelerated reliability improvement knowhow and methodology to local SMEs through in-depth training, consultancy and case study projects.

由於市場對電子及電氣產品的要求愈益嚴格，帶動了中小企對檢測和認證服務的需求。

The demand for testing and certification services among SMEs continues to grow due to stricter requirements on electronic and electrical products.

生產力局及香港科技園公司合作推出一站式測試及技術支援服務，本地企業可充份利用生產力局及香港科技園所提供的測試設施及專業支援服務，改善產品的可靠性，縮短產品推出市場的進度，提升競爭力。

HKPC and Hong Kong Science and Technology Park Corporation (HKSTPC) jointly launched the Lab Test One programme. Enterprises can now take full advantage of the wide range of testing facilities and professional support services provided by both HKPC and HKSTPC to improve the reliability of their products, shorten product-to-market cycle and enhance their competitiveness through dedicated hotlines.



為業界增值 Value to Industry

- 一站式服務
One stop service
- 改善產品的可靠性
Improve product reliability
- 縮短產品推出市場的進度
Shorten product-to-market cycle





網上營銷 Online Marketing

香港資訊科技方案供應商
若要持續拓展業務，
開拓內地市場尤其重要。

Exploring the mainland market
is important to the sustainable
business development of Hong
Kong IT solution providers.

市務 Marketing



香港資訊科技商會獲「BUD 專項基金」的
「機構支援計劃」資助，建立一個全面的網上
電子指南，目的是促進香港資訊科技方案
供應商與內地客戶之間的商業合作。

Supported by the BUD Fund (Organisation Support Programme), the Hong Kong Information Technology Federation (HKITF) launched a programme to set up a comprehensive online directory to facilitate business collaboration between Hong Kong IT solution providers and mainland IT customers.



生產力局協助該商會調查香港資訊
科技方案供應商的最新情況，
以及建立數碼互動指南。

HKPC helped HKITF to investigate the
current status of IT solution providers
in Hong Kong and build a digital interactive
directory on Hong Kong IT solutions
providers and their solutions.

**www.
itsolution.
org.hk**





服務 Service

商業社會競爭劇烈，服務質素和專業水平對於維持香港的競爭優勢極為重要。為此，生產力局一直支援本港不同行業提供優質服務。

In the competitive world of business, quality of service and professional standards are critical to maintaining Hong Kong's competitive edge. To this end, HKPC has been spearheading service excellence for various sectors in the territory.

生產力局致力為香港旅遊發展局的「優質旅遊服務」計劃，擔任專業顧問，為零售店舖及餐館類別的申請和認證商戶，進行評審工作。該計劃於1999年推出，目的是透過評審及推廣優質商戶，提升業務的整體服務水平及旅客信心。HKPC continues to be the professional consultant to implement the assessment of merchants for the Quality Tourism Services Scheme, which was established by the Hong Kong Tourism Board (HKTb) in 1999. The Scheme aims to enhance the service level of tourism services sectors and visitors' confidence through accreditation and promotion of the quality merchants in the dining, shopping and visitor accommodation industry.

卓越服務 Service Excellence



生活易拍生產力局，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，助他們識別優質商戶。生產力局是「優質婚禮商戶」計劃指定的獨立評核機構。該計劃自推出以來已有超過300間商戶獲頒「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。

ESD Service Limited has been partnering with HKPC to develop and establish Hong Kong's first certification scheme for the wedding services industry. The Quality Wedding Merchant Scheme helps brides-to-be 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 been accredited.

在這年度內，為了加強推廣優質服務文化，憑藉在服務質量評審的專業知識，生產力局參與了多個服務獎項的策劃與評審工作，包括傑出優質商戶員工服務獎，香港優質顧客服務協會的優質顧客服務大獎和中小企業優質顧客服務大獎。

During the year, in order to enhance the service quality and culture through recognition of the quality servicing staff and merchants, HKPC helped to develop and implement a number of service awards, including Outstanding QTS Merchants and Staff Awards, HKACE Customer Service Excellence Awards and HKACE SME Customer Service Excellence Awards by leveraging on our expertise in service quality assessment.

服務創新
Service Innovation

在企業與顧客的每一個接觸點上，皆可發掘服務創新的機會。

Service innovation can happen at every points of contact between a service provider and its customers.

生產力局運用「服務設計」的思考方法，協助本港一家健康鞋零售商設計出嶄新的服務方式，從中啟發員工投入參與服務創新過程，從而在競爭對手中凸顯出獨有的服務。

Based on the "Service Design" methodology, HKPC helped a leading foot care shoes retailer design new solutions to differentiate its services from competitors by engaging its staff in the service innovation process.

服務設計
Service Design

生產力局進行了以用家為本的研究，了解客戶的服務對象的潛在需求。根據研究結果，生產力局鎖定了關鍵客戶及其需求。服務設計工作坊可協助員工通過設計師的工具，如原型設計和視覺化的方法，開發創新的服務意念。

HKPC conducted a user-centred research to discover the latent needs of customers. With the research results, HKPC then defined the key customers' profiles and needs followed by workshops to help the staff develop innovative service ideas through the use of designer's tools such as prototyping and visualization.

員工提出超過200個創新的服務構思，並按其優先次序重新分類，訂出短期、中期和長期的推行目標。Over 200 new ideas were generated amongst the staff, which were then re-grouped and prioritized into short-term, medium-term and long-term goals for the client company to implement.



200

創新的服務意念
Innovative service ideas

探索
Discovery



定義
Definition



設計
Design



交付
Delivery

為業界增值
Value to Industry

設計與別不同的購物體驗
Redesign shopping experience with clear differentiation

培育創新文化
Cultivate an innovative culture

加強員工的協同合作，促進業務持續增長
Enhance staff's synergy for continued growth



服務流程 Service Management



餐飲業是勞力密集的行業，連鎖餐廳更經常要處理大量分店與總辦事處之間的文件往來。

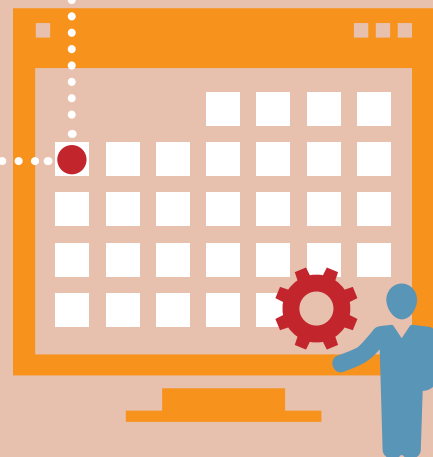
With the labour intensive nature of catering business, daily operation involves a lot of document flow between the branches and the central office.

一家本地連鎖餐廳一向以人手編制3,000位員工的值勤表，前線管理人員須與後勤人力資源部同事為了核實值勤表和實際記錄而花上不少時間。

A local restaurant chain plans its roster of 3,000 staff manually, as a result there had to be a great deal of coordination between the front line staff and human resource team to verify rostering and attendance.



生產力局為該連鎖餐廳推行電腦化電子值勤名冊方案，餐廳及部門經理可使用流動裝置，為下屬編排輪值表。HKPC implemented a computerized e-Roster programme to enable branch/division managers to plan rosters using a mobile device.



配合新裝設的人臉識別考勤紀錄系統，餐廳經理可以方便地核實考勤紀錄的差異，並將有關的資料傳送至人力資源部門，大大減輕了人力資源管理的工作量，迅速處理員工的值勤問題。

Together with the newly installed face-recognition attendance reporting system, branch managers can easily check attendance records of over 3,000 staff and communicate with Human Resources Office quickly and easily, enabling human resource officers to quickly response to attendance issues.



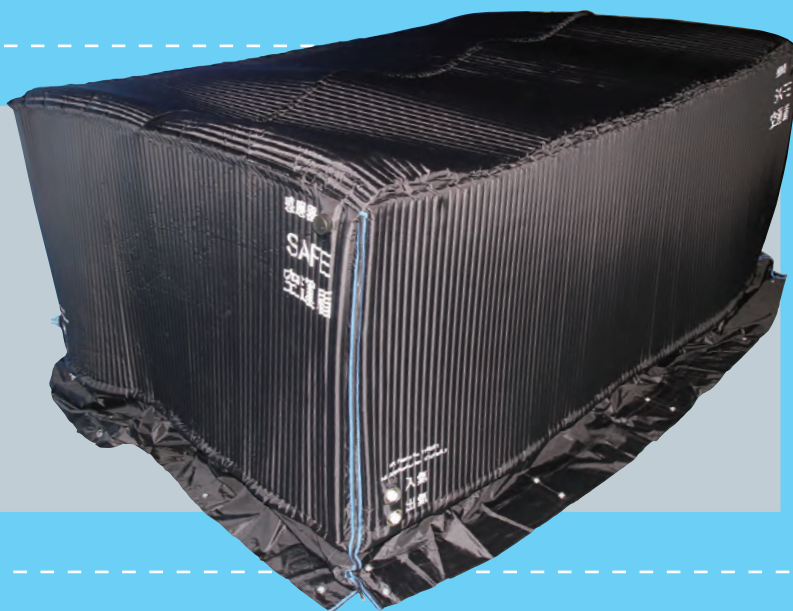


物流 Logistics

自從 911 恐怖襲擊和其他恐怖活動後，美國當局提升了空運貨物的安全要求。
Since the 911 terrorist attack and numerous subsequent terrorist attempts, the US authority has tightened its demand on air cargo security.

為了加強空運安全性和效率，生產力局與香港貨運業物流協會得到香港物流發展局的撥款資助，合作開發了空運盾系統，可在空運貨物預檢的工作上，提供實時監測技術，確保貨物從機場倉庫運至機場貨運站的安全性。
To enhance airfreight security and efficiency, funded by the Hong Kong Logistics Development Council, in collaboration with the Hong Kong Association of Freight Forwarding and Logistics Ltd, HKPC has developed the Secure Air Freight Enclosure (SAFE), which is a security device that enables real-time monitoring of air cargoes against tampering while they are in transit from the warehouse to the airport.

空運盾 Safe Shield



空運盾安裝於貨板或貨車上，帳篷內加入氣壓，當吹氣帳篷被割開或者刺穿，氣壓會迅速改變，並通過無線通訊系統即時發出警報信號，通知貨運代理和貨主。

SAFE is a cover for either a pallet or a full truck, during operation, the lining of SAFE will be pressurized with air. Any tampering or unauthorized opening of the cargo will trigger a decompression which would trigger an alert to the freight forwarder and cargo owner through wireless communications.

空運盾已在超過 31 家航空貨運公司的 131 輛貨車上試行，以評估空運盾的技術和操作上的可行性，以及需要改善之處。預期，空運盾有機會獲香港民航處作為未來貨物預檢的可靠運輸措施之一。

131 trucks from 31 companies participated in the free trial of SAFE to evaluate the technical and operational feasibility and to identify areas for improvement. It is intended that the SAFE device can be considered by Civil Aviation Department as one of the secured transport measures for upstream screening in the future.

同創價值
The Value
We Create

推動可持續發展

**DRIVING
BUSINESS
SUSTAINABILITY**

每年支援逾

SERVE MORE THAN

1,000

家企業

COMPANIES
EACH YEAR

可持續發展的目標就是在改善生活質素的同時，亦能保護環境。

生產力局作為本地推動環境管理的先驅，致力發展不同的環境及清潔生產方案，應對工業界和社會關注的環境問題，亦協助香港企業符合環保法規及標準。

與此同時，生產力局一直運用本身的合作網絡，從工業和社區的層面推行一系列項目，推動不同界別和公眾實踐環保，配合香港特區政府的可持續發展政策。

The aim of sustainable development is to find ways to improve the quality of life while conserving the environment.

As a pioneer of environmental management in Hong Kong, HKPC has developed numerous environmental and cleaner production solutions to address environmental concerns of the industry and the community; these solutions also help Hong Kong enterprises comply with environmental regulations and standards.

At the same time, leveraging on HKPC's collaboration network, we have undertaken a series of industry and community wide initiatives to engage the business sectors and the public in the adoption of green practices and to support the sustainability policy of the HKSAR Government.





空氣 Air

其中一項針對工業界的環保措施是「清潔生產伙伴計劃」，此計劃成功協助粵港兩地政府為業界提供推廣清潔生產的合作平台。此外，計劃亦為環境技術服務供應商建立平台，在資助下推行清潔生產項目。

One of the industry wide initiatives is the Cleaner Production Partnership Programme (CPPP). The Programme has successfully established a collaboration platform between the HKSAR Government and its Guangdong counterparts in jointly promoting cleaner production to the industries. It has also established a platform to engage with Environmental Technology (ET) services providers to implement projects funded under this Programme.

清潔 生產伙伴 Cleaner Production Partnership

為期五年的「清潔生產伙伴計劃」已於2013年1月完成，此計劃成功協助珠三角港商節能和減少污染。由於業界反應良好，特區政府投入5,000萬港元，將計劃延長至2015年。

After the successful completion of the government-funded 5-year Cleaner Production Partnership Programme (CPPP) in January 2013, the HKSAR Government provided additional funding of HK\$50 million to extend the Programme for two years from 1 April 2013 to 31 March 2015.

新一期「清潔生產伙伴計劃」加強資助廠商落實節能減排項目，並將整個計劃所累積的成功經驗，透過技術推廣活動、示範項目和核證項目的案例等方式，向業界分享。計劃進展理想，截至2014年3月31日，267個項目申請已獲批核。

Enhanced funding support was offered in the extended phase to encourage more factories to adopt cleaner production technologies, dedicated efforts were also made to disseminate successful experiences accumulated in the programme to the industries through technology promotion activities and case reports for completed demonstration projects and verification projects.

There has been a good progress along all fronts of the Programme, as at 31 March 2014, 267 project applications were approved, well exceeding the planned targets.



267

個項目申請獲批核
project applications
approved

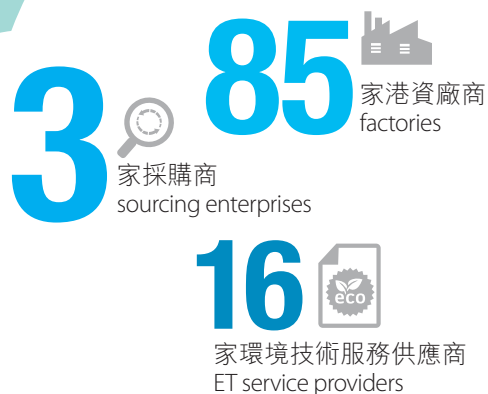




在年內，生產力局與香港特區政府環境局、廣東省經濟和信息化委員會合作，共同推出第五屆「粵港清潔生產伙伴」標誌計劃，以表揚各參與工廠和採購企業推動清潔生產的努力成果。

During the year, HKPC also implemented the Hong Kong-Guangdong Cleaner Production Partners Recognition Scheme jointly organized by the Environment Bureau of the HKSAR Government and Economic and Information Commission of Guangdong Province for the fifth year to give recognition to the achievements made by the participating factories and the sourcing enterprises in encouraging cleaner production practices through their supply chains.

是次計劃共有
A total of



分別來自製造業、供應鏈和技術服務的界別，獲頒「粵港清潔生產伙伴」標誌牌，嘉許他們努力推動清潔生產的成果。were awarded the Cleaner Production Partners commendation in the categories of Manufacturing, Supply Chain and Technology Service respectively.



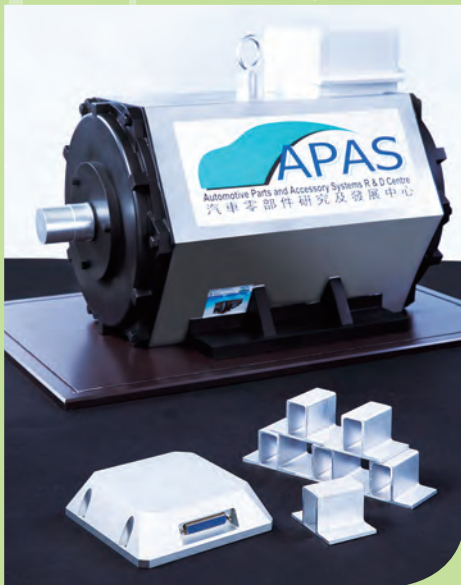
零排放 Zero Emission



純電動巴士四大特點 What's so special about this electric bus?

根據環境保護署的資料，多年來香港路邊的可吸入懸浮粒子和二氧化氮水平已經超出空氣質素指標，汽車是污染物的主要來源。

According to the Environmental Protection Department (EPD), the levels of roadside respirable suspended particulates and nitrogen dioxide in Hong Kong have been exceeding the Air Quality Objectives over the years. Motor vehicles are the main sources of these pollutants.



1 車身輕 light weight body



為了向業界及公眾提供零排放的綠色運輸方案，生產力局開展首個由政府資助的本地研發電動巴士項目，開發一輛切合本港市場需要的「香港品牌」純電動巴士。該項目總額近4,000萬元，由香港特區政府「創新及科技基金」透過汽車零部件研發中心撥款及業界贊助。

To provide a zero-emission green transport solution for the industry and the community, HKPC embarked on the first R&D project to develop a “Made by Hong Kong” pure electric bus that will fully meet the requirements of the local market. The close to \$40 million project is funded by the ITF through the Hong Kong Automotive Parts and Accessory Systems R&D Centre, and sponsorship from a local vehicle manufacturer.

由生產力局開發的純電動巴士有四大特點，包括，車身輕、續航力強、智能化及本地化的設計。巴士電池充滿後，可行走300公里。同時，車上將設有遙距診斷功能，能把行車數據及操作系統資訊立即傳輸回總部分析，方便巴士營運商進行維修及管理車隊。

The HKPC-developed pure electric bus will have four distinctive features - light body, extended range, intelligent and localized design. Once fully charged, the electric bus can travel up to 300 km. Another unique feature is a remote diagnosis system which can transmit the bus's operating data to the headquarters instantly for better vehicle maintenance and fleet management.



杜絕臭味 Refuse Odour



為解決垃圾收集車發出的臭味和漏出污水等對社區環境的滋擾，環保署開展資助計劃，協助私人垃圾車車主為其壓縮型垃圾車加裝金屬車斗尾蓋及污水收集缸，改善垃圾車的衛生及氣味問題。

To address the environmental nuisance such as odour and dripping leachate caused by refuse collection vehicles (RCVs), the Environmental Protection Department (EPD) launched a one-off subsidy scheme for private RCV owners to retrofit their vehicles with a metal tailgate cover to prevent the emission of odour and a waste water sump tank to collect foul liquid.

生產力局與環保署及機電工程署合作，制訂改裝工程的功能要求，以及跟進改裝後的測試工作。除了提供技術支援，生產力局亦會進行市場研究，以建議環保署向垃圾收集車車主提供資助的水平。

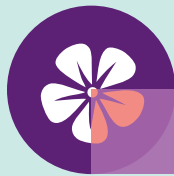
In collaboration with EPD and the Electrical and Mechanical Services Department (EMSD), HKPC devised the functional requirements for the retrofitting work and followed up the testing of the RCVs.

In addition to technical support, HKPC also carried out a market survey to advise EPD the level of subsidy to the owner of RCV for the retrofitting work.



環境價值 Environmental Value

- 減少垃圾收集車對社區環境的滋擾
Reduce nuisance caused by odour of RCV



為了滿足社會持續的需求，新的骨灰龕和火葬場已於粉嶺和合石落成。

To cope with the increasing demand from the community, a new columbarium and a new crematorium were constructed in Wo Hop Shek, Fanling.



針對傳統拜祭活動燃燒冥鏹和祭品產生灰塵和濃煙的空氣污染，生產力局與食物環境衛生署和建築署合作，為這兩座新大樓設計及裝置兩類空氣污染控制設施。

In order to tackle air pollution problems caused by traditional ritual activities, such as joss paper and joss stick burning, HKPC worked with the Food and Environmental Hygiene Department (FEHD) and Architectural Services Department (ASD) to design and implement two kinds of air pollution control devices in the two new premises.



無煙淨土 Smokeless



15

個「清煙」
環保化寶爐
減少燃燒冥鏹
的黑煙
environment-
friendly "Qing Yan"
Smokeless Joss
Paper Furnaces

15個「清煙環保化寶爐」分別安裝於兩座大樓，減少燃燒冥鏹時所排放的黑煙。

15 environment-friendly furnaces, "Qing Yan" Smokeless Joss Paper Furnaces, were installed in these two premises to remove black smoke emissions from joss paper burning carried out by the public.

另外，三個嶄新設計香燭煙霧收集器已安裝於火葬場的禮堂，抽走祭壇燃燒香燭時所產生的煙霧。生產力局在早期設計階段，應用了先進的計算流體力學分析方法，評估收集器的表現。

Three innovatively designed Joss Stick Smoke Collectors were installed in the service halls of the crematorium to remove smoke generated from joss stick burnings at the altars. HKPC also applied advanced computational fluid dynamic analysis technique to evaluate the performance of the collectors during early design stage.

收看短片
Watch Demo
Video



蒸蒸日上 Boiling and Steaming



在內地，鍋爐和蒸汽系統是廠房兩大耗能設備，操作效率低加劇能源浪費的問題。此外，鍋爐釋放大量的煙塵、二氧化硫和氮氧化物，為空氣污染的主要來源，須急切處理。

In the Mainland, boilers and steam systems are the major energy consuming facilities of factories. Operational inefficiency further fuels the energy wastage problem. Also, since boilers emit smoke, sulphur dioxide and nitrogen oxide, which are principal sources of air pollution requiring urgent attention.



生產力局聯同廣東省清潔生產協會和廣東省佛山市特種設備能效測試研究院，向廣東省廠商推廣工業鍋爐和蒸汽系統的節能工作。

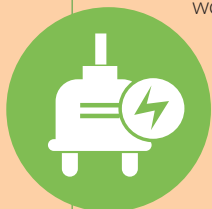
HKPC collaborated with the Guangdong Cleaner Production Association and Fushan Special Equipment Energy Efficiency Testing Institute for the promotion of industrial boiler and steam system energy conservation for manufacturing establishments in Guangdong Province.



該計劃目的是協助廠商檢查和測試鍋爐和蒸汽系統的能源效益。

由技術顧問向工廠提供改善操作和節能的建議。若工廠符合改善標準，將獲頒發由三方聯合批核的識別標籤。

The programme aims to help factories inspect and test the energy efficiency of their boilers and steam systems. Operation improvement and energy saving retrofit recommendations would be provided to the factories by consultants. The factory will receive a recognition label jointly issued by the three parties if it can meet the improvement criteria.



為鼓勵香港企業積極提升能源效益、減低碳排放，以及促進本地工商界與環保工業合作，生產力局與工商界合作伙伴獲得環境及自然保育基金的資助，於2012年3月共同推出「商界減碳建未來」計劃，為期30個月的計劃至今已完成第二年的工作，深受業界的好評。

To encourage local enterprises to enhance energy efficiency, reduce carbon emission, and create synergy between businesses and environmental industries, HKPC and industry partners, supported by the Environment and Conservation Fund, launched a 30-month CarbonSmart programme in March 2012. This Programme has completed its second year of implementation and was well received by various business sectors.

211 個申請獲審批
CAPF applications
were endorsed

50%

申請者是中小企業
of the applicants are SMEs

計劃推出「碳審計領航計劃」資助約200家本地企業進行碳審計，範圍涵蓋辦公室、零售業、餐飲業和其他特定行業。

The programme features a Audit Pilot Fund (CAPF) scheme which will subsidize around 200 companies from office-based operations, retail, catering and other industry sectors to conduct carbon audit.

迄今，已有211個申請已獲審批，約50%的申請者是中小企業。當中有28個合資格的服務供應商為申請企業提供碳審計服務。

To date, a total of 211 CAPF applications were endorsed, about 50% of the applicants are SMEs. Among these applications, a total of 28 qualified service providers from the industry had provided carbon auditing service to the applicants.

商界
減碳建未來
Carbon Smart

200

家本地企業獲資助進行碳審計
Companies will be subsidized to
conduct carbon audit



1,600 位參加者
participants

近1,600位參加者參與了計劃的研討會、會議和工作坊，從中學習碳管理和減碳措施的重要性。

About 1,600 participants have attended seminars, forum and workshops organized under this scheme to learn the importance of carbon management and carbon reduction initiatives.

能源方案供應商的網上指南已上載於「商界減碳建未來」計劃網頁，供公眾查閱。

An On-line Directory of Energy Solution Providers was posted on the CarbonSmart website for the public.

綠色卓越 Excel in Green



「香港環保卓越計劃」一直廣受社會各界的支持及認同，是香港最具公信力的環保獎項計劃之一，其目的是嘉許各個界別中具有卓越環境表現的機構。

Hong Kong Awards for Environmental Excellence (HKAEE) has been widely regarded as one of the most prestigious and reputable award schemes in Hong Kong, aiming to recognize the outstanding environmental performance of businesses and organizations.

超過
more than

890

家機構參與
「界別卓越獎」
organizations joined
the sectoral Awards



5

場不同主題的
經驗分享研討會
experience sharing
seminars

+15%

參與機構數目增長
increase over last year



超過
more than

1,000

參加者
participants



自2008年，生產力局擔任技術顧問及協辦機構，推行「界別卓越獎」、「環保創意卓越獎」、「環保標誌」、「減碳證書」的招募和評估工作。

Since 2008, HKPC has been one of the co-organizers and the technical consultant for HKAEE. HKPC has been carrying out recruitment and assessment work for Sectoral Awards, Green Innovations Awards, Environmental Labels and Carbon Reduction Certificates.

在2013年，超過890家機構參與「界別卓越獎」，比對上一年增加15%。此外，生產力局舉行了五場不同主題的經驗分享研討會，吸引逾1,000參加者，亦舉辦了五次考察團參觀得獎企業，約有150位業界代表參與。

In 2013, more than 890 organizations joined the sectoral Awards, represented an increase of 15% over the previous year. In addition, HKPC held five experiences sharing seminars attracting more than 1,000 participants in total, as well as organized five visits to award-winning organizations participated by about 150 industry representatives.



水 Water

針對華南地區日趨嚴峻的水資源問題，生產力局在本年度開展「滙豐水資源計劃：工業用水管理」，支援高耗水量的工業實踐有效的水資源管理。

To address concerns over water shortage and pollution in southern China, HKPC launched the "HSBC Water Programme for Industrial Water Management" in the year to support major water-consuming industries to implement good practices on water management.

善用水資源
Every drop counts

滙豐
HSBC
水資源計劃：工業用水管理
Water Programme for Industrial Water Management

生產力局
HKPC

實地技術支援評估
Water management
assessment and
consultancy

36

家先導工廠
pilot factories



超過
Over

10,000

家工廠
factories



優良作業模式
Best practices

減少

20%-50%

用水

reduction in
water consumption

藉著生產力局的技術支援，以及來自滙豐水資源計劃(2012-2016)的資助，計劃重點包括免費為36間粵港兩地的電子、金屬表面處理、紡織及皮革工廠，提供免費水資源管理的評估和顧問工作，其中6間工廠將獲得進一步的技術支援，進行初步的優化流程設計及推行改善措施。

Leveraging technical support from HKPC and funding from the global HSBC Water Programme (2012-2016), the new initiative sets to offer free water management assessment and consultancy to 36 electronics, metal finishing, and textile and leather factories in Guangdong and Hong Kong. Six of them will receive further technical support on the preliminary designs for process improvement and implementation of improvement measures.

除了實地技術支援外，為期18個月的「滙豐水資源計劃：工業用水管理」的內容還有研討會、工廠實地考察、應用手冊及網站，為逾萬家工廠分享良好水資源管理及實用改善方案。此外，計劃亦建立技術支援站，以及培訓滙豐義工，向公眾推廣節約用水意識。

Apart from on-site technical support, the 18-month "HSBC Water Programme for Industrial Water Management" also features knowledge sharing of best practices in water management and practical improvement solutions for over 10,000 factories from the three major water-consuming industries through seminars, plant visits, water management manuals and website. It will also set up a technical support helpdesk, and organize training for HSBC volunteers to raise public awareness on water conservation.



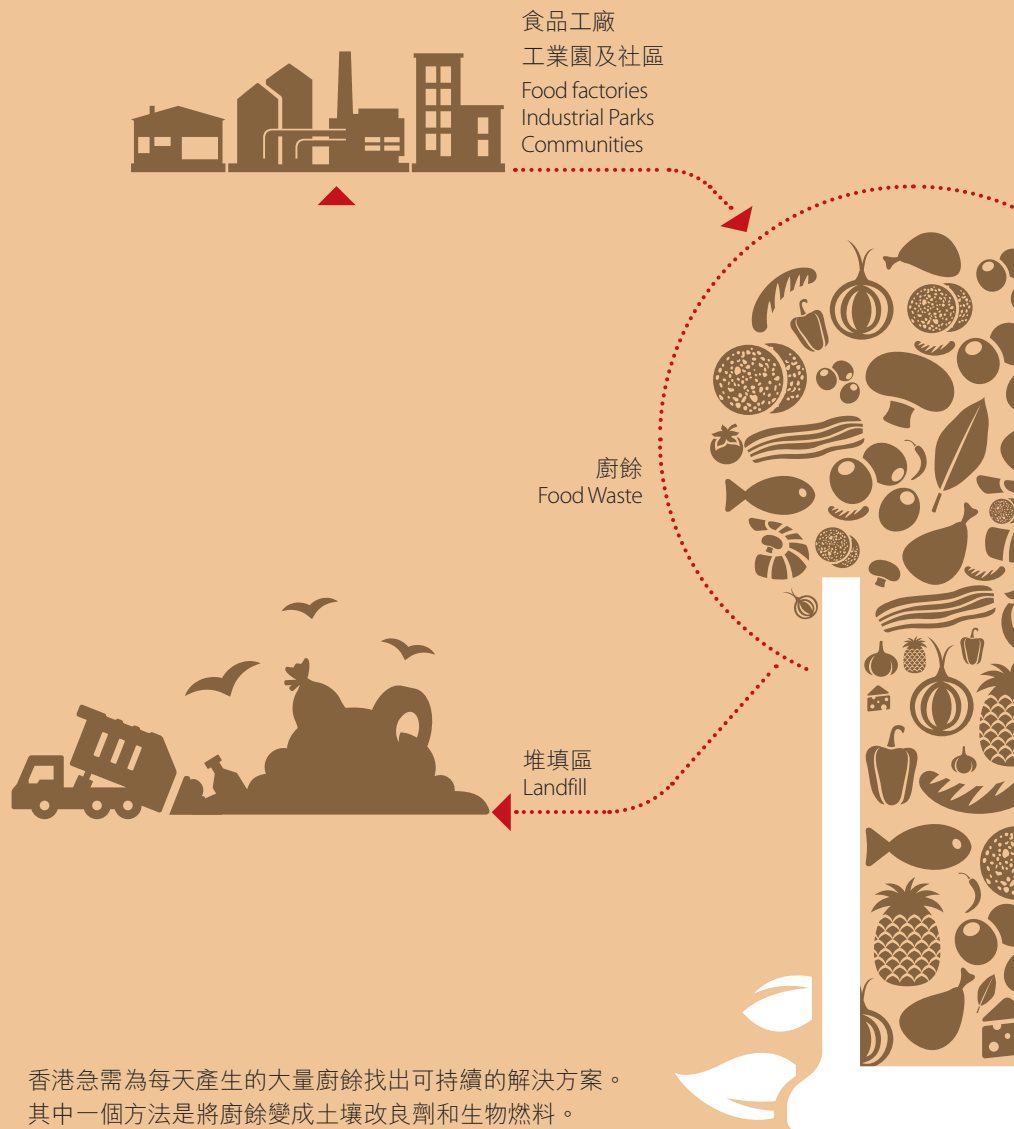


廢物 Waste

香港的廢物問題迫在眉睫。每年本港產生超過600萬公噸都市固體廢物，當中超過一半的廢物棄置於三個策略性堆填區。因此，香港需要可持續的方案處理廢物。

Hong Kong has an imminent waste problem. Each year, more than 6 million tonnes of municipal solid waste are generated, over half of which is disposed in the three strategic landfills. Hong Kong needs a more sustainable way to deal with waste.

現時狀況 Current Situation



香港急需為每天產生的大量廚餘找出可持續的解決方案。其中一個方法是將廚餘變成土壤改良劑和生物燃料。

Hong Kong is facing a pressing problem of identifying a sustainable solution to handle and dispose of the substantial volume of food waste generated daily. One of the solutions is to convert food waste into soil conditioner and bio-fuel.



生產力局獲創新及科技基金的資助，現正開發一套配備先進薄膜過濾技術的創新兩段式厭氧消化系統，將廚餘以分散式處理，轉化為沼氣。

Supported by the ITF, HKPC is developing a compact anaerobic digestion system for decentralized treatment of food waste to generate biogas. The solution will use a newly designed membrane-coupled anaerobic digester to accelerate the conversion of food waste into biogas.

生產力局方案 HKPC Solution

轉廢為能
From Food
to Energy厭氧消化系統
Anaerobic
digestion system

這種處理廚餘的方法比傳統的厭氧消化技術更為全面和精密，使工業界以可持續發展的方式處理廚餘，將轉化的沼氣作為替代燃料，這方法更易應用於工廠內，供鍋爐或熱水器使用。這個系統適用於食品工廠、工業園及小型社區等。

The system developed in this project will be much more robust and compact than the conventional anaerobic digestion. It will provide the industries a sustainable way to treat food waste and generate biogas as fuel substitute for boilers or heaters, which can be easily implemented by factories. The system can be used by food factories, industrial parks and small communities to treat food waste, saving energy and waste disposal cost for them.

沼氣
Bio-gas食品工廠
工業園及
社區
Food factories
Industrial Parks
Communities

目前，生產力局成功開發了首階段的生物反應器，使廚餘的顆粒在三天內轉化成含有豐富有機酸的營養液。
To date, HKPC has successfully developed the first stage bioreactor, so that food waste particles can be converted into clear nutrient solution rich in organic acids within three days.



惜食是福 Food Wise



環境及自然保育基金於2011年7月推出「屋苑廚餘循環再造項目」資助計劃。計劃提供資助和專業技術支援，協助屋苑推行減少廚餘計劃，以及在屋苑內安裝廚餘堆肥設備實地回收廚餘。在2012年，11個屋苑參加了第一階段計劃。

The Environment and Conservation Fund launched the Food Waste Recycling in Housing Estates Scheme in July 2011. Under the Scheme, funds and technical support are granted to help participating housing estates to carry out food waste reduction promotion programmes as well as food waste recycling by on-site food waste composting facilities. 11 housing estates joined the first phase of the Scheme in 2012.

約
about

45

個屋苑將參與計劃
more housing
estates will
participate in this
scheme.

隨著第二階段的推出，預料參與計劃的屋苑將增加約45個。

With the launching of the second phase, it is anticipated that about 45 more housing estates will participate in this scheme.

生產力局獲環保署委託，為分類回收及實地廚餘循環處理的工作提供服務平台和專業技術建議。

HKPC was commissioned by EPD to support this initiative by providing technical help-desk service and technical advice relating to source separation and on-site recycling of food waste.





此外，生產力局亦協助「惜食香港運動」的推廣工作，活動目的是提升公眾對本港廚餘問題的關注，並協調政府部門和公共機構以身作則減少廚餘。

HKPC also assisted in the promotion of the Food Wise Hong Kong Campaign, which aims to promote public awareness of food waste problems in Hong Kong and co-ordinate efforts within the Government and public institutions to lead by example in food waste reduction.

「惜食香港運動」設有網頁，定期更新資訊，並舉辦培訓工作坊，為不同業界提供減少廚餘的資訊和實用貼士。

A website dedicated to the Campaign has been developed and updated regularly. Train-the-trainers workshops were organized for different sectors to provide practical information on reducing food waste in different sectors.



以費減廢 Reduce by Charging



每日
Everyday

13,400

公噸廢物
tonnes of waste



67%

都市固體廢物
municipal solid waste



香港每日約有 13,400 公噸廢物被送往堆填區，當中都市固體廢物約佔 67% (即約 9,000 公噸)。根據其他地區經驗，都市固體廢物收費可以直接而有效地改變市民的習慣，從而達至源頭減廢的目的。

Around 13,400 tonnes of waste are generated each day in Hong Kong and sent to landfills, nearly 67% of the waste (9,000 tonnes) is municipal solid waste (MSW). Experience from other jurisdictions indicated that MSW charging can be a direct and effective economic tool to induce behavioural change resulting in reduced waste generation at source.

特區政府邀請可持續發展委員會推行社會參與過程，收集意見和進行深入的討論，找出在香港落實都市固體廢物收費計劃的理想方案。生產力局獲可持續發展委員會委託為項目負責人，推行社會參與的過程。

The Council for Sustainable Development (SDC) was invited by the Government to conduct a public engagement process to gauge views and foster in-depth discussion on how best to implement MSW charging in Hong Kong. HKPC was commissioned by the SDC as the programme director for conducting this public engagement process.

作為項目負責人，生產力局在 2013 年初與可持續發展委員會制定整體公眾參與的方針，鼓勵持份者和公眾積極參與討論。生產力局亦已發出邀請回應文件，為持份者提出四個關鍵問題：收費機制、收費計劃的範圍、收費水平和回收，進行深入討論。HKPC developed the overall engagement strategy for the public engagement process with SDC in early 2013 to facilitate public and stakeholders' discussion and deliberation. HKPC also developed the Invitation for Response document and set out four key issues for in-depth discussion by stakeholders, namely charging mechanism, coverage of charging scheme, charging level and recycling.



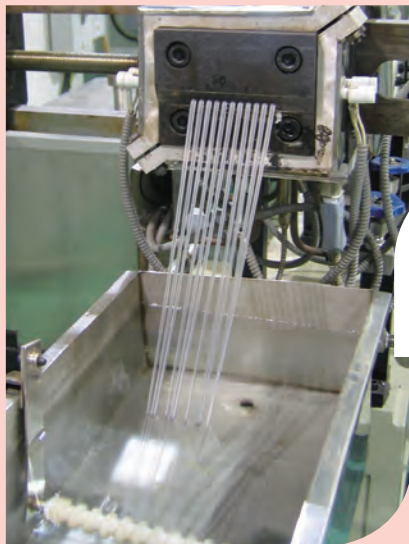
生產力局將公眾參與過程後所收集的意見，草擬最終報告並提交政府考慮。HKPC drafted the final report based on the views collected in the public engagement process on behalf of SDC and submitted to the Government for consideration.



綠色商機 Green Business

全球消費者正逐步走向綠色生活，生態環保產品和服務的需求不斷增加，為企業創造新商機。

As consumers across the globe are trying to lead greener lives, the rising demand for eco-friendly product and services is creating new business opportunities for companies.



在那些不能和不會回收再造的產品，如醫療用品上應用可降解物料已被廣泛接受。

The application of degradable materials is generally accepted for products that cannot or will not be recycled such as clinical supplies.

生產力局獲香港無紡布協會的支持，現正開發更高效的方法，生產可降解合成纖維，以作為生產可降解的無紡布手術防護衣、口罩和衛生用品等。該項目由創新及科技基金透過香港紡織及成衣研發中心撥款資助。

Supported by the Hong Kong Nonwoven Association, HKPC is developing a cost effective way to produce degradable and disposal fibre for producing degradable nonwoven surgery protective clothing, mouth masks and sanitary products, etc. The project is funded by ITF through the Hong Kong Research Institute of Textiles and Apparel (HKRITA).

製造商只需將母料添加劑加入在生產線，無需添置昂貴的設備，便可生產可降解產品，而所增加的製造成本僅僅是現有工藝的 2-3%。The project deliverable will allow manufacturers to produce degradable products by just adding masterbatch additive into the production line without the need to purchase expensive equipment. The increase in manufacturing cost is only 2 – 3 % of the existing process.

原則上，所有由 100% 聚酯、聚丙烯和聚苯乙烯合成纖維製成紡織材料，都可以透過此技術變成可降解。

In principle, all types of textile materials made of 100% polyester, polypropylene and polystyrene can become degradable by this new technology.

生產力局已成功開發出用於生產以上可降解材料的化學配方，並裝置配備真空乾燥器的雙螺桿擠出機，進行母料的試產。

HKPC has successfully developed the chemical formula for producing degradable polyester, polypropylene and polystyrene fibres. A twin screw extruder equipped with vacuum dryer is also installed for the production of masterbatch for industrial trial.

生態設計
Eco Design

隨著大眾對生態環境愈益重視，不少跨國企業嚴格要求供應商在整個產品生命週期中，均要符合相關環保原則，其中 ISO 14006:2011 環境管理體系，可作為企業實行生態設計的實用指引。ISO 14006:2011 的理念是在整個產品生命週期中，從產品設計開始，已注入環境和減少污染元素，並在生產過程、交收至棄置整個流程，都能符合生物與生態平衡的原則。

With growing public concern over ecological protection, many multinational corporations nowadays request suppliers to comply with related green standards throughout the entire product life cycle. Among which, the ISO 14006:2011 Environmental Management System, which emphasizes a green approach throughout the process from product design, production, delivery to disposal, provides a practical guideline for enterprises to integrate eco-design in daily operation.

為協助中小企推行符合國際產品生態設計的標準，生產力局聯同香港創新科技及製造業聯合總會推出一項名為「協助香港中小企符合國際生態設計產品標準 ISO 14006」的升級計劃，並將項目內容與成果編輯成技術論文，於馬來西亞舉辦的第 18 屆 International Conference of ISO & TQM (ICIT) 國際會議上發佈，獲得 ICIT 專業評審團頒發本年度「最佳論文」的獎項。

To help SMEs adopt ISO 14006, HKPC and the Hong Kong Federation of Innovative Technologies and Manufacturing Industries (FITMI) jointly launched an industry-wide programme to enhance their knowledge of eco-design and manufacturing. At the 18th International Conference of ISO & TQM held in Malaysia, HKPC and FITMI presented a technical paper on the programme and garnered the "Best Sub-theme paper Award".



ISO
14006

可持續發展報告 Sustainability Report



可持續發展報告是展示企業可持續發展策略的重要途徑。特區政府渠務署委託生產力局撰寫首份 2012/2013 年度可持續發展報告，報告參照 GRI G3.1 指引編寫，內容符合指引最高應用等級「A」的要求。

Sustainability Report is an important tool to showcase an organization's endeavour in adopting sustainability practices. The Drainage Services Department of the HKSAR Government commissioned HKPC to compile its first sustainability report for 2012/13 in accordance with the Global Reporting Initiative (GRI) guidelines G3.1 application level "A".



按國際權威框架《全球報告倡議組織 (GRI) G4 指引》編制，生產力局於 2014 年 2 月出版首份《可持續發展報告 2012/13》，並成為全球首 20 家機構通過 GRI 的「實質性」審核。GRI 於 2013 年 12 月推出「實質性」審核服務，旨在核實可持續發展報告在實質性、公信力及可靠性方面，均能達到全球報告倡議組織 (GRI) G4 指引的核心要求。Based on the Global Reporting Initiatives (GRI) G4 Sustainability Reporting Guidelines, HKPC's Sustainability Report 2012/13, published in Feb 2014, is also one of the world's first 20 reports that passed the materiality assessment. Implemented by GRI in December 2013, materiality assessment aims at validating sustainability reports in terms of materiality, credibility and reliability, ensuring that the report meets the core requirements of the GRI G4 guidelines.



報告獲得三個國際獎項，包括：在美國 League of American Communications Professionals LLC 主辦的 2012/13 Vision Awards 中獲得「可持續發展報告組別 - 金獎」，及「全球最優秀年報前 50 名」，以及 Communications Concepts, Inc. 主辦的 APEX 2014 Awards 之「綠色年報組別的卓越獎」。

The report won three international awards including the "Sustainability Report – Gold Award" and "Top 50 Annual Reports Worldwide" in the 2012/13 Vision Awards Annual Report Competition organized by the League of American Communications Professionals LLC; and the "Awards of Excellence – the Green Annual Reports Category" of the APEX 2014 Awards organized by Communications Concepts, Inc.



同創價值
The Value
We Create

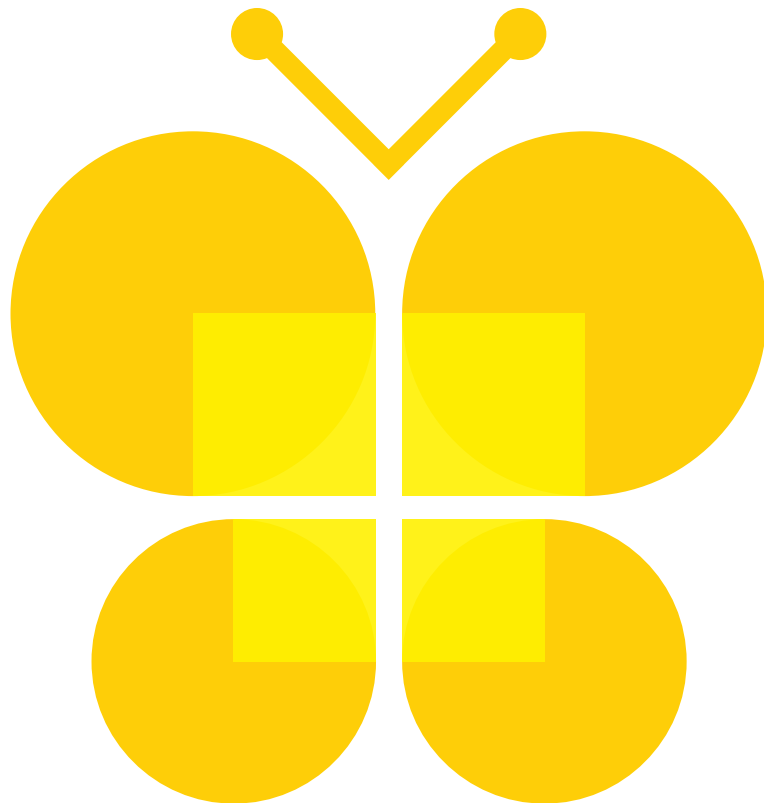
關懷持份者

CARING FOR OUR STAKEHOLDERS



企業社會責任並非單純的社區活動，更可促進品牌形象、提升客戶忠誠度和員工士氣，改善企業競爭力。履行企業社會責任，亦有助企業降低營運風險和成本，最終達致企業和社會雙贏。生產力局積極向香港工商業界推廣企業社會責任，同時亦致力關懷員工和社區，實踐公民責任。

Corporate Social Responsibility (CSR) is more than community activities. It can improve the competitiveness of a business, from brand enhancement to raising customer loyalty and staff morale. Developing CSR can also help a company reduce operational risks and costs; ultimately achieving win-wins for both enterprises and society. While striving to promote CSR to Hong Kong business, HKPC is committed to building a caring and accountable organization for our employees and the community.



企業公民
Corporate Citizen

145

本地公司獲得嘉許
local companies recognized超過
Over

7,000

位企業代表參加
participants

為提升本地企業的企業公民意識，生產力局與公民教育委員會自2010年起合辦「香港企業公民計劃」。

To raise awareness of corporate citizenship among local enterprises, in collaboration with the Committee on the Promotion of Civic Education, HKPC has been organizing the "Hong Kong Corporate Citizenship Program" since 2010.

40個在履行及推廣企業社會責任表現傑出的企業及義工隊，在「第四屆香港傑出企業公民獎」頒獎典禮上獲得嘉許。

Forty companies, corporate volunteer teams and social enterprises with outstanding achievements in implementing and promoting corporate social responsibility (CSR) were recognized at The 4th Hong Kong Outstanding Corporate Citizenship Awards Presentation Ceremony.

該計劃的其中一項活動，是備受推崇的「香港企業公民嘉許計劃」，以表揚積極履行企業社會責任的工商企業。此外，該計劃還包括一系列的推廣活動，例如：經驗分享會和工作坊，以及發行有關企業社會責任典範的電子書。

The programme included a prestige award scheme called "Hong Kong Outstanding Corporate Citizenship Award" to recognize enterprises' outstanding CSR achievements, together with a number of promotional events such as seminars, experience sharing and workshops, as well as the distribution of electronic booklet of CSR best practices.

今年新增了「社會企業」嘉許組別及「企業公民新力量獎」，許多獲獎企業也突破以往框架，踏前一步，與社會企業合作履行社會責任。

This year, a new category "Social Enterprise" and a new award, "Corporate Citizenship Young Power", were introduced. Many winners have broken new grounds on implementing social responsibility through working in partnership with social enterprises.

過去四年，共有145家本地公司獲得嘉許，並有超過7,000位企業代表參加該計劃所舉辦的活動。

In the past four years, 145 local companies were recognized in the award scheme and over 7,000 participants had joined the programme's events.

為業界增值
Value to the Industry增強公信力
Enhancing credibility提升員工士氣
Raising staff morale挽留人才
Retaining employees

開心 工作間 Happy Workplace



面對市場的激烈競爭，企業須建立健康愉快的工作環境，藉此培養員工的正面思維、激發創新意念，提供真誠的優質客戶服務，才能加強企業的抗逆能力。

When facing fierce market competitions, organizations can strengthen their resilience through building a healthy and happy working environment to promote positive mindset among workers, trigger innovative ideas and improve customer service.

為鼓勵本港企業及機構建立愉快的工作環境，提升員工工作的快樂水平，香港提升快樂指數基金與生產力局聯合推出了「開心工作間」推廣計劃。

To encourage businesses and organizations to create a happy working environment, and to raise the happiness-at-work level of the local workforce, the Promoting Happiness Index Foundation and HKPC collaborated to launch the "Happiness-at-work Promotional Scheme".

參加單位需承諾支持建立愉快的工作環境，便可獲頒「開心企業」或「開心機構」標誌，已有超過 180 家本地企業承諾作開心企業或機構。

By pledging their support to building a happy workplace, participants will be awarded the Happy Company or Happy Organization logo. More than 180 local companies and organizations have been recognized as a Happy Company/Organization.

通過這個項目，生產力局期望可發揮牽頭作用，促使各界將開心工作間的理念融入管理措施，一起推廣生活與工作平衡的企業文化。

Through this Scheme, HKPC aims to inspire local businesses to integrate the "happy workplace" concept into management practices, and promote work-life balance.



社會價值 Social Value

改善生活質素
Improve quality of life

推廣良好人力資源管理典範
Promote good HR management practice



安全網 Safe Net



為協助青少年遠離含有不雅內容的互聯網資訊，電影、報刊及物品管理辦事處（OFNAA）計劃為「德育、公民及國民教育」課程，製作一套網上教材套裝。

To better protect youngsters from objectionable materials on the Internet, the Office for Film, Newspaper and Article Administration (OFNAA) decided to develop an educational kit in the form of an online teaching platform for Secondary School Moral, Civic and National Education Curriculum.

生產力局獲該辦事處委託，開發適用於流動設備的網上學習平台，包含了不同的新媒體元素，例如：實況短劇、角色扮演遊戲、剪報、活動任務及練習。
Commissioned by OFNAA, HKPC created a content-centric platform that is mobile enabled with new media elements like scenario based videos, RPG game learning module, newspaper clippings, activity tasks and exercises.

香港電腦保安事故協調中心亦同樣致力維護安全的互聯網環境，讓企業及公眾安心在網上經營業務和生活。

The Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT) also helps enterprises and the public build a safer Internet environment to live in and to do business in Hong Kong.

本年度，協調中心與國家網絡信息安全技術研究所（NINIS）合作，在七月分析了香港 Google Play 商店 50 個最熱門的免費應用程式，讓公眾瞭解安裝應用程式的保安風險。

During the year, HKCERT joined hands with the National Institute of Network and Information Security (NINIS) to analyze the top 50 free apps on Google Play Store for Hong Kong area in July, alerting the public to keep up the vigilance against risky apps.



生產力局致力向員工和持份者展現關懷，締造和諧的工作環境，獎勵和支持員工發揮所長。 By creating a rewarding and supportive work environment and by wholeheartedly embracing work-life balance, we are building a caring organization for our staff and stakeholders.

機構展關懷 Caring Organization



本局職員康樂會舉辦了各種各樣的社交、體育和康樂活動，旨在提升團隊合作精神和促進工作生活平衡。

The Staff Recreation Club (SRC) of HKPC organized a wide variety of social, sport and recreational activities aiming to enhance the team spirit and promote work-life balance among our employees.

為促進管理層和員工之間的合作伙伴關係，本局鼓勵各職級員工定期透過不同的溝通平台，例如：與總裁的早餐和午餐聚會、業務檢討會、總裁簡報會、員工士氣調查等，討論與業務和機構相關的事項。此外，員工亦可隨時透過i-exchange網上討論區交流資訊。

To build up partnership between our senior management and staff members, HKPC employees of all ranks and divisions are encouraged to discuss business and organizational issues regularly in all kinds of communication platforms such as the breakfast and lunch gathering with directors, business review meeting, director's briefing and staff morale index survey. Online discussions can also be conducted anytime through our i-exchange forum.

為支持殘疾人士就業，生產力局參與了由勞工及福利局主辦的「《有能者·聘之約章》及共融機構嘉許計劃」，成為計劃的僱主機構和支持機構。

To support the employment of persons with disabilities, HKPC has joined the "Talent-Wise Employment Charter and Inclusive Organisations Recognition Scheme" organized by the Labour and Welfare Bureau as both an employer organization and a supporting organization.

為促進本局及員工家屬的關係，職員康樂會年中舉辦了全局的家庭同樂日，邀請員工家屬和朋友到訪本局，參觀生產力展館及 SME One 中小企一站通，並參與攤位遊戲及義賣等活動，共渡愉快的下午。

During the year, with an aim to promote a better relationship between HKPC and families of staff members, SRC organized a corporate-wide Family Open Day to invite families and friends of our staff to visit HKPC for an afternoon of exciting activities which included guided tour to HKPC Gallery and SME One, booth games and charity bazaar.





「生產力局義工隊」於2008年成立，鼓勵同事參與不同社區義務工作，以及提升業界對企業社會責任的意識。

HKPC Volunteers was established in 2008 to encourage active participation of HKPC staff in community services and enhance the industry's awareness of corporate social responsibility.

生產力局本年度更獲頒「5年Plus同心展關懷」標誌，以表揚本局義工隊的持續貢獻。

To recognize the continuous effort of our voluntary group, HKPC was awarded the Five Years Plus Caring Organization this year.

義工隊善用本局的資源和網絡，與香港家庭福利會合作舉辦第四屆「工業科技青少年體驗計劃」。32位中學生在三天的體驗活動中，參觀了本地及內地製造企業，認識現代工業的工作環境，而本局管理層亦分享了個人見解和事業經歷，啟發同學們為未來裝備自己。

Leveraging HKPC's resources and network, the voluntary group cooperated with the Hong Kong Family Welfare Society to organize the 4th HKPC Teenager Experience Programme. Throughout the three-day Experience Programme, 32 secondary students visited local and Mainland manufacturing companies to learn about the working environment of various industries. In addition, HKPC's senior management shared their insights and career experience so as to inspire the students to properly equip themselves for their career path ahead.

聯繫持份者 Engaging our Stakeholders



過去一年，本局推出多項新活動，致力將接觸層面擴展至工商業界以至社區。A host of initiatives were introduced during the year to extend our reach to the business organizations and the community at large.

經濟前景不明朗、全球出口市場放緩、生產成本上漲等因素，為香港中小企帶來前所未有的挑戰。生產力局與滙豐工商金融合作推出「滙智營商2013」，包括「中小企環球機遇系列」專題報道、電視資訊廣告、中小企高峰會，以及由生產力局提供的免費諮詢服務，為中小企提供最新的市場資訊，以及影響其業務運作的熱門話題。

Economic uncertainty, slowing global export market and rising production costs present unprecedented business challenges to SMEs in Hong Kong. The "Wise Business 2013" programme was launched jointly with the Hongkong and Shanghai Banking Corporation, comprising a new series of "SME Global Opportunities and Challenges" print editorials, TV infomercials, a SME Summit and free consultancy services offered by advisors of HKPC to provide local SMEs with latest market updates on current issues and hot topics affecting their business operation.



超過
Over

500

管理人員及企業家出席
businesses and entrepreneurs attended



政府高級官員、知名企業家與商界領袖濟濟一堂，參與「滙智營商」中小企高峰會2013，分享他們對環球貿易、經濟發展趨勢及新興市場商機的見解，吸引超過500位來自不同界別及行業的管理人員及企業家出席。

Senior government officials, prominent industrialists and business leaders gathered at the Wise Business SME Summit 2013 to share their insights on global trade, economic trends and business opportunities in emerging markets. More than 500 businesses and entrepreneurs from different sectors and industries attended the event.





超過
Over
4,100
位訪客
visitors



為了讓更多人士認識生產力局的使命和服務，本局在過去一年共接待了超過4,100位訪客，以及接近200個內地、海外和本地代表團，增加對本局不同範疇工業支援服務的了解。Communicating our mission and services to a wider audience, during the year HKPC played host to over 4,100 visitors and nearly 200 mainland, overseas and local delegations, to enhance their understanding of our wide spectrum of industrial support services.

為了讓市民認識創新科技在日常生活上的應用，生產力局在「創新科技嘉年華2013」展示了多項自家研發、實用又有趣味的創新科技。「創新科技嘉年華」由香港特區政府創新科技署主辦，假香港科學園舉行。

To raise public awareness of the use of innovative technology in daily life, HKPC showcased fun-inspiring technologies developed by its experts at the InnoCarnival 2013 which was organized by the Innovation and Technology Commission at the Hong Kong Science Park.



實中有虛
Solid and
Open





冰的密度比水更低，讓魚類和其他生物能在冰封湖泊中生存。企業管治架構同樣要嚴謹而靈活，讓企業能在監控與效益之間取得平衡。

Water's solid state is less dense than its liquid state, enabling fish and other organisms to survive in frozen lakes. A solid but open governance structure will help an enterprise strike the balance between performance and accountability.

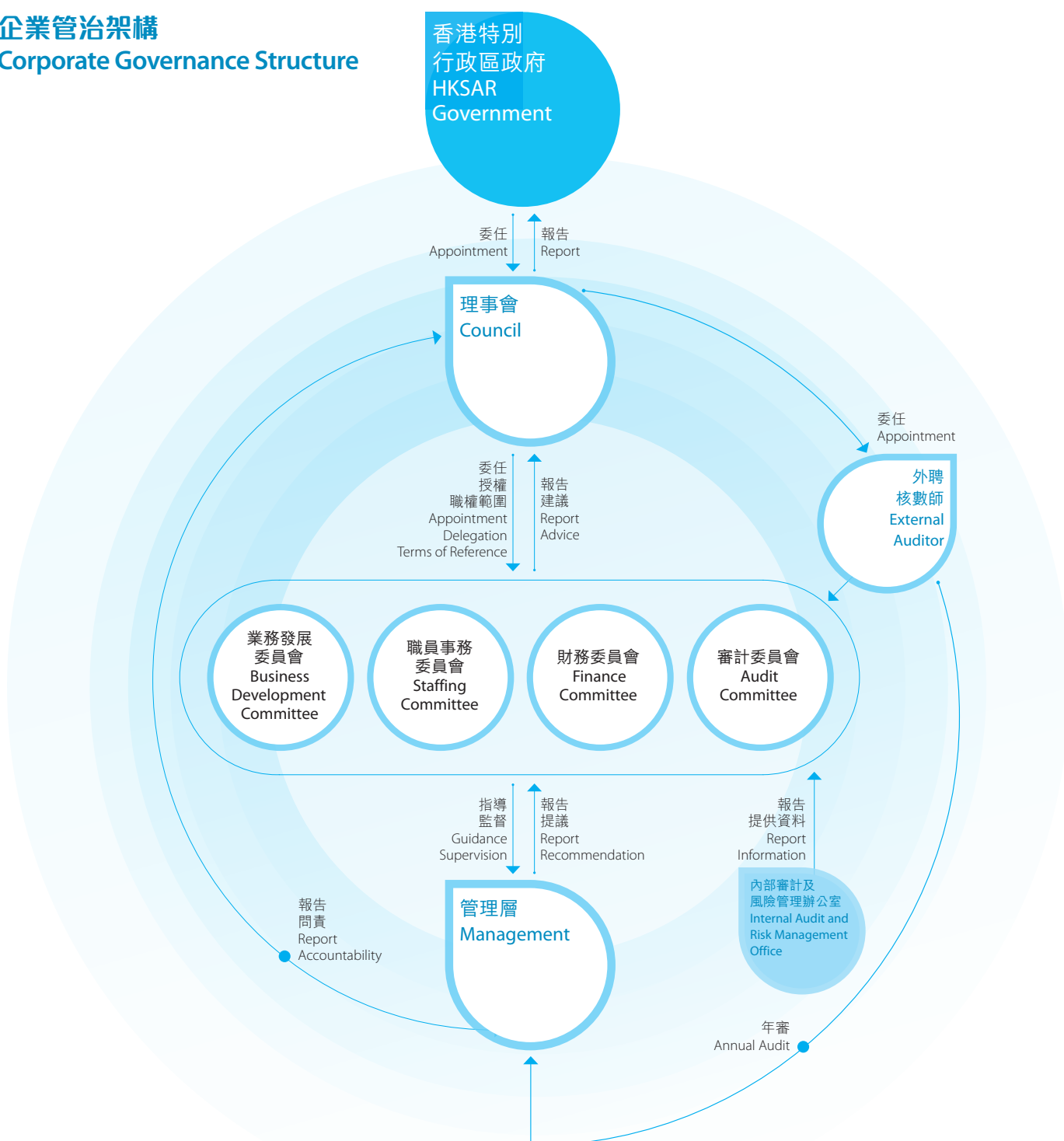




生產力局是受《香港生產力促進局條例》（香港法律第1116章）管轄的法定組織。生產力局致力維持良好企業管治，以履行公眾使命及滿足社會期望。本局高度重視問責性、透明度、公平及道德操守，以此作為企業管治架構的基石。

HKPC is a statutory organization 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 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、工商業界及專業／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。在本年度內，理事會召開了三次會議。各委員的會議出席記錄刊載於第110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、三年策略計劃，以及服務審計聲明。

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，刊載於獨立核數師報告及財務報告。

The Council

The Council is 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 HKSAR Government, of whom five shall be public officers. Among the non-official members (who represent management, labour, business sector 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 has convened three meetings. Attendance records of individual member are available on page 110.

The Council on an annual basis approved HKPC's Three Year Forecast, the detailed Programme and Estimates of HKPC, the Strategic Three-year Plan and the Services Audit Statement.

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 and Financial Statements.

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。

理事會及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）。

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，並向委員會匯報工作進度，及行政上向總裁匯報。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，委員會召開了四次會議。各成員的會議出席記錄刊載於第110頁。

主席

區嘯翔, BBS

成員

郭振華, BBS, MH, JP

李國本

梁廣泉

吳大釗

成小澄, BBS, JP

黃志光

王榮珍, JP

麥鄧碧儀, MH, JP

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

The Audit Committee is chaired by a Council member and currently has 8 members. It met four times during the year under review. Attendance records of individual members are set out on page 110.

Chairman

Mr Albert Au Siu-cheung, BBS

Members

Mr Jimmy Kwok Chun-wah, BBS, MH, JP

Dr Delman Lee

Mr Leung Kwong-chuen

Dr David Ng Tai-chiu

Dr Elizabeth Shing Shiu-ching, BBS, JP

Mr Patrick Wong Chi-kwong

Miss Janet Wong Wing-chen, JP

Mrs Agnes Mak Tang Pik-yee, MH, JP

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，現有五位成員。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110頁。

主席

伍志強, MH

成員

吳大釗
吳宏斌, BBS, MH
陳李藹倫, JP
曾俊文
麥鄧碧儀, MH, JP

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 five members. During the year in review, it met three times. Attendance records of individual members are set out on page 110.

Chairman

Mr Victor Ng Chi-keung, MH

Members

Dr David Ng Tai-chiu
Dr Dennis Ng Wang-pun, BBS, MH
Mrs Helen Chan, JP
Mr Frank Tsang
Mrs Agnes Mak Tang Pik-yee, MH, JP



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。

職員事務委員會由一位理事會委員擔任主席，現時共有十位成員。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 110 頁。

主席

成小澄, BBS, JP

成員

林錦儀
梁任城
蒙美玲
顏吳餘英, JP
冼啟明, MH
鄧燕梨
楊棕傑
吳國強, JP
曾俊文
麥鄧碧儀, MH, JP

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 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 ten members. It met three times during the year in review. Attendance records of individual members are set out on page 110.

Chairman

Dr Elizabeth Shing Shiu-ching, BBS, JP

Members

Miss Lam Kam-yi
Mr Leung Yam-shing
Prof Helen Meng Mei-ling
Mrs Katherine Ngan Ng Yu-ying, JP
Mr Sin Kai-ming, MH
Ms Marilyn Tang Yin-lee
Dr Jack Yeung Chung-kit
Mr Byron Ng, JP
Mr Frank Tsang
Mrs Agnes Mak Tang Pik-yee, MH, JP



業務發展委員會

業務發展委員會負責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，以及就在工業轉型下生產力局應擔當的角色及業務發展向理事會提出建議。此外，委員會亦負責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110頁。

主席

陳鎮仁, SBS, JP

成員

鄭文聰, MH, JP
郭振華, BBS, MH, JP
李國本
梁廣泉
顏吳餘英, JP
楊偉傑
曾俊文
麥鄧碧儀, MH, JP

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，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

理事會委任羅兵咸永道為外聘核數師，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，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, considers substantial changes to the HKPC's Services Audit Statement, 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. The Committee also monitors the performance of HKPC's subsidiary companies.

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 110.

Chairman

Mr Clement Chen Cheng-jen, SBS, JP

Members

Ir Daniel Cheng Man-chung, MH, JP
Mr Jimmy Kwok Chun-wah, BBS, MH, JP
Dr Delman Lee
Mr Leung Kwong-chuen
Mrs Katherine Ngan Ng Yu-ying, JP
Dr Jack Yeung Chung-kit
Mr Frank Tsang
Mrs Agnes Mak Tang Pik-yee, MH, JP

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 PricewaterhouseCoopers, 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 the management. Any management letter from the external auditor and the 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。

辦公室致力找出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。辦公室並制定和執行生產力局的審計政策和策略，以保障其資產，符合有關法律、法規，提高營運效率及效益，確保文件記錄的準確性和可靠性。

該辦公室直接向審計委員會主席匯報，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，內部審計及風險管理辦公室審核了生產力局的十項運作，涉及生產力局的不同範疇。各項審計工作推行前，均經過審計委員會審批。

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；
- 推行企業資源規劃系統，加強項目管理、財務及採購運作的標準化和透明度；
- 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
- 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。

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 with the risk management function of the Council.

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

In the year under review, the ARO had audited 10 operations covering different aspects of HKPC. The audit job plans 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;
- go on-live an enterprise resource planning system for the entire corporation to enhance standardization and transparency of project, finance and procurement-related operations;
- 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.

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，詳列於獨立核數師報告及財務報告。

各理事會及委員會成員的會議出席記錄詳列於第110頁。

自2009年11月起，理事會及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。

舉報

理事會推行了舉報政策，為公眾提供舉報渠道和指引。任何人士如有合理懷疑，生產力局或任何員工出現違規、行為失當或舞弊情況，可通過信件或專用電郵地址（whistleblowing@hkpc.org）直接向審計委員會主席舉報事件，只有獲得審計委員會主席授權的指定人士，才可查閱有關電子郵件或信件。

審計委員會主席會檢視有關的投訴，並決定該如何處理，例如：提名一位合適的專員或成立特別委員會，獨立調查事件。

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 in Independent Auditor's Report and Financial Statements.

The attendance of Members in Council and Committees is detailed on page 110.

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.

Whistle Blowing

The Council has a whistle blowing policy to provide the wider public with reporting channels and guidance on whistleblowing. Persons who have legitimate concern about irregularity, misconduct or malpractice of 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 email or correspondence.

The AC Chairman will review the complaint and decide how it should be addressed such as nominating an appropriate investigating officer or set up a special committee to investigate into the matter independently.

理事會及常務委員會會議出席紀錄

Council and Standing Committee Meeting Attendance Record

4/2013 - 3/2014		Council 理事會	SC 職員事務	BDC 業務發展	FC 財務	AC 審計
陳鎮仁先生，銀紫荊星章，太平紳士	Mr Clement Chen Cheng-jen, SBS, JP	3/3		3/3	1/2	
伍志強先生，榮譽勳章	Mr Victor Ng Chi-keung, MH	3/3			3/3	
區嘯翔先生，銅紫荊星章	Mr Albert Au Siu-cheung, BBS	3/3				4/4
鄭文聰工程師，榮譽勳章，太平紳士	Ir Daniel Cheng Man-chung, MH, JP	2/3		2/3		
郭振華先生，銅紫荊星章，榮譽勳章，太平紳士	Mr Jimmy Kwok Chun-wah, BBS, MH, JP	3/3		2/3		3/4
李國本博士	Dr Delman Lee	2/3		2/3		1/1
梁廣泉先生	Mr Leung Kwong-chuen	3/3		3/3		1/1
梁任城先生	Mr Leung Yam-shing	3/3	3/3			
麥業成先生，太平紳士 (至 31/12/2013)	Mr Andrew Mak Yip-shing, JP (till 31/12/2013)	0/2	0/2			0/3
蒙美玲教授	Prof Helen Meng Mei-ling	3/3	2/3			
吳大釗博士	Dr David Ng Tai-chiu	3/3			3/3	4/4
吳宏斌博士，銅紫荊星章，榮譽勳章	Dr Dennis Ng Wang-pun, BBS, MH	3/3			3/3	
顏吳餘英女士，太平紳士	Mrs Katherine Ngan Ng Yu-ying, JP	3/3	3/3	3/3		
成小澄博士，銅紫荊星章，太平紳士	Dr Elizabeth Shing Shiu-ching, BBS, JP	3/3	3/3			4/4
黃志光先生 (由 1/1/2014)	Mr Patrick Wong Chi-kwong (from 1/1/2014)	1/1				1/1
楊棕傑博士	Dr Jack Yeung Chung-kit	3/3	1/1	3/3		
林錦儀女士	Miss Lam Kam-yi	3/3	2/3			
冼啟明先生，榮譽勳章	Mr Sin Kai-ming, MH	3/3	3/3			
鄧燕梨女士	Ms Marilyn Tang Yin-lee	3/3	3/3			
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	3/3				
創新科技署署長或其候補委員	Commissioner for Innovation and Technology or her alternative members	3/3	3/3	3/3	3/3	4/4
工業貿易署署長或其候補委員	Director-General of Trade and Industry or his alternative members	3/3				
政府經濟顧問或其候補委員	Government Economist or her alternative members	3/3			3/3	
勞工處副處長或其候補委員	Deputy Commissioner for Labour or his alternative members	2/3	3/3			
香港生產力促進局總裁	Executive Director of HKPC		3/3	3/3	3/3	4/4

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

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

主要表現指標

Key Performance Measures

主要表現指標

Key Performance Measures

2013/14

2012/13

2011/12

2010/11

2009/10



服務提供 Service Delivery

顧問項目數目 Number of consultancy projects	964	1,030	1,361	1,443	965
培訓課程學員人數 Number of training course participants	4,564	5,434	6,542	6,172	4,400
展覽／考察團／會議參加人數 Number of people attended exhibitions/ study missions/conferences	6,474	2,048	2,631	3,310	4,680



財務 (百萬元) Financial Result (HK\$M)

顧問項目收入 Income from consultancy projects	260.252	260.619	232.925	202.206	171.302
培訓課程收入 Income from training courses	17.431	18.537	21.428	21.002	27.867
展覽／考察團／會議收入 Income from exhibitions/ study missions/conference	7.18	10.348	13.833	7.74	7.482
製造支援項目收入 Income from manufacturing support projects	26.295	22.318	21.243	23.408	24.604



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	278	297	273	252	269
	Number of people attended 參加者人數	24,341	22,629	21,694	21,132	22,792
客戶滿意 Customer satisfaction	客戶滿意度指數 Customer satisfaction index	9.01	9.1	8.66	8.64	8.47

管理層 Senior Management



麥鄧碧儀, MH, JP
Mrs Agnes Mak Tang Pik-yee, MH, JP
總裁
Executive Director

麥鄧碧儀女士從事資訊科技行業超過30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。

Mrs Mak has over 30 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.

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(2008-2014)，亦是職業訓練局資訊科技培訓及發展委員會主席(2008-2013)、創新科技基金一般支援計劃評審委員會副主席(2007-2010)、僱員再培訓局副主席(2007-2010)、香港科技園董事局成員(2009-2010)、香港學術及職業資歷評審局成員(2008-2011)及社會福利諮詢委員會委員(2008-2013)。

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。麥女士被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。

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 (2008-2014), Chairman of Committee in Information Technology Training and Development of Vocational Training Council (2008-2013), Vice Chairman of the General Support Program Vetting Committee of the Innovation and Technology Fund (2007-2010), Vice Chairman of Employee Retraining Board (2007-2010), Board member of Hong Kong Science and Technology Parks Corporation (2009-2010), Member of Hong Kong Councils for Accreditation of Academic and Vocational Qualifications (2008-2011) and Member of the Social Welfare Advisory Committee (2008-2013).

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.

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，他亦曾參與在工業、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。

Having worked in the private sector, Mr 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.

**林植廷****Mr Tony Lam Chik-ting**

副總裁 (機構事務)

Director, Corporate Services

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）。

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.



潘永生

Mr Joseph Poon Wing-sang

副總裁 (科技發展)

Director, Technology Development

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。

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.

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、香港醫療及保健器材行業協會名譽理事、深港生產力基地有限公司董事。

Mr 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.

老少聰先生具三十年管理及資訊科技顧問經驗，範圍涵蓋業務策略研究、方案評估、可行性分析、流程改造、系統整合、服務創新、供應鏈管理等。多年來主要的客戶有上市公司、製造商、零售商、銀行、電訊公司、公營機構及不同的政府部門等。

老先生在加入生產力局之前，曾在國際著名資訊科技顧問公司任職十多年。他現為香港貿易發展局「資訊及通訊科技服務委員會」委員、商務及經濟發展局「零售業人力發展諮詢委員會」委員、香港職業訓練局「資訊科技訓練發展委員會」委員、社會福利署「資訊科技聯合委員會」委員、香港工業貿易署「中小型企業委員會」委員、香港工業總會「科技發展委員會」顧問、香港總商會「數碼資訊及電訊委員會」委員及香港電腦學會理事會理事。

Mr Gordon Lo has over 30 years of experience in business management and IT consulting. His portfolio spans strategic planning, solution evaluation, feasibility study, process improvement, system integration, service innovation and supply chain management, etc. Major clients include listed companies, manufacturers, retailers, banks, telecom companies, NGOs and various Government departments.

Prior to joining HKPC, Mr Lo worked in international IT companies for more than ten years. He is currently member of ICT Services Advisory Committee of Trade Development Council; member of Advisory Panel on Retail Manpower Development of Commerce and Economic Development Bureau; member of Committee of IT Training and Development of Vocational Training Council; member of Joint Committee on Information Technology for the Social Welfare Sector of Social Welfare Department; member of Small and Medium Enterprise Committee of Trade and Industry Department; advisor of Technology Development Committee of Federation of HK Industries; member of Digital, Information and Telecommunications Committee of Hong Kong General Chamber of Commerce and council member of Hong Kong Computer Society.



老少聰

Mr Gordon Lo Siu-chung

副總裁 (企業管理)

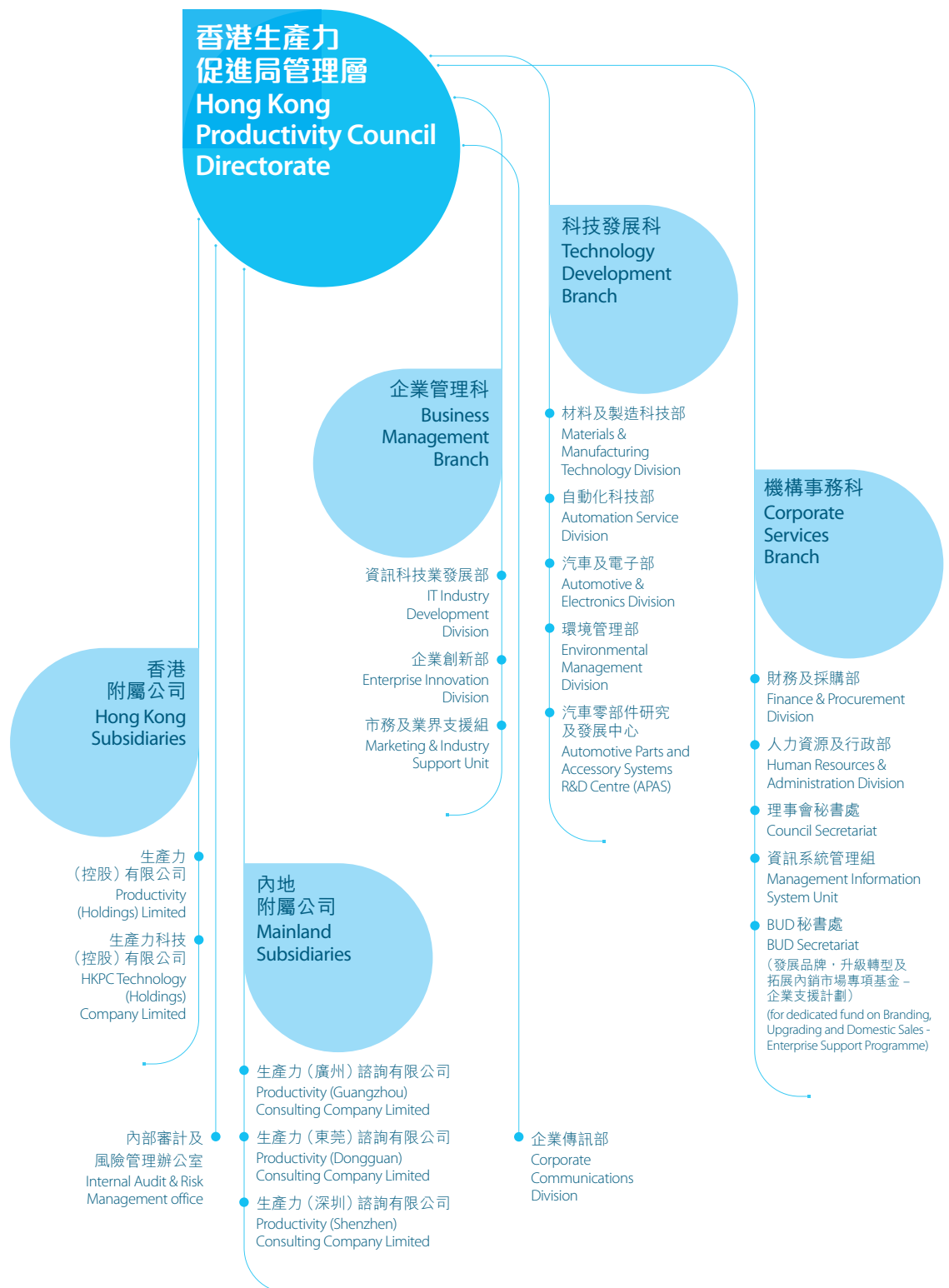
Director, Business Management

老先生具備資訊科技專業人員認證 (項目總監)。他獲取英國倫敦大學理學碩士學位及帝國學院文憑，於1997年加入香港生產力促進局。

Mr Lo is a Certified Professional IT Project Director (CPIT(PD)). He obtained a Diploma of Imperial College and a Master of Science degree from University of London. Mr Lo joined HKPC in 1997.

部門主管
DIVISION HEADS張梓昌¹**Dr Lawrence Cheung**汽車及電子部總經理
General Manager,
Automotive & Electronics雷致行²**Mr Derek Louie**自動化科技部總經理
General Manager,
Automation Service曾錦林³**Mr Tsang Kam Lam**環境管理部總經理
General Manager,
Environmental Management李國強⁴**Mr Thomas Lee**材料及製造科技部總經理
General Manager, Materials &
Manufacturing Technology陳建中⁵**Mr Kim Chan**企業創新部總經理
General Manager,
Enterprise Innovation黃家偉⁶**Mr Wilson Wong**資訊科技業發展部總經理
General Manager,
IT Industry Development何香凝⁷**Ms Lilian Ho**人力資源及行政部總經理
General Manager,
Human Resources & Administration車永棠⁸**Mr Edmond Che**財務及採購部總經理
General Manager,
Finance & Procurement何富豪⁹**Mr Jonathan Ho**企業傳訊部總經理
General Manager,
Corporate Communications朱國平¹⁰**Mr Stanley Chu**內部審計及風險管理總監
Head,
Internal Audit and Risk Management

組織架構 Organization Structure



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（汽車零部件研發中心）於特區政府資助下在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劃，把研發成果轉化為商品，從而促進汽車零部件業的發展。

在2011年12月，香港特區政府發表對各家研發中心的全面檢討，建議汽車零部件研發中心與香港生產力促進局合併，以加強合作為業界提供更大之效益，兩家機構已於2012年11月1日正式合併，在完成必要的合併法律程序後，將由股東進行自願清盤。

董事局

伍偉雄（董事局主席）、許浩明、麥鄧碧儀、衛炳江及王榮珍

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。

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

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.

Based on the recommendation of a comprehensive review of the R&D Centres by the government in December 2011, APAS was merged with HKPC on 1 November 2012 to facilitate greater synergy and bring more benefit to the industry. Subject to the completion of the necessary legal procedures in relation to the merger, APAS will be wound up by way of voluntary liquidation by shareholders.

Board of Directors:

Mr W.H. Ng (Chairman of the Board),
Dr Herbert Hui, Mrs Agnes Mak, Prof Alex Wai and Miss Janet Wong

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

The Productivity (Holdings) Limited was established on 28 July 2003 with the objective to promote productivity excellence 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 three 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.

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

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）、車永棠、麥鄧碧儀、
潘賢明、潘永生、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，以協助生產力局將具有市場潛力的專利、技術及項目成果轉化為商品。該公司為研發成果提供直接有效的商品化平台，致力促進香港發展科技密集的經濟活動。

年間，生產力科技（控股）有限公司通過非獨家使用授權，成功將可在零售及辦公室照明應用的優質環保照明系統InvisiLED商品化。本地一家公司獲生產力科技（控股）有限公司授權將該技術應用於辦公室照明，而該公司已於2012年獲授權在零售照明方面應用該技術。

生產力科技（控股）有限公司正與一家本地公司落實中水回用系統的非獨家授權協議，該系統由生產力局研發，運用獨特的生物科技及尖端的薄膜過濾技術，使日常生活產生的洗盥、沐浴和洗衣等污水，經過適當的控制處理後，成為清澈、無菌、無味的回用水，可供沖廁、綠化或作冷卻塔的補給水等用途。

董事局

陳鎮仁（董事局主席）、鄭文聰、王榮珍、
麥鄧碧儀及楊棕傑

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),
Mr Edmund Che, Mrs Agnes Mak, Mr Gordon Poon, Mr Joseph Poon and
Mr Alfonso Tam

HKPC Technology (Holdings) Co. Ltd.

HKPC Technology (Holdings) Co. Ltd. (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 generation through providing a more direct and effective avenue to turn R&D deliverables into products.

During the year, HKPCT successfully commercialized, via a non-exclusive licence, an invisibLED lighting technology which is a quality eco lighting system for retail and office lighting. The licensee was a local company which already obtained a licence from HKPCT in 2012 for retail application of the technology. The company applied in 2013 for another licence to use the technology for office application.

HKPCT was also in the process of finalizing a non-exclusive licensing agreement with a local company to commercialize a greywater recycling membrane system developed by HKPC. The system decomposes organic matters in domestic wastewater by special micro-organisms. The recycled water is free of germs and odour and can be used for toilet flushing, gardening or as cooling tower make-up water.

Board of Directors:

Mr Clement Chen (Chairman of the Board),
Ir Daniel Cheng, Miss Janet Wong, Mrs Agnes Mak and Dr Jack Yeung

財務報告

Financial Review

香港生產力促進局及其附屬公司全年截至二零一四年三月三十一日止的綜合賬目經由外部核數師「羅兵咸永道會計師事務所」審計，並獲發無保留審計意見書。綜合資產負債表、綜合收支賬目及綜合全面收益表詳載於後頁。

The consolidated accounts for the year ended 31 March 2014 of Hong Kong Productivity Council and its subsidiaries have been audited by the external auditor (PricewaterhouseCoopers) with a clean audit opinion and extracts of the Consolidated Balance Sheet, Consolidated Income and Expenditure Account and Consolidated Statement of Comprehensive Income are set out in the following pages.

綜合資產負債表

Consolidated Balance Sheet

於2014年3月31日 at 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

		2014	2013
非流動資產	Non-current assets		
固定資產	Fixed assets	\$186,191,339	\$196,895,090
無形資產	Intangible assets	12,949,578	1,902,243
於非控制全資公司的投資	Investment in a non-controlled wholly-owned entity	10,000	10,000
聯營公司權益	Interest in an associate	1,543,530	1,506,230
按金	Deposit	12,985,450	18,462,257
		\$213,679,897	\$218,775,820
流動資產	Current assets		
應收賬款、預付款項及按金	Accounts receivable, prepayments and deposits	\$ 45,661,390	\$30,838,488
銀行存款及現金	Cash at bank and in hand	242,772,928	203,662,878
		\$ 288,434,318	\$234,501,366
流動負債	Current liabilities		
應付賬款及應計費用	Accounts payable and accruals	\$181,464,672	\$148,177,829
應付非控制全資公司款項	Amount due to a non-controlled wholly-owned entity	697,050	339,910
應付聯營公司款項	Amount due to an associate	827,061	803,903
應付稅項	Current taxation	168,363	5,494
		\$183,157,146	\$149,327,136
流動資產淨值	Net current assets	\$105,277,172	\$85,174,230
淨資產	NET ASSETS	\$318,957,069	\$303,950,050
生產力局應佔資本 資助金及儲備	Capital subvention fund and reserves attributable to the Council	\$317,339,552	\$302,352,864
非控制性權益	Non-controlling interests	1,617,517	1,597,186
資本資助金, 儲備 及非控制性權益	CAPITAL SUBVENTION FUND, RESERVES AND NON-CONTROLLING INTERESTS	\$318,957,069	\$303,950,050

綜合收支賬目

Consolidated Income and Expenditure Account

截至2014年3月31日止年度 for the year ended 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

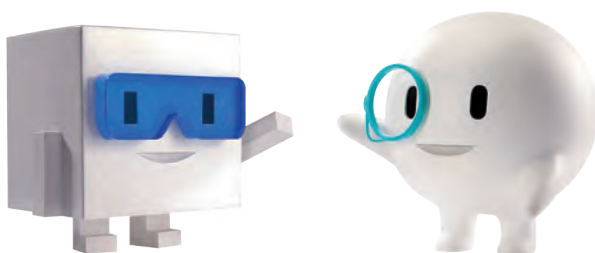
		2014	2013
收入	Income		
經常活動的政府資助	Government subvention for recurrent activities	\$171,996,708	\$170,504,991
服務收入	Service income	374,977,639	359,751,519
其他收入	Other income	11,184,612	10,637,202
應佔聯營公司盈餘	Share of profit of an associate	–	21,744
		\$558,158,959	\$540,915,456
支出	Expenditure		
職員薪俸	Staff emoluments	(329,204,184)	(309,713,333)
其他支出	Other expenses	(240,240,400)	(235,669,444)
應佔聯營公司虧損	Share of loss of an associate	(6,035)	–
		\$(11,291,660)	\$(4,467,321)
所得稅	Income tax	(203,156)	(191,577)
		(11,494,816)	(4,658,898)
轉自資本資助金	Transfer from capital subvention fund	24,979,940	25,185,726
年內淨盈餘	Surplus for the year	\$13,485,124	\$20,526,828
歸屬於：	Attributable to:		
生產力局	The Council	\$13,283,259	\$21,452,028
非控制股東權益	Non-controlling interests	201,865	(925,200)
		\$13,485,124	\$20,526,828

綜合全面收益表

Consolidated Statement of Comprehensive Income

截至2014年3月31日止年度 for the year ended 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

		2014	2013
年內淨盈餘	Surplus for the year	\$13,485,124	\$20,526,828
年內其他全面收益	Other comprehensive income for the year		
可能於其後重新歸類至 收支賬目的項目	Items that may be reclassified subsequently to income and expenditure accounts		
換算中華人民共和國 (「中國」)業務賬目的 匯兌差異	Exchange differences on translation of accounts of operations in the People's Republic of China ("PRC")	(206,968)	(100,227)
年內全面收益額	Total comprehensive income for the year	\$13,278,156	\$20,426,601
來自：	Attributable to:		
生產力局	The Council	\$13,257,825	\$21,343,819
非控制股東權益	Non-controlling interests	20,331	(917,218)
年內全面收益	Total comprehensive income for the year	\$13,278,156	\$20,426,601



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為消減本印刷品對全球氣候變化的影響，生產力局環境管理部顧問對本年報的印刷及分發過程進行碳足印分析，並以碳額度抵銷碳排放量。
To minimize the impact of this publication on global climate change, HKPC's environmental management consultants have performed a carbon footprint analysis on the printing and distribution of this annual report. The total carbon emission is offset by means of carbon credits.

鳴謝：環境保護署
Acknowledgement: Environmental Protection Department

Design and Production: iLink Group Limited www.ilinkfin.com

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The background features a series of concentric circles in various shades of teal and light blue, creating a ripple effect. Overlaid on these are several geometric shapes: a large circle with a diamond inside, a teardrop shape with a diamond inside, and a smaller teardrop shape with a diamond inside. The word "VALUE" is written in white, spaced-out capital letters across the middle of the image.

V A L U E

HKPC[®]

獨立核數師報告及財務報告
Independent Auditor's Report
and Financial Statements
2013-2014

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獨立核數師報告

Independent Auditor's Report

致香港生產力促進局理事會各委員

(根據《香港生產力促進局條例》在香港註冊成立)

本核數師(以下簡稱「我們」)已審計列載於第04至52頁香港生產力促進局(以下簡稱「生產力局」)及其附屬公司(統稱「貴集團」)的綜合賬目,此綜合賬目包括於二零一四年三月三十一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、綜合全面收益表儲備變動表和綜合現金流量表,以及主要會計政策概要及其他附註解釋資料。

理事會委員就綜合賬目須承擔的責任

理事會委員須負責根據香港會計師公會頒佈的香港財務報告準則編製綜合賬目,以令綜合賬目作出真實而公平的反映,及落實其認為編製綜合賬目所必要的內部控制,以使綜合賬目不存在由於欺詐或錯誤而導致的重大錯誤陳述。

核數師的責任

我們的責任是根據我們的審計對該等綜合賬目作出意見,並按照《香港生產力促進局條例》第18條的規定僅向整體理事會委員報告,除此之外本報告別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。

我們已根據香港會計師公會頒佈的香港審計準則進行審計。該等準則要求我們遵守道德規範,並規劃及執行審計,以合理確定綜合賬目是否不存在任何重大錯誤陳述。

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") and its subsidiaries (together, the "Group") set out on pages 04 to 52, which comprise the consolidated and the Council's balance sheets as at 31 March 2014, and the consolidated income and expenditure account, the consolidated and the Council's statements of comprehensive income, the consolidated statement of changes in reserve and the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

Council Members' Responsibility for the Consolidated Accounts

The Council Members are 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 for such internal control as the Council Members determine 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 and to report our opinion solely to you, as a body, in accordance with section 18 of the Hong Kong Productivity Council Ordinance 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.

獨立核數師報告 Independent Auditor's Report

核數師的責任 (續)

審計涉及執行程序以獲取有關綜合賬目所載金額及披露資料的審計憑證。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綜合賬目存在重大錯誤陳述的風險。在評估該等風險時，核數師考慮與該公司編製綜合賬目以作出真實而公平的反映相關的內部控制，以設計適當的審計程序，但目的並非對公司內部控制的有效性發表意見。審計亦包括評價理事會委員所採用會計政策的合適性及作出會計估計的合理性，以及評價綜合賬目的整體列報方式。

我們相信，我們所獲得的審計憑證能充足和適當地為我們的審計意見提供基礎。

意見

我們認為，該等綜合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貴集團於二零一四年三月三十一日的事務狀況，以及生產力局及貴集團截至該日止年度的盈餘及貴集團現金流量。

羅兵咸永道會計師事務所
執業會計師

香港 二零一四年七月三十日

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 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 Members, 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 Group and the Council as at 31 March 2014, and of the Group's and Council's surplus and Group's cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards.

PricewaterhouseCoopers
Certified Public Accountants

Hong Kong, 30 July 2014

綜合資產負債表

Consolidated Balance Sheet

於2014年3月31日 as at 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

		附註 Note	2014	2013
非流動資產	Non-current assets			
固定資產	Fixed assets	4	\$186,191,339	\$196,895,090
無形資產	Intangible assets	5	12,949,578	1,902,243
於非控制全資公司 的投資	Investment in a non-controlled wholly-owned entity	6	10,000	10,000
聯營公司權益	Interest in an associate	7	1,543,530	1,506,230
按金	Deposit	8	12,985,450	18,462,257
			\$213,679,897	\$218,775,820
流動資產	Current assets			
應收賬款、預付款項 及按金	Accounts receivable, prepayments and deposits	8	\$45,661,390	\$30,838,488
銀行存款及現金	Cash at bank and in hand	9	242,772,928	203,662,878
			\$288,434,318	\$234,501,366
流動負債	Current liabilities			
應付賬款及應計費用	Accounts payable and accruals	10	\$181,464,672	\$148,177,829
應付非控制全資公司 款項	Amount due to a non-controlled wholly-owned entity	11	697,050	339,910
應付聯營公司款項	Amount due to an associate	11	827,061	803,903
應付稅項	Current taxation	20(c)	168,363	5,494
			\$183,157,146	\$149,327,136
流動資產淨值	Net current assets		\$105,277,172	\$85,174,230
淨資產	NET ASSETS		\$318,957,069	\$303,950,050
生產力局應佔資本 資助金及儲備	Capital subvention fund and reserves attributable to the Council		\$317,339,552	\$302,352,864
非控制性權益	Non-controlling interests		1,617,517	1,597,186
資本資助金, 儲備 及非控制性權益	CAPITAL SUBVENTION FUND, RESERVES AND NON-CONTROLLING INTERESTS	12	\$318,957,069	\$303,950,050

生產力局委員於2014年7月30日核准並許可發出。

Approved and authorised for issue by the Council Members on 30 July 2014.

)
) Chairman 主席
)

)
) Deputy Chairman 副主席
)

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

資產負債表

Balance Sheet

於2014年3月31日 as at 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

		附註 Note	2014	2013
非流動資產	Non-current assets			
固定資產	Fixed assets	4	\$185,511,291	\$196,135,470
無形資產	Intangible assets	5	12,936,832	1,887,687
於非控制全資公司 及附屬公司的投資	Investments in a non-controlled wholly-owned entity and subsidiaries	6	18,732,000	18,732,000
按金	Deposit	8	12,985,450	18,462,257
			\$230,165,573	\$235,217,414
流動資產	Current assets			
應收賬款、預付款項 及按金	Accounts receivable, prepayments and deposits	8	\$43,076,694	\$30,300,175
應收附屬公司款項	Amounts due from subsidiaries	11	4,843,109	11,248,003
銀行存款及現金	Cash at bank and in hand	9	225,884,901	178,770,526
			\$273,804,704	\$220,318,704
流動負債	Current liabilities			
應付賬款及應計費用	Accounts payable and accruals	10	\$173,995,370	\$140,968,378
應付附屬公司款項	Amounts due to subsidiaries	11	16,703,916	14,338,013
			\$190,699,286	\$155,306,391
流動資產淨值	Net current assets		\$83,105,418	\$65,012,313
淨資產	NET ASSETS		\$313,270,991	\$300,229,727
資本資助金及儲備	CAPITAL SUBVENTION FUND AND RESERVES	12	\$313,270,991	\$300,229,727

生產力局委員於2014年7月30日核准並許可發出。

Approved and authorised for issue by the Council Members on 30 July 2014.

)
) Chairman 主席
)

)
) Deputy Chairman 副主席
)

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

綜合收支賬目

Consolidated Income and Expenditure Account

截至2014年3月31日止年度 for the year ended 31 March 2014

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

		附註 Note	2014	2013
收入	Income			
經常活動的政府資助	Government subvention for recurrent activities	13	\$171,996,708	\$170,504,991
服務收入	Service income	14	374,977,639	359,751,519
其他收入	Other income	15	11,184,612	10,637,202
應佔聯營公司盈餘	Share of profit of an associate		–	21,744
			\$558,158,959	\$540,915,456
支出	Expenditure			
職員薪俸	Staff emoluments	16	(329,204,184)	(309,713,333)
其他支出	Other expenses	19	(240,240,400)	(235,669,444)
應佔聯營公司虧損	Share of loss of an associate		(6,035)	–
			\$(11,291,660)	\$(4,467,321)
所得稅	Income tax	20(a)	(203,156)	(191,577)
轉自資本資助金	Transfer from capital subvention fund	12	(11,494,816)	(4,658,898)
			24,979,940	25,185,726
年內淨盈餘	Surplus for the year		\$13,485,124	\$20,526,828
歸屬於：	Attributable to:			
– 生產力局	– The Council	12(b)	\$13,283,259	\$21,452,028
– 非控制股股東權益	– Non-controlling interests	12(d)	201,865	(925,200)
			\$13,485,124	\$20,526,828

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

綜合全面收益表

Consolidated Statement of Comprehensive Income

截至2014年3月31日止年度 for the year ended 31 March 2014

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

	附註 Note	2014	2013
年內淨盈餘	Surplus for the year	\$13,485,124	\$20,526,828
年內其他全面收益	Other comprehensive income for the year		
可能於其後重新歸類至 收支賬目的項目	Items that may be reclassified subsequently to income and expenditure accounts		
換算中華人民共和國 (「中國」)業務賬目的 匯兌差異	Exchange differences on translation of accounts of operations in the People's Republic of China ("PRC")	(206,968)	(100,227)
年內全面收益額	Total comprehensive income for the year	\$13,278,156	\$20,426,601
來自：	Attributable to:		
– 生產力局	– The Council	\$13,257,825	\$21,343,819
– 非控股股東權益	– Non-controlling interests	20,331	(917,218)
年內全面收益	Total comprehensive income for the year	\$13,278,156	\$20,426,601

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

收支賬目

Statement of Comprehensive Income

截至2014年3月31日止年度 for the year ended 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

		附註 Note	2014	2013
收入	Income			
經常活動的政府資助	Government subvention for recurrent activities	13	\$171,996,708	\$170,504,991
服務收入	Services income	14	368,382,372	353,561,993
其他收入	Other income	15	10,928,055	10,093,881
			\$551,307,135	\$534,160,865
支出	Expenditure			
職員薪俸	Staff emoluments	16	(324,142,810)	(307,157,931)
其他支出	Other expenses	19	(240,831,864)	(230,942,698)
			(13,667,539)	(3,939,764)
轉自資本資助金	Transfer from capital subvention fund		24,979,940	25,185,726
年內淨盈餘	Surplus for the year	12(b)	\$11,312,401	\$21,245,962

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

綜合儲備變動表

Consolidated Statement of Changes in Reserves

截至2014年3月31日止年度 for the year ended 31 March 2014

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

	附註 Note	歸屬於生產力局 Attributable to the Council				非控股 股東權益 Non- controlling interests	儲備總額 Total reserves
		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2012年4月1日的結餘	Balance at 1 April 2012	\$231,915,052	\$46,914,080	\$2,790,934	\$281,620,066	\$2,514,404	\$284,134,470
本年度盈餘/(虧損)	Surplus for the year	–	21,452,028	–	21,452,028	(925,200)	20,526,828
其他全面收益	Other comprehensive income	–	–	(108,209)	(108,209)	7,982	(100,227)
年內全面收益總額	Total comprehensive income	–	21,452,028	(108,209)	21,343,819	(917,218)	20,426,601
資本資助金淨變動	Net movement in capital subvention fund	12(a) (611,021)	–	–	(611,021)	–	(611,021)
於2013年3月31日的結餘	Balance at 31 March 2013	\$231,304,031	\$68,366,108	\$2,682,725	\$302,352,864	\$1,597,186	\$303,950,050

	附註 Note	歸屬於生產力局 Attributable to the Council				非控股 股東權益 Non- controlling interests	儲備總額 Total reserves
		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2013年4月1日的結餘	Balance at 1 April 2013	\$231,304,031	\$68,366,108	\$2,682,725	\$302,352,864	\$1,597,186	\$303,950,050
本年度盈餘	Surplus for the year	–	13,283,259	–	13,283,259	201,865	13,485,124
其他全面收益	Other comprehensive income	–	–	(25,434)	(25,434)	(181,534)	(206,968)
年內全面收益總額	Total comprehensive income	–	13,283,259	(25,434)	13,257,825	20,331	13,278,156
資本資助金淨變動	Net movement in capital subvention fund	12(a) 1,728,863	–	–	1,728,863	–	1,728,863
於2014年3月31日的結餘	Balance at 31 March 2014	\$233,032,894	\$81,649,367	\$2,657,291	\$317,339,552	\$1,617,517	\$318,957,069

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

綜合現金流量表

Consolidated Statement of Cash Flows

截至2014年3月31日止年度 for the year ended 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

	附註 Note	2014	2013
營運活動	Operating activities		
營運現金流入淨額	Net cash inflow from operations	\$38,132,260	\$31,109,877
已付中國企業所得稅	PRC Corporate Income Tax paid	(40,287)	(282,240)
營運活動的現金流入淨額	Net cash inflow from operating activities	\$38,091,973	\$30,827,637
投資活動	Investing activities		
已收利息	Interest received	\$936,063	\$1,288,477
新增三個月以上定期存款	Increase in fixed deposits with maturity over 3 months at acquisition	(107,241,345)	(157,251,643)
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	128,497,944	140,179,749
出售固定資產所得款項	Proceeds from disposal of fixed assets	120,499	21,215
支付購入固定資產款項	Payment for the purchase of fixed assets	(21,349,931)	(34,429,326)
支付購入無形資產款項	Payment for the purchase of intangible assets	(5,135,198)	—
投資活動的現金流出淨額	Net cash outflow from investing activities	\$(4,171,968)	\$(50,191,528)
融資活動	Financing activities		
用作購入固定資產及無形資產的政府資助	Government subvention for the purchase of fixed assets and intangible assets	\$26,708,803	\$18,908,415
融資所得的現金流入淨額	Net cash inflow from financing activities	\$26,708,803	\$18,908,415
現金及現金等價物增加／(減少)	Net increase/(decrease) in cash and cash equivalents	\$60,628,808	\$(455,476)
於4月1日的現金及現金等價物	Cash and cash equivalents at 1 April	145,395,342	145,958,731
匯率變動的影響	Effect of foreign exchange rate changes	(262,159)	(107,913)
於3月31日的現金及現金等價物	Cash and cash equivalents at 31 March	\$205,761,991	\$145,395,342

第11至第52頁的附註屬本賬目的一部分。

The notes on pages 11 to 52 form part of these accounts.

賬目附註

Notes to the Accounts

截至2014年3月31日止年度 for the year ended 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

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。

生產力局及其附屬公司（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）及香港公認會計原則的規定編製。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。

(b) 賬目編製基準

截至2014年3月31日止年度的綜合賬目涵蓋生產力局和某些附屬公司（參閱附註6）和集團的聯營公司權益。

賬目的計算基準為歷史的成本會計法。管理層需在編製符合《香港財務報告準則》的賬目時作出判斷、估計和假設，足以影響會計政策應用，以及資產、負債、收入和支出的報告數額。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。

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") and accounting principles generally accepted in Hong Kong. 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.

(b) Basis of preparation of the accounts

The consolidated accounts for the year ended 31 March 2014, comprise the Council and certain of its subsidiaries (see note 6) and the Group's interest in an associate.

The measurement basis used in the preparation of the accounts is the historical cost basis. The preparation of accounts in conformity with HKFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

賬目附註

Notes to the Accounts

截至 2014 年 3 月 31 日止年度 for the year ended 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

2 主要會計政策 (續)

(b) 賬目編製基準 (續)

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

附屬公司指集團擁有控制權的所有實體。當集團因參與實體而承受或有權享有可變回報，且有能力透過其對實體的權力影響該等回報，則集團對該實體有控制權。附屬公司從控制權轉移至集團之日起綜合入賬，並於控制權終止之日起停止綜合入賬。

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綜合計算。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。

非控制性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和綜合全面收益表中分為非控股股東權益與生產力局於年內盈利或虧損總額及全面收益總額。

2 Significant accounting policies (continued)

(b) Basis of preparation of the accounts (continued)

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 all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

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.

Non-controlling 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 and the consolidated statement of comprehensive income as an allocation of the total surplus or deficit and total comprehensive income for the year between non-controlling interests and the Council.

賬目附註

Notes to the Accounts

截至2014年3月31日止年度 for the year ended 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

2 主要會計政策 (續)**(c) 附屬公司及非控股股東權益 (續)**

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)）或合資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（參閱附註2(h)）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。

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(h)）。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。

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

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 joint venture.

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

(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.

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(h)). 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 associate's other comprehensive income is recognised in the consolidated statement of comprehensive income.

賬目附註

Notes to the Accounts

截至2014年3月31日止年度 for the year ended 31 March 2014
(以港幣為單位 Expressed in Hong Kong dollars)

2 主要會計政策 (續)

(d) 聯營公司 (續)

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(h)）後入賬。

(e) 固定資產

固定資產以成本減去累計折舊和減值虧損（見附註2(h)）。

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），以下的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
租賃樓宇改善工程	
– 辦公室	10年
– 非辦公室	3年
傢具及設備	3至10年

2 Significant accounting policies (continued)

(d) Associates (continued)

When the Group's share of losses exceeds its interest in the associate, the Group does not recognise further losses 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(h)).

(e) Fixed assets

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

Depreciation is calculated to write off the cost of items of fixed assets, less their estimated residual value, if any, using the straight-line method over their estimated useful lives as follows:

Hong Kong Productivity Council Building （「HKPC Building」）	50 years
Leasehold improvements	
– Office	10 years
– Non-office	3 years
Furniture and equipment	3 to 10 years

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2 主要會計政策 (續)**(e) 固定資產 (續)**

生產力局會每年審閱固定資產的可用年限和殘值 (如有)。

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

(f) 無形資產

無形資產包括電腦軟件及專利。

(i) 電腦軟件

所購入電腦軟件之成本按購入及使用該特定軟件所產生的成本為基準資本化，並按成本減累計攤銷於資產負債表列賬。

電腦軟件之攤銷乃以直線法按資產估計可使用年期於全面收益表中扣除。年度攤銷於收支內計提。

(ii) 專利

分開收購之專利按歷史成本列賬。

專利均不予攤銷並且無限定可使用年期。如專利的可使用年期被評估為不確定，則不作攤銷。對專利的可使用年期評定為不確定的結論，須每年作出檢討，以確定是否有任何事件或情況持續支持該資產屬於沒有確定的可使用年期。如沒有，則對可使用年期的評估從不確定變更為有確定年期時，須自變更的日期起入賬，並根據有確定年期的專利政策進行攤銷。

(g) 租賃資產

租賃安排指集團於一宗交易或一系列相關交易，被賦予權利可於協定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。

2 Significant accounting policies (continued)**(e) Fixed assets (continued)**

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 the income and expenditure account on the date of retirement or disposal.

(f) Intangible assets

Intangible assets comprise computer software and patents.

(i) Computer software

Computer software costs are capitalised on the basis of the costs incurred to acquire and bring to use the specific software and are stated in the balance sheet at cost less accumulated amortisation.

Amortisation of computer software is charged to the statement of comprehensive income on a straight-line basis over the assets' estimated useful lives of 3 years. Annual amortisation is charged against the income and expenditure.

(ii) Patents

Separately acquired patents are shown at historical cost.

Patents are not amortised while their useful lives are assessed to be indefinite. Any conclusion that the useful life of the patents is indefinite is reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment for that asset. If they do not, the change in the useful life assessment from indefinite to finite is accounted for prospectively from the date of change and in accordance with the policy for amortisation of patents with finite lives.

(g) 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.

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2 主要會計政策 (續)

(g) 租賃資產 (續)

(i) 集團租賃資產的分類

對於集團以租賃持有的資產，如果租賃使所有權的絕大部分風險和回報轉移至集團，有關的資產便會劃歸為以融資租賃持有；如果租賃不會使所有權的絕大部分風險和回報轉移至集團，則劃歸為經營租賃，但下列情況除外：

- 以經營租賃持作自用的土地，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，按作為融資租賃持有方式入賬，除非該建築物同時但清晰地以經營租賃持有。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。

(h) 資產減值

(i) 權益證券投資和其他應收款項的減值
本集團在每報告期末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)

(g) Leased assets (continued)

(i) Classification of assets leased to the Group

Assets that are held by the Group under leases which transfer to the Group substantially all the risks and rewards of ownership are classified as being held under finance leases. Leases which do not transfer substantially all the risks and rewards of ownership to the Group are classified as operating leases, with the following exception:

- Land held for own use under an operating lease, the fair value of which cannot be measured separately from the fair value of a building situated thereon at the inception of the lease, is accounted for as being held under a finance lease, unless the building is also clearly held under an operating lease. For these purposes, the inception of the lease is the time that the lease was first entered into by the Group, or taken over from the previous lessee.

(ii) Operating lease charges

Where the Group has the use of assets held under operating leases, payments made under the leases are charged to the income and 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 and expenditure account as an integral part of the aggregate net lease payments made. Contingent rentals are charged to the income and 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.

(h) Impairment of assets

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

Investments in equity securities and other receivables that are stated at cost or amortised cost are reviewed at the end of each reporting period 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;

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2 主要會計政策 (續)**(h) 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(h)(ii)將該投資的可收回數額與其賬面金額作一比較。如果按附註2(h)(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，則有關的評估會合併進行。被合併評估減值的金融資產的未來現金流量是根據與該合併組別具有類似信貸風險特徵的資產的過往虧損情況計算。

如果減值虧損在其後的期間減少，而且客觀上與減值虧損確認後發生的事件有關，則應通過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。

2 Significant accounting policies (continued)**(h) 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 with its carrying amount in accordance with note 2(h)(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(h)(ii).
- For trade and other 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 share similar risk characteristics, such as similar past due status, and have not been individually assessed as impaired. Future cash flows for financial assets which are assessed for impairment collectively are based on historical loss experience for assets with credit risk characteristics similar to the collective group.

If in a subsequent period the amount of an impairment loss decreases and the decrease can be linked objectively to an event occurring after the impairment loss was recognised, the impairment loss is reversed through 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.

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2 主要會計政策 (續)

(h) 資產減值 (續)

(i) 權益證券投資和其他應收款項的減值 (續)

除已就應收賬款而確認的減值虧損外 (該應收賬款的可收回性被視為可疑, 但並非完全沒有可能收回), 其他減值虧損會直接沖銷相應的資產。在這種情況下, 呆賬的減值虧損會採用準備賬來記錄。當集團認為收回的可能性極低時, 被視為不可收回的金額便會直接沖銷應收賬款, 而與該債務有關而在準備賬內記錄的相關數額也會轉回。其後收回早前已計入準備賬的數額和其後收回早前已直接沖銷的數額均在收支賬目內確認。

(ii) 其他資產的減值

集團在每個報告期末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賬目中確認。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)

(h) Impairment of assets (continued)

(i) Impairment of investments in equity securities and other receivables (continued)

Impairment losses are written off against the corresponding assets directly, except for impairment losses recognised in respect of accounts receivable, whose recovery is considered doubtful but not remote. In this case, the impairment losses for doubtful debts are recorded using an allowance account. When the Group is satisfied that recovery is remote, the amount considered irrecoverable is written off against accounts receivable directly and any amounts held in the allowance account relating to that debt are reversed. Subsequent recoveries of amounts previously charged in the allowance account and subsequent recoveries of amounts previously written off directly are recognised in the income and expenditure account.

(ii) Impairment of other assets

Internal and external sources of information are reviewed at the end of each reporting period 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 and 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.

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2 主要會計政策 (續)**(h) 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。

(i) 服務合同

服務合同指為客戶提供服務的合同。合同收入的會計政策在附註2(p)(ii)中列明。倘合約進展到一個階段並能可靠地估計其結果時，來自工程服務合約之收入乃按完成百分比法確認。來自工程服務合約之收入乃參照報告期末已完成工程所產生之成本佔完工時估計成本總額之比例計算。當合約成本總額很有可能超過合約收益總額時，即會就有關合約之預計虧損作全數撥備。倘不能可靠地估計工程服務合約之結果，合約收益僅確認至已產生並可收回之合約成本。

進行中的服務合同在報告期末日以已發生的成本淨額加已確認盈餘減已確認損失和進度賬單確認，並在資產負債表以「遞延收入」作為負債（如適用）列示。客戶未支付的進度賬單包括在「應收賬款、預付款項及按金」。在服務提供之前的已收金額以「應付賬款及應計費用」下的「遞延收入」列示。

(j) 應收賬款

應收賬款按公允價值初始確認，其後按實際利率法計算的攤銷成本減去對呆賬減值的準備後所得數額入賬（參閱附註2(h)）。

(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。

2 Significant accounting policies (continued)**(h) 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 and expenditure account in the year in which the reversals are recognised.

(i) Service contracts

Service contracts are contracts for the provision of services. The accounting policy for contract revenue is set out in note 2(p)(ii). Revenue from service contracts is recognised using the percentage of completion method when the contracts have progressed to a stage where an outcome can be estimated reliably. Revenue from service contracts is measured by reference to the proportion of costs incurred for work performed to the end of the reporting period as compared to the estimated total costs to completion. Anticipated losses on contracts are fully provided when it is probable that total contract costs will exceed total contract revenue. When the outcome of a service contract cannot be estimated reliably, contract revenue is recognized only to the extent of contract costs incurred that are likely to be recoverable.

Service contracts in progress at the end of the reporting period are recorded at the net amount of costs incurred plus recognised surplus less recognised losses and progress billings, and are presented in the balance sheet as the "Deferred income" (as a liability), as applicable. Progress billings not yet paid by the customer are included under "Accounts receivable, prepayments and deposits". Amounts received before the related work is performed and presented as "Deferred income" under "Accounts payable and accruals".

(j) Receivables

Receivables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method, less allowance for impairment of doubtful debts (see note 2(h)).

(k) Accounts payable and accruals

Accounts payable and accruals are initially recognised at fair value and subsequently stated at amortised cost.

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2 主要會計政策 (續)

(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。這些投資可以隨時轉換為已知的現金額其價值變動風險不大，並在購入後三個月內到期。

(m) 僱員福利

(i) 退休金責任

界定供款計劃指集團向獨立實體作出固定供款的退休計劃。如基金不持有足夠資產在本期間或前期間就僱員服務向所有僱員支付退休利益，集團亦無法定或推定責任支付進一步供款。

對於界定供款計劃，集團須按照強制性、合約性或自願性方式，向公開或私人管理的退休保險計劃支付供款。集團在支付供款後即沒有進一步的付款責任。此等供款在應支付時確認為僱員福利開支。預付供款按現金退款或未來付款可供削減的程度確認為資產。

(ii) 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、界定供款退休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。

(iii) 辭退福利

辭退福利只會在集團透正式的具體辭退計劃且沒有撤回該計劃的實際可能性的情況下，集團表明決意終止僱用或因僱員自願接受遣散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，但直接在其他全面收益或儲備中確認的相關項目，則在其他全面收益或儲備中分別確認。

2 Significant accounting policies (continued)

(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) Pension obligations

A defined contribution plan is a pension plan under which the group pays fixed contributions into a separate entity. The group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

For defined contribution plans, the group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(ii) 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.

(iii) 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.

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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，根據已頒佈或在報告期末日實質上已頒佈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，根據已頒佈或在報告期末日實質上已頒佈的稅率計量。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不確定的時間或數額的負債計提準備。如果貨幣時間值重大，則按預計所需支出的現值計提準備。

如果含有經濟效益的資源外流的可能性較低，或是無法對有關數額作出可靠的估計，便會將該義務披露為或有負債，但資源外流的可能性極低則除外。如果集團的義務須視乎某宗或多宗未來事件是否發生才能確定是否存在，亦會披露為或有負債，但資源外流的可能性極低則除外。

(p) 收入確認

收入按已收或應收代價的公允價值計量。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賬目中確認：

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 end of the reporting period, 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 end of the reporting period. Deferred tax assets and liabilities are not discounted.

(o) Provisions and contingent liabilities

Provisions are recognised for liabilities of uncertain timing or amount when the Group or the Council has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

(p) 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 and expenditure account as follows:

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2 主要會計政策 (續)

(p) 收入確認 (續)

(i) 政府資助

政府資助包括經常活動的收入資助，以及購入固定資產的資本資助。

當可以合理地確定集團將會符合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。收入資助如用以償付集團營運支出，則會有系統地在支出產生的同一會計年度列作收入，在收支賬目內確認。

資本資助如用以償付集團購買資產的成本，則會首先在資本資助金確認，之後按照資產可用年限通過收支賬目的方法確認。

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，儲備上限由生產力局與政府協定（附註 12(e)）。超出上限的數額將於下一個財政年度退還予政府。

(ii) 合同收入

當服務合同的結果可以可靠估計，固定價格合同的收入以完工百分比法確認，合同的完工進度根據累計實際發生的合同成本佔合同預計總成本的比例確定。

當服務合同的結果不能可靠估計，合同收入只按照很可能能夠收回的已經發生的合同成本確認。

(iii) 提供服務的收入

提供服務的收入於提供相關服務時入賬。

(iv) 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賬目中確認，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賬目中確認為應收租賃淨付款總額的組成部分。

(v) 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 (continued)

(i) Government subventions

Government subventions consist of revenue subventions for recurrent activities and capital subventions for fixed asset purchases.

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. Revenue subventions that compensate the Group for expenditure incurred are recognised as income in the income and expenditure account on a systematic basis in the same periods in which the expenditure are incurred.

Capital subventions that compensate the Group for the cost of an asset are initially recognised in capital subvention fund and consequently recognised in income and expenditure account over the useful life of the asset.

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 the 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) Contract revenue

When the outcome of a service contract can be estimated reliably, revenue from a fixed price contract is recognised using the percentage of completion method, measured by reference to the percentage of contract costs incurred to date to estimated total contract costs for the contract.

When the outcome of a service contract cannot be estimated reliably, revenue is recognised only to the extent of contract costs incurred that it is probable will be recoverable.

(iii) Income from provision of services

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

(iv) 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 and expenditure account as an integral part of the aggregate net lease payments receivable.

(v) Interest income

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

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

2 主要會計政策 (續)**(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報告期末日的外幣匯率換算。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報告期末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。

出售香港境外經營時，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出售項目的收支賬目內。

(r) 有關連人士

(a) 如屬以下人士，即該人士或該人士的近親是集團的關聯方：

- (i) 控制或共同控制集團；
- (ii) 對集團有重大影響力；或
- (iii) 是集團或集團母公司的關鍵管理人員。

(b) 如符合下列任何條件，即企業實體是集團的關聯方：

- (i) 該實體與集團隸屬同一集團（即各母公司、附屬公司和同系附屬公司彼此間有關聯）。
- (ii) 一家實體是另一實體的聯營公司或合營企業（或另一實體所屬集團旗下成員公司的聯營公司或合營企業）。
- (iii) 兩家實體是同一第三方的合營企業。

2 Significant accounting policies (continued)**(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 end of the reporting period. 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 end of the reporting period. 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) Related parties

(a) A person, or a close member of that person's family, is related to the Group if that person:

- (i) has control or joint control over the Group;
- (ii) has significant influence over the Group; or
- (iii) is a member of the key management personnel of the Group or the Group's parent.

(b) An entity is related to the Group if any of the following conditions applies:

- (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.

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2 主要會計政策 (續)

(r) 有關連人士 (續)

- (iv) 一家實體是第三方實體的合營企業，而另一實體是第三方實體的聯營公司。
- (v) 該實體是為集團或作為集團關聯方的任何實體的僱員福利而設的離職後福利計劃。
- (vi) 該實體受上述第(a)項內所界定人士的控制或共同控制。
- (vii) 上述第(a)(i)項內所界定人士對該實體有重大影響力或是該實體（或該實體母公司）的關鍵管理人員。

一名個人的近親是指該個人的家庭成員而有可能影響與有關實體的交易或受其影響。

3 會計政策的修訂

香港會計師公會頒布了數項《香港財務報告準則》準則及修訂，這些準則及修訂在集團及生產力局的本會計期內首次生效。集團需要採納以下相關的新訂及經修訂準則及修訂，由二零一三年一月一日起生效：

香港財務報告準則（修訂本）	香港財務報告準則二零零九年至二零一一年周期之年度改進
香港會計準則第1號（修訂本）	財務報表的呈報
香港財務報告準則第10號	綜合財務報表
香港財務報告準則第11號	合營安排
香港財務報告準則第12號	披露於其他實體的權益

香港會計準則第1號修訂本的重點是改進其他全面收益項目的列報方式。該修訂規定在其他全面收益中列報的項目須根據日後是否有可能重新歸類至損益賬而進行組合。集團於此等賬目列報的其他全面收益已作相應更改。

除了香港會計準則第1號修訂本，其他相關的新訂及經修訂準則及修訂對集團及生產力局業績及財務狀況並無重大影響。

2 Significant accounting policies (continued)

(r) Related parties (continued)

- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
- (vi) The entity is controlled or jointly controlled by a person identified in (a).
- (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

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

3 Changes in accounting policies

The HKICPA has issued several standards and amendments to HKFRSs that are first effective for the current accounting period of the Group and the Council. The following relevant new and revised standards and amendments were required to be adopted by the Group effective from 1 January 2013:

HKFRSs (Amendment)	Annual Improvements to HKFRSs 2009-2011 Cycle
HKAS 1 (Amendment)	Presentation of Financial Statements
HKFRS 10	Consolidated Financial Statements
HKFRS 11	Joint Arrangements
HKFRS 12	Disclosure of Interests in Other Entities

The amendment to HKAS 1 focuses on improving the presentation of components of other comprehensive income items. It requires items presented in other comprehensive income to be grouped on the basis of whether they are potentially reclassifiable to income or expenditure subsequently or not. The Group's presentation of other comprehensive income in these accounts has been modified accordingly.

Except for the amendment to HKAS 1, the other new and revised standards and amendments have had no significant impact to the results and financial position of the Group and the Council.

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4 固定資產

(a) 集團

4 Fixed assets

(a) The Group

		持作自用的 生產力大樓 HKPC Building held for own use	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2013年4月1日	At 1 April 2013	\$267,784,136	\$33,306,985	\$144,976,586	\$446,067,707
換算調整	Exchange adjustments	–	10,958	62,376	73,334
添置	Additions	–	1,704,263	11,254,754	12,959,017
出售	Disposals	–	(1,143,488)	(9,729,708)	(10,873,196)
於2014年3月31日	At 31 March 2014	\$267,784,136	\$33,878,718	\$146,564,008	\$448,226,862
累計折舊：	Accumulated depreciation:				
於2013年4月1日	At 1 April 2013	\$121,710,591	\$22,563,593	\$104,898,433	\$249,172,617
換算調整	Exchange adjustments	–	2,405	35,915	38,320
年度折舊	Charge for the year	5,344,154	2,487,496	15,567,807	23,399,457
出售撥回	Written back on disposals	–	(900,996)	(9,673,875)	(10,574,871)
於2014年3月31日	At 31 March 2014	\$127,054,745	\$24,152,498	\$110,828,280	\$262,035,523
賬面淨值：	Net book value:				
於2014年3月31日	At 31 March 2014	\$140,729,391	\$9,726,220	\$35,735,728	\$186,191,339

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4 固定資產 (續)

(a) 集團 (續)

		持作自用的 生產力大樓 HKPC Building held for own use	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2012年4月1日	At 1 April 2012	\$267,784,136	\$30,695,598	\$124,673,237	\$423,152,971
換算調整	Exchange adjustments	–	–	20,061	20,061
添置	Additions	–	2,280,157	11,566,411	13,846,568
出售	Disposals	–	–	(9,952,725)	(9,952,725)
從非控制全資公司 轉入 (附註(d))	Transferred from a non-controlled wholly-owned entity (note (d))	–	331,230	18,669,602	19,000,832
於2013年3月31日	At 31 March 2013	\$267,784,136	\$33,306,985	\$144,976,586	\$446,067,707
累計折舊：	Accumulated depreciation:				
於2012年4月1日	At 1 April 2012	\$116,354,908	\$19,856,456	\$86,702,454	\$222,913,818
換算調整	Exchange adjustments	–	–	21,046	21,046
年度折舊	Charge for the year	5,355,683	2,436,593	14,956,808	22,749,084
出售撥回	Written back on disposals	–	–	(9,845,873)	(9,845,873)
從非控制全資公司 轉入 (附註(d))	Transferred from a non-controlled wholly-owned entity (note (d))	–	270,544	13,063,998	13,334,542
於2013年3月31日	At 31 March 2013	\$121,710,591	\$22,563,593	\$104,898,433	\$249,172,617
賬面淨值：	Net book value:				
於2013年3月31日	At 31 March 2013	\$146,073,545	\$10,743,392	\$40,078,153	\$196,895,090

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4 固定資產 (續)**(b) 生產力局****4 Fixed assets (continued)****(b) The Council**

		持作自用的 生產力大樓 HKPC Building held for own use	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2013年4月1日	At 1 April 2013	\$267,784,136	\$32,926,567	\$143,330,492	\$444,041,195
添置	Additions	–	1,704,263	11,229,422	12,933,685
出售	Disposals	–	(1,143,488)	(9,302,332)	(10,445,820)
於2014年3月31日	At 31 March 2014	\$267,784,136	\$33,487,342	\$145,257,582	\$446,529,060
累計折舊：	Accumulated depreciation:				
於2013年4月1日	At 1 April 2013	\$121,710,591	\$22,480,086	\$103,715,048	\$247,905,725
年度折舊	Charge for the year	5,344,154	2,249,045	15,705,564	23,298,763
出售撥回	Written back on disposals	–	(900,996)	(9,285,723)	(10,186,719)
於2014年3月31日	At 31 March 2014	\$127,054,745	\$23,828,135	\$110,134,889	\$261,017,769
賬面淨值：	Net book value:				
於2014年3月31日	At 31 March 2014	\$140,729,391	\$9,659,207	\$35,122,693	\$185,511,291

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4 固定資產 (續)

(b) 生產力局 (續)

		持作自用的 生產力大樓 HKPC Building held for own use	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2012年4月1日	At 1 April 2012	\$267,784,136	\$30,695,598	\$123,100,564	\$421,580,298
添置	Additions	–	1,899,739	11,470,091	13,369,830
出售	Disposals	–	–	(9,909,765)	(9,909,765)
從非控制全資公司 轉入 (附註(d))	Transferred from a non-controlled wholly-owned entity (note (d))	–	331,230	18,669,602	19,000,832
於2013年3月31日	At 31 March 2013	\$267,784,136	\$32,926,567	\$143,330,492	\$444,041,195
累計折舊：	Accumulated depreciation:				
於2012年4月1日	At 1 April 2012	\$116,354,908	\$19,856,456	\$85,629,324	\$221,840,688
年度折舊	Charge for the year	5,355,683	2,353,086	14,832,778	22,541,547
出售撥回	Written back on disposals	–	–	(9,811,052)	(9,811,052)
從非控制全資公司 轉入 (附註(d))	Transferred from a non-controlled wholly-owned entity (note (d))	–	270,544	13,063,998	13,334,542
於2013年3月31日	At 31 March 2013	\$121,710,591	\$22,480,086	\$103,715,048	\$247,905,725
賬面淨值：	Net book value:				
於2013年3月31日	At 31 March 2013	\$146,073,545	\$10,446,481	\$39,615,444	\$196,135,470

(c) 持作自用的生產力大樓位於香港，並以中期租賃形式持有。

(d) 在2012年11月1日，生產力局的一家非控制全資的公司，汽車零部件研究及發展中心有限公司，將其所有固定資產以2012年10月31日的賬面價值轉入生產力局。

4 Fixed assets (continued)

(b) The Council (continued)

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

(d) On 1 November 2012, Automotive Parts and Accessory Systems R&D Centre Limited, a non-controlled wholly-owned entity of the Council, transferred all its fixed assets to the Council at their book carrying value as at 31 October 2012.

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5 無形資產

5 Intangible assets

		集團 The Group	生產力局 The Council
原值：	Cost:		
於2013年4月1日	At 1 April 2013	\$17,594,992	\$17,549,576
添置	Additions	13,526,112	13,522,946
於2014年3月31日	At 31 March 2014	\$31,121,104	\$31,072,522
攤銷：	Amortisation:		
於2013年4月1日	At 1 April 2013	\$15,692,749	\$15,661,889
本年度計算之攤銷	Amortisation charge for the year	2,478,777	2,473,801
於2014年3月31日	At 31 March 2014	\$18,171,526	\$18,135,690
賬面淨值：	Net book value:		
於2014年3月31日	At 31 March 2014	\$12,949,578	\$12,936,832

		集團 The Group	生產力局 The Council
原值：	Cost:		
於2012年4月1日	At 1 April 2012	\$15,627,169	\$15,581,758
添置	Additions	2,120,506	2,120,501
出售	Disposals	(152,683)	(152,683)
於2013年3月31日	At 31 March 2013	\$17,594,992	\$17,549,576
攤銷：	Amortisation:		
於2012年4月1日	At 1 April 2012	\$13,280,947	\$13,256,030
本年度計算之攤銷	Amortisation charge for the year	2,564,485	2,558,542
出售	Disposals	(152,683)	(152,683)
於2013年3月31日	At 31 March 2013	\$15,692,749	\$15,661,889
賬面淨值：	Net book value:		
於2013年3月31日	At 31 March 2013	\$1,902,243	\$1,887,687

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5 無形資產 (續)

無形資產包括電腦軟件及專利。

於2014年3月31日，本集團及本局的電腦軟件的賬面淨值分別為12,949,572元（2013年：1,902,237元）及12,936,826元（2013年：1,887,681元）。於2014年3月31日，本集團及本局的專利的賬面淨值為6元（2013年：6元）。

於2013年3月31日，電腦軟件列入固定資產中，此結餘的比較數據已重新分類為無形資產，以符合本年度的呈報方式。

5 Intangible assets (continued)

Intangible assets comprise computer software and patents.

The net book values of computer software of the Group and the Council as at 31 March 2014 was HK\$12,949,572 (2013: HK\$1,902,237) and HK\$12,936,826 (2013: HK\$1,887,681) respectively. The net book values of patents of the Group and the Council as at 31 March 2014 were HK\$6 (2013: HK\$6).

Computer software was included as fixed assets as at 31 March 2013 and this comparative balance has been reclassified as intangible assets to conform to current year's presentation.

6 非控制全資的公司及附屬公司投資

6 Investments in a non-controlled wholly-owned entity and subsidiaries

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
非上市股份， 按成本值計算	Unlisted shares, at cost				
– 非控制全資的 公司	– Non-controlled wholly-owned entity	\$10,000	\$10,000	\$10,000	\$10,000
非上市股份， 按成本值計算	Unlisted shares, at cost				
– 附屬公司	– Subsidiaries	–	–	20,010,000	20,010,000
減：減值虧損	Less: Impairment loss	–	–	(1,288,000)	(1,288,000)
		–	–	\$18,722,000	\$18,722,000
3月31日之結餘	Balance as at 31 March	\$10,000	\$10,000	\$18,732,000	\$18,732,000

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6 非控制全資的公司及附屬公司投資 (續)

集團及生產力局的非控制全資的公司及附屬公司於2014年3月31日的詳情如下：

6 Investments in a non-controlled wholly-owned entity and subsidiaries (continued)

Details of the Group's and the Council's non-controlled wholly-owned entity and subsidiaries as at 31 March 2014 are as follows:

名稱	Name	註冊成立及 營運地點	已發行及 繳足資本 Particulars Place of incorporation and operations	所有權比率 Proportion of ownership interest			主要業務 Principal activities
				集團 實際權益	由生產力局 持有	由附屬公司 持有	
				Group's effective interest	Held by the Council	Held by subsidiaries	
汽車零部件研究及發展中心 有限公司 [®]	Automotive Parts and Accessory Systems R&D Centre Limited. ("APAS Ltd") [®]	香港 Hong Kong	港幣 HKD 10,000 元	100%	100%	–	無業務 Dormant
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 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	64.94%	–	64.94%	顧問及培訓服務 Consultancy and training services

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6 非控制全資的公司及附屬公司投資 (續)

集團及生產力局的非控制全資的公司及附屬公司於2014年3月31日的詳情如下：(續)

6 Investments in a non-controlled wholly-owned entity and subsidiaries (continued)

Details of the Group's and the Council's non-controlled wholly-owned entity and subsidiaries as at 31 March 2014 are as follows: (continued)

名稱	Name	註冊成立及 營運地點	已發行及 繳足資本	所有權比率			主要業務
				Proportion of ownership interest			
				集團 實際權益	由生產力局 持有	由附屬公司 持有	
				Particulars of issued and paid up capital	Group's effective interest	Held by the Council	
		Place of incorporation and operations					Principal activities
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	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%	註銷登記中 Under Deregistration

^e 這家附屬公司是為特定目的註冊成立，管理層由政府直接任命，其營運獲政府直接資助。因此，這家附屬公司的經營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的經營業績並不重大。這家附屬公司並非由羅兵咸永道會計師事務所審核。

根據政府、生產力局和汽車零部件研究及發展中心有限公司簽訂的籌資協議，汽車零部件研究及發展中心有限公司和生產力局於2012年11月1日合併，其所有的業務轉入生產力局中新成立的部門（汽車零部件研究及發展部）。在此籌資協議下，汽車零部件研究及發展部由政府全額資助，並仍繼續執行汽車零部件研究及發展中心有限公司的使命。未使用的創新科技基金將確認為遞延政府資助。該部門所有的收入（包括資助的利息和商業收入）將退還給創新科技基金，並不會成為生產力局的儲備。汽車零部件研究及發展中心有限公司的董事會決議汽車零部件研究及發展中心有限公司在完成必要的合併法律程序後將由股東進行自願清盤。

[#] 附屬公司的財務報表日為2013年12月31日。

^e This non-controlled wholly-owned entity was incorporated for a specific purpose where its management was directly appointed by the Government and its operation is directly subvented by the Government. Accordingly, this non-controlled wholly-owned entity's results of operations are not included in the consolidated accounts of the Council as the Council does not have control nor significant influence over the financial and operating policies of the non-controlled wholly-owned entity. The accumulated surplus of the non-controlled wholly-owned entity not dealt with in the consolidated accounts of the Council are not considered to be material by the Council. The non-controlled wholly-owned entity is not audited by PricewaterhouseCoopers.

In accordance with the funding agreement signed by the Government, the Council and APAS Ltd, APAS Ltd had merged with the Council on 1 November 2012 and all its business had been transferred to the Council where it is operated by the Council within a new internal division of the Council ("APAS Division"). Under the funding agreement, APAS Division will be fully funded by the Government and shall continue to discharge the mission of APAS Ltd. Unspent grants from Innovation and Technology Fund ("ITF") will be recognised as deferred government grants and all income of APAS Division (including interest of grants and commercialisation income) will be returned to ITF and not counted in the reserve of the Council. The Board of Directors of APAS Ltd has resolved that, subject to the completion of the necessary legal procedures in relation to the merger, APAS Ltd will be wound up by way of voluntary liquidation by a shareholder.

[#] The subsidiaries have their financial accounting period ended on 31 December 2013.

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7 聯營公司權益

7 Interest in an associate

		集團 The Group	
		2014	2013
應佔淨資產	Share of net assets	\$1,543,530	\$1,506,230

聯營公司於2014年3月31日的詳情如下：

Details of the associate as at 31 March 2014 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	由附屬公司 持有的 所有權比率 Proportion of ownership interest held by a subsidiary	主要業務 Principal activity
重慶渝港生產力 促進中心有限公司	Chongqing – Hong Kong Productivity Promotion Center Company Limited	中國 The PRC	人民幣 RMB 3,000,000	40%	顧問及培訓服務 Consultancy and training services

該聯營公司並非由羅兵咸永道會計師事務所
進行審核。

The associate is not audited by PricewaterhouseCoopers.

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	(虧損)／ 盈餘 (Loss)/profit
2014	2014					
100%	100 per cent	\$3,913,383	\$(54,557)	\$3,858,826	\$–	\$(15,089)
集團實際權益	Group's effective interest	1,565,353	(21,823)	1,543,530	–	(6,035)
2013	2013					
100%	100 per cent	\$4,161,715	\$(396,142)	\$3,765,573	\$96,296	\$54,361
集團實際權益	Group's effective interest	1,664,686	(158,456)	1,506,230	38,519	21,744

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8 應收賬款、預付款項及按金

8 Accounts receivable, prepayments and deposits

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
應收賬款	Accounts receivable	\$30,978,233	\$19,053,252	\$30,199,474	\$18,524,324
預付款項、按金 和其他應收款項	Prepayments, deposits and other receivables	27,668,607	30,247,493	25,862,670	30,238,108
		\$58,646,840	\$49,300,745	\$56,062,144	\$48,762,432
代表：	Representing:				
流動	Current	\$45,661,390	\$30,838,488	\$43,076,694	\$30,300,175
非流動	Non-current	12,985,450	18,462,257	12,985,450	18,462,257
		\$58,646,840	\$49,300,745	\$56,062,144	\$48,762,432

(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，在這種情況，減值虧損會直接沖銷應收賬款（參閱附註2(h)(i)）。

下表概述對呆賬的減值虧損的變動：

(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(h)(i)).

The movement in the allowance for doubtful debts during the year is as follows:

		集團及生產力局 The Group and the Council	
		2014	2013
於4月1日	At 1 April	\$-	\$-
減值虧損	Impairment loss recognised	1,217,929	-
於3月31日	At 31 March	\$1,217,929	\$-

於2013年3月31日，集團及生產力局沒有被個別評定為已減值的應收賬款。

At 31 March 2013, none of the Group's and the Council's accounts receivable was individually determined to be impaired.

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8 應收賬款、預付款項及按金 (續)

(b) 並無減值的應收賬款

應收賬款於發票日起計到期。有關集團的信貸政策的進一步詳情載列於附註23(a)。

非個別或共同地被認為已減值的應收賬款的賬齡分析如下：

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
逾期一個月內	Less than 1 month past due	\$28,679,168	\$16,763,279	\$27,900,409	\$16,228,699
逾期一至三個月	1 to 3 months past due	1,563,315	1,474,936	1,563,315	1,475,133
逾期三個月以上	More than 3 months past due	735,750	815,037	735,750	820,492
		\$30,978,233	\$19,053,252	\$30,199,474	\$18,524,324

逾期未收回但並無減值的應收款與集團許多擁有良好往績記錄的獨立客戶有關。根據以往經驗，由於信貸質素並無重大變動，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。

8 Accounts receivable, prepayments and deposits (continued)

(b) Accounts receivable that are not impaired

Accounts receivable is due at the date of billing. Further details on the Group's credit policy are set out in note 23(a).

The ageing analysis of accounts receivable that are neither individually nor collectively considered to be impaired is as follows:

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.

9 銀行存款及現金

9 Cash at bank and in hand

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
三個月後到期的定期存款	Fixed deposits with maturity over 3 months at acquisition	\$37,010,937	\$58,267,536	\$32,638,509	\$54,017,536
銀行存款	Cash at bank	\$205,457,119	\$144,944,734	\$193,078,991	\$124,407,412
現金	Cash in hand	304,872	450,608	167,401	345,578
		\$205,761,991	\$145,395,342	\$193,246,392	\$124,752,990
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	\$242,772,928	\$203,662,878	\$225,884,901	\$178,770,526
三個月後到期的定期存款	Fixed deposits with maturity over 3 months at acquisition	(37,010,937)	(58,267,536)		
綜合現金流量表內現金及現金等價物	Cash and cash equivalents in the consolidated cash flow statement	\$205,761,991	\$145,395,342		

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9 銀行存款及現金 (續)

於2014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為9,318,294元(2013年：17,862,862元)及零元(2013年：7,278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。

9 Cash at bank and in hand (continued)

Cash at bank of the Group and the Council as at 31 March 2014 includes HK\$9,318,294 (2013: HK\$17,862,862) and HK\$Nil (2013: HK\$7,278) 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.

10 應付賬款及應計費用

10 Accounts payable and accruals

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
應付賬款	Trade payables	\$39,180,897	\$19,486,398	\$37,002,056	\$19,104,987
遞延收入	Deferred income	44,523,972	67,103,955	44,523,975	62,661,962
預收賬款	Receipts in advance	9,735,688	9,138,647	6,363,599	7,777,765
年假補償撥備 (附註(a))	Provision for annual leave compensation (note (a))	17,059,768	18,612,137	17,059,768	18,612,137
應計費用及 其他應付款	Accruals and other payables	70,964,347	33,836,692	69,045,972	32,811,527
		\$181,464,672	\$148,177,829	\$173,995,370	\$140,968,378

所有應付賬款及應計費用均預期於一年內清償。

All of the accounts payables and accruals are expected to be settled within one year.

(a) 年假補償撥備

(a) Provision for annual leave compensation

		集團和 生產力局 The Group and the Council 2014	集團和 生產力局 The Group and the Council 2013
於4月1日	At 1 April	\$18,612,137	\$20,503,668
已作出的額外撥備	Additional provision made	775,476	289,527
已動用的撥備	Provision utilised	(2,327,845)	(2,181,058)
於3月31日	At 31 March	\$17,059,768	\$18,612,137

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10 應付賬款及應計費用 (續)

根據香港《僱傭條例》第四章，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，即可收取已賺取但未使用的年假薪酬補償的現金款項。年假補償撥備是為僱員在報告期末日未使用年假的餘額而計提。

10 Accounts payable and accruals (continued)

Under Chapter 4 of 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. Provision is made for the employees' untaken annual leave balances at the end of the reporting period.

11 應付非控制全資附屬公司款項、應付聯營公司款項及應收／付附屬公司款項

應付非控制全資附屬公司款項、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，並可按要求以港幣隨時收回／償還。

11 Amount due to a non-controlled wholly-owned entity, amount due to an associate and amounts due from/to subsidiaries

Amount due to a non-controlled wholly-owned entity, amount due to an associate and amounts due from/to subsidiaries are unsecured, non-interest bearing, recoverable/repayable on demand and denominated in Hong Kong Dollar.

12 資本資助金，儲備及非控制性權益**12 Capital subvention fund, reserves and non-controlling interests**

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
資本資助金 (附註(a))	Capital subvention fund (note (a))	\$233,032,894	\$231,304,031	\$233,032,894	\$231,304,031
收入資助儲備 (附註(b))	Revenue reserve (note (b))	81,649,367	68,366,108	80,238,097	68,925,696
		\$314,682,261	\$299,670,139	\$313,270,991	\$300,229,727
換算儲備 (附註(c))	Exchange reserve (note (c))	2,657,291	2,682,725		
		\$317,339,552	\$302,352,864		
非控股股東權益 (附註(d))	Non-controlling interests (note (d))	1,617,517	1,597,186		
		\$318,957,069	\$303,950,050		

賬目附註

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12 資本資助金，儲備及非控制性權益 (續)

(a) 資本資助金

		集團及生產力局 The Group and the Council	
		2014	2013
於4月1日	At 1 April	\$231,304,031	\$231,915,052
用作購入固定資產及 無形資產的政府資助 – 已動用款項	Government subvention for purchase of fixed assets and intangible assets – funds spent	\$26,708,803	\$18,908,415
轉自非受控制的公司	Transfer from a non-controlled wholly-owned entity	–	5,666,290
– 資本資助金， 減累計折舊	– capital subvention fund, net of accumulated depreciation	(24,979,940)	(25,185,726)
轉往收支賬目	Transfer to income and expenditure account	\$1,728,863	\$(611,021)
於3月31日	At 31 March	\$233,032,894	\$231,304,031

(b) 收入儲備

(b) Revenue reserve

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
於4月1日	At 1 April	\$68,366,108	\$46,914,080	\$68,925,696	\$47,679,734
轉自收支賬目	Transfer from income and expenditure account	13,283,259	21,452,028	11,312,401	21,245,962
於3月31日	At 31 March	\$81,649,367	\$68,366,108	\$80,238,097	\$68,925,696

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。

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

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12 資本資助金，儲備及非控制性權益 (續)

(c) 換算儲備

		集團 The Group	
		2014	2013
於4月1日	At 1 April	\$2,682,725	\$2,790,934
換算中國業務賬目的匯兌差異	Exchange differences on translation of accounts of operations in the PRC	(25,434)	(108,209)
於3月31日	At 31 March	\$2,657,291	\$2,682,725

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。

12 Capital subvention fund, reserves and non-controlling interests (continued)

(c) Exchange reserve

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) 非控制性權益

		集團 The Group	
		2014	2013
於4月1日	At 1 April	\$1,597,186	\$2,514,404
應佔換算儲備	Share of exchange reserve	(181,534)	7,982
年度應佔盈餘／(虧損)	Share of profit/(loss) for the year	201,865	(925,200)
於3月31日	At 31 March	\$1,617,517	\$1,597,186

(d) Non-controlling interests

(e) 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年度政府整筆資助額的15%。2013/2014年度的政府資助包括汽車零部件研究及發展中心部門所獲的創新及科技基金的11,300,000元(2012/2013: 5,700,000元)並未列為年度整筆資助。2013/2014年度的政府整筆資助總額為1.874億元(2012/2013年度: 1.837億元)。生產力局已按備忘錄規定在本年度和以往年度全數動用所獲的政府整筆資助。

(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 government subvention for the year of 2013/2014 includes the grant from ITF for APAS Division of HK\$11.3 million (2012/2013: HK\$5.7 million) which is not classified as annual block grant. The total block grant of the Council for the year of 2013/2014 was HK\$187.4 million (2012/2013: HK\$183.7 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.

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12 資本資助金，儲備及非控制性權益 (續)

(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。

集團管理資本的首要目標是保障集團有能力持續經營的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。在本年度及以前年度，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。

12 Capital subvention fund, reserves and non-controlling interests (continued)

(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 requirement in the current and prior years.

13 政府資助

集團及生產力局

13 Government subvention

The Group and the Council

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
經常活動的資助	Subvention for recurrent activities	\$171,996,708	\$170,504,991	\$171,996,708	\$170,504,991

14 服務收入

14 Service income

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
顧問服務	Consultancy	\$329,130,523	\$305,885,672	\$323,242,477	\$301,737,405
培訓	Training	17,584,387	19,493,643	17,430,415	18,537,215
製造業支援服務	Manufacturing support	19,810,317	22,354,589	19,810,317	22,354,589
銷售刊物及廣告	Publications and advertising	773,445	584,328	773,445	584,328
展覽會及考察團	Exhibitions and study mission	7,678,967	11,433,287	7,125,718	10,348,456
		\$374,977,639	\$359,751,519	\$368,382,372	\$353,561,993

賬目附註

Notes to the Accounts

截至2014年3月31日止年度 for the year ended 31 March 2014

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15 其他收入

15 Other income

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
租金收入	Rental income	\$6,531,764	\$8,034,307	\$6,531,764	\$8,034,307
利息收入	Interest income	936,063	1,288,477	891,305	1,143,910
其他	Others	3,716,785	1,314,418	3,504,986	915,664
		\$11,184,612	\$10,637,202	\$10,928,055	\$10,093,881

16 職員薪俸

16 Staff emoluments

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
薪金及津貼	Salaries and allowances	\$276,558,058	\$257,856,880	\$271,496,683	\$255,301,478
約滿酬金	Gratuities	2,119,758	2,021,211	2,119,758	2,021,211
總裁級職員旅費	Directorate passages	319,772	301,621	319,772	301,621
超時工作、膳食及其他津貼	Overtime, subsistence and other allowances	939,555	1,241,247	939,555	1,241,247
職員住屋及傢具津貼	Staff housing and furniture allowances	11,947,027	10,836,409	11,947,027	10,836,409
職員教育津貼	Staff education allowances	1,403,693	1,689,757	1,403,693	1,689,757
退休金計劃供款	Retirement schemes contribution	26,551,658	27,076,748	26,551,658	27,076,748
醫療福利計劃	Medical benefits scheme	9,364,663	8,689,460	9,364,664	8,689,460
		\$329,204,184	\$309,713,333	\$324,142,810	\$307,157,931

除了上述，若干職員成本確認為其費用（附註19），細節如下：

In addition to the above, certain staff costs are charged to other expenses (see note 19) with details as follows:

- (a) 截至2014年3月31日止年度內，項目僱員支出合計為8,639,865元（2013年：6,834,571元），已計入集團及生產力局的項目相關支出（附註19）。

- (a) Project staff costs for the year ended 31 March 2014 amounting to HK\$8,639,865 (2013: HK\$6,834,571) have been charged to project related expenses of the Group and the Council under note 19.

賬目附註

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17 高級管理人員薪酬

高級管理人員就其向集團及生產力局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 and the Council are listed as follows:

		集團及生產力局 The Group and the Council	
		2014	2013
麥鄧碧儀，總裁	Agnes Mak, Executive Director	\$3,522,436	\$3,403,977
林廣成，副總裁 (企業創新)	Leo Lam, Director (Business Innovation)	1,434,062	2,510,595
潘永生，副總裁 (科技發展)	Joseph Poon, Director (Technology Development)	2,515,166	2,432,309
林植廷，副總裁 (機構事務)	Tony Lam, Director (Corporate Services)	2,856,133	2,771,680
		\$10,327,797	\$11,118,561

18 生產力局理事會各委員的薪酬

於年內，生產力局主席及其他理事會各委員均無就其向生產力局提供的服務而收取任何薪酬（2013年：零）。

18 Remuneration of council members

During the year, the Chairman and other council members of the Council did not receive any remuneration for their services rendered to the Council (2013: HK\$Nil).

19 其他支出

19 Other expenses

		集團 The Group		生產力局 The Council	
		2014	2013	2014	2013
一般及行政支出	General and administrative expenses	\$33,142,261	\$35,750,448	\$27,750,536	\$35,814,748
項目相關支出	Project related expenses	159,822,351	164,161,230	166,078,572	157,468,327
出售固定資產 虧損	Loss on disposal of fixed assets	177,826	85,637	177,826	85,637
折舊	Depreciation	23,399,457	22,749,084	23,298,763	22,541,547
攤銷	Amortisation	2,478,777	2,564,485	2,473,801	2,558,542
其他支出	Other expenses	21,219,728	10,358,560	21,052,366	12,473,897
		\$240,240,400	\$235,669,444	\$240,831,864	\$230,942,698

賬目附註

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20 稅項**(a) 綜合收支賬目所示的稅項為：**

		2014	2013
本期稅項 – 海外	Current tax – Overseas		
年度稅項	Provision for the year	\$203,156	\$191,577

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.

由於生產力局的香港附屬公司於截至2014年3月31日和2013年3月31日止的年度內錄得稅項虧損，故不需要作香港利得稅準備。

No provision for Hong Kong Profits Tax for the Council's Hong Kong subsidiaries has been made as they sustained losses for taxation purposes during the years ended 31 March 2013 and 2014.

生產力局的中國附屬公司的稅項是百分之二十五。

Taxation for the Council's PRC subsidiaries is charged at 25%.

(b) 稅務支出與會計虧損以適用稅率作出的對賬：**(b) Reconciliation between tax expense and accounting deficit at applicable tax rates:**

		2014	2013
除稅前虧損	Deficit before taxation	\$(11,291,660)	\$(4,467,321)
按相關司法管轄區適用稅率計算除稅前盈餘／虧損的名義稅項	Notional tax on deficit before taxation, calculated at rates applicable to surplus/deficit in the jurisdictions concerned	\$691,179	\$(775,115)
毋須課稅收入的稅項影響	Tax effect of non-taxable income	(29)	(25)
不可抵扣支出的稅項影響	Tax effect of non-deductible expenses	36,032	96,648
未確認和未利用稅項虧損的稅項影響	Tax effect of unused tax losses not recognised	162,023	943,321
已利用以往年度稅項虧損的稅項影響	Tax effect of prior years' tax losses utilised	(686,049)	(73,252)
實際稅項支出	Actual tax expense	\$203,156	\$191,577

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20 稅項 (續)**(c) 綜合資產負債表所示的本期所得稅為：**

		集團 The Group	
		2014	2013
年度稅項	Provision for the year	\$203,156	\$191,577
已付的中國企業所得稅	PRC Corporate Income Tax paid	(34,793)	(186,083)
		\$168,363	\$5,494

(d) 遞延稅項資產與負債：

集團於2014年3月31日和2013年3月31日並無須予確認的重大遞延稅項資產或負債。

集團有港幣2,407,882元未確認稅項虧損（二零一三年為港幣4,503,984元）可結轉以抵銷未來應課稅收入。此等款額分析如下：

20 Taxation (continued)**(c) Current taxation in the consolidated balance sheet represents:**

		集團 The Group	
		2014	2013
年度稅項	Provision for the year	\$203,156	\$191,577
已付的中國企業所得稅	PRC Corporate Income Tax paid	(34,793)	(186,083)
		\$168,363	\$5,494

(d) Deferred tax assets and liabilities:

The Group has no material deferred tax assets or liabilities requiring recognition as at 31 March 2014 and 2013.

The Group has unrecognised tax losses of HK\$2,407,882 (2013: HK\$4,503,984) to carry forward against future taxable income. These amounts are analysed as follows:

		集團 The Group 未確認稅項虧損 Unrecognised tax losses	
		2014	2013
沒有到期日	No expiry date	\$275,761	\$183,152
二零一四年到期	Expiring in 2014	–	328,242
二零一五年到期	Expiring in 2015	26,203	552,508
二零一六年到期	Expiring in 2016	–	80,438
二零一七年期到	Expiring in 2017	–	–
二零一八年期到	Expiring in 2018	371,527	3,359,644
二零一九年期到	Expiring in 2019	1,734,391	–
		\$2,407,882	\$4,503,984

賬目附註

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21 綜合現金流量表附註

除稅前虧損與營運活動的現金流入淨額的對賬：

21 Note to the consolidated cash flow statement

Reconciliation of deficit before taxation to net cash inflow from operations:

		2014	2013
在綜合收支賬目	Surplus before taxation dealt with in the		
處理的除稅前盈虧	consolidated income and expenditure account	\$13,688,280	\$20,718,405
政府資助金轉至綜合	Government subvention fund transferred to the		
收支賬目	consolidated income and expenditure account	(24,979,940)	(25,185,726)
		(11,291,660)	(4,467,321)
消耗品減少	Decrease in consumables	–	57,321
應收賬款、預付款項	(Increase)/decrease in accounts receivable,		
及按金(增加)/減少	prepayments and deposits	(10,564,024)	17,264,334
應付非控制全資附屬公司	Increase/(decrease) in amount due to		
款項增加/(減少)	a non-controlled wholly-owned entity	357,140	(10,170)
應付賬款及應計費用	Increase/(decrease) in accounts payable and		
增加/(減少)	accruals	33,286,843	(5,823,272)
利息收入	Interest income	(936,063)	(1,288,477)
出售固定資產(收益)/虧損	Loss on disposal of fixed assets	177,826	85,637
固定資產折舊	Depreciation	23,399,457	22,749,084
無形資產攤銷	Amortisation	2,478,777	2,564,485
應佔聯營公司虧損/(盈餘)	Share of loss/(profit) of an associate	6,035	(21,744)
應收賬款減值	Impairment of accounts receivable	1,217,929	–
營運現金流入淨額	Net cash inflow from operations	\$38,132,260	\$31,109,877

22 承擔

(a) 作為經營租賃承租人

於2014年3月31日，集團根據不可取銷的經營租賃於未來應付的最低租賃總額如下：

22 Commitments

(a) As lessee of operating leases

At 31 March 2014, the Group had future aggregate minimum lease payments under non-cancellable operating leases as follows:

		集團 The Group	
		2014	2013
土地及建築物	Land and buildings		
第一年內	Within 1 year	\$1,640,601	\$1,706,414
第二至第五年內	After 1 year but within 5 years	1,819,969	1,482,298
		\$3,460,570	\$3,188,712

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22 承擔 (續)**(a) 作為經營租賃承租人 (續)**

本年度，於綜合收支賬目中被確認為土地及建築物的租賃費用為785,897元（2013年：1,974,625元）。

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。

(b) 作為經營租賃出租人

於2014年3月31日，集團及生產力局根據不可取銷的經營租賃於未來應收的最低租賃總額如下：

22 Commitments (continued)**(a) As lessee of operating leases (continued)**

During the year, HK\$1,395,712 (2013: HK\$1,974,625) was recognised as an expenditure in the consolidated income and expenditure account in respect of leasing of land and buildings.

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.

(b) As lessor of operating leases

At 31 March 2014, the Group and the Council had future aggregate minimum lease receivables under non-cancellable operating leases as follows:

		集團及生產力局 The Group and the Council	
		2014	2013
土地及建築物	Land and buildings		
第一年內	Within 1 year	\$-	\$910,176
第二至第五年內	After 1 year but within 5 years	-	-
		\$-	\$910,176

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。

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.

(c) 於2014年3月31日，尚未記錄於賬目內之的資本承擔，資料如下：**(c) Capital commitments outstanding at 31 March 2014 not provided for in the accounts were as follows:**

		集團及生產力局 The Group and the Council	
		2014	2013
已簽約	Contract for	\$24,327,992	\$13,439,940

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23 金融風險管理及公允價值確定

集團在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此等金融機構未能履行其義務。

於結算日，集團五大客戶的應收賬款佔應收賬款總額的26%（2013年：27%）。

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8。

(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。

所有集團及生產力局的金融負債於2014年3月31日和2013年3月31日的賬面價值與其合約未折現現金流量計價差異並不重大。集團及生產力局須還款的最早日期為一年內或按要求隨時償還。

(c) 利率風險

生產力局認為目前並無重大利率風險。

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 receivable. 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, 26% (2013: 27%) of the total accounts receivable was due from the Group's five largest customers.

Further quantitative disclosures in respect of the Group's exposure to credit risk arising from accounts receivable are set out in note 8.

(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.

All financial liabilities of the Group and the Council are carried at amounts not materially different from their contractual undiscounted cash flows as at 31 March 2014 and 2013. The earliest date the Group and the Council are required to settle these liabilities is within one year or payable on demand.

(c) Interest rate risk

The Council considers that there is no exposure to significant interest rate risk.

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23 金融風險管理及公允價值 確定 (續)

(d) 外幣風險

集團須就以外幣計值的收入及成本帶來的應收款、應付款及現金餘額承擔外幣風險。外幣即是用於經營活動交易的功能貨幣外的其貨幣。集團的外幣風險主要源自人民幣。如果出現短期的失衡情況，集團會在必要時按現貨匯率買賣外幣，以確保將淨風險額度維持在可接受的水平。

(i) 外幣風險額度

下表載列集團及生產力局於報告期末日因確認以集團功能貨幣以外的貨幣計值的資產或負債而須面對的貨幣風險。為呈列目的，金額以年末的匯率轉換成港元列示。

23 Financial risk management and fair values (continued)

(d) Currency risk

The Group is exposed to currency risk primarily through certain income and cost which give rise to receivables, payables and cash balances that are denominated in a foreign currency, i.e., a currency other than the functional currency of the operations to which the transactions relate. The currencies giving rise to this risk are primarily Renminbi ("RMB"). In respect of balances denominated in RMB, the Group ensures that the net exposure is kept to an acceptable level, by buying or selling foreign currencies at spot rates where necessary to address short-term imbalances.

(i) Exposure to currency risk

The following table details the Group's and the Council's exposure at the end of the reporting period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity which recognised the assets or liabilities. For presentation purposes, the amounts of the exposures are shown in Hong Kong dollars, translated using the spot rate at the year end date.

集團及生產力局 The Group and the Council

		外幣風險 Exposure to foreign currencies	
		2014	2013
銀行存款及現金	Cash at bank and in hand	\$21,095,483	\$17,348,283
應付賬款及應計費用	Accounts payable and accruals	(1,256,700)	(316,853)
淨外幣風險	Net exposure to currency risk	\$19,838,783	\$17,031,430

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23 金融風險管理及公允價值確定 (續)

(d) 外幣風險 (續)

(ii) 敏感度分析

下表列載了假設於報告期末日有關的外幣匯率變動，在所有其他可變因素維持不變的情況下，預計這對集團稅後盈餘和收入儲備結餘的影響。

集團

		2014		2013	
		外幣匯率 升值／ (貶值) Increase/ (decrease) in foreign exchange rates	稅後盈餘和 收入資助 儲備結餘 的影響 Effect on surplus after tax and revenue reserve	外幣匯率 升值／ (貶值) Increase/ (decrease) in foreign exchange rates	稅後盈餘和 收入資助 儲備結餘 的影響 Effect on surplus after tax and revenue reserve
人民幣	Renminbi	5% (5)%	\$708,528 (708,528)	5% (5)%	\$851,572 (851,572)

敏感度分析假設於報告期末日的外幣匯率變動，已應用於重新計量集團於該日所持有全集團承擔外匯風險的金融工具，包括集團內公司以借款人或還款人功能貨幣以外的貨幣計值的應付款及應收款。該分析不包括由於換算香港境外經營的賬目至記賬本位幣而產生的差異。2013年的分析基於同樣的方法。

(e) 公允價值

所有金融工具於2014年3月31日和2013年3月31日的賬面金額與其公允價值沒有重大差異。

23 Financial risk management and fair values (continued)

(d) Currency risk (continued)

(ii) Sensitivity analysis

The following table indicates the instantaneous change in the Group's surplus after tax (and revenue reserve) that would arise if foreign exchange rates to which the Group has significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant.

The Group

		2014		2013	
		外幣匯率 升值／ (貶值) Increase/ (decrease) in foreign exchange rates	稅後盈餘和 收入資助 儲備結餘 的影響 Effect on surplus after tax and revenue reserve	外幣匯率 升值／ (貶值) Increase/ (decrease) in foreign exchange rates	稅後盈餘和 收入資助 儲備結餘 的影響 Effect on surplus after tax and revenue reserve
人民幣	Renminbi	5% (5)%	\$708,528 (708,528)	5% (5)%	\$851,572 (851,572)

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period, including inter-company payables and receivables within the Group which are denominated in a currency other than the functional currencies of the lender or the borrower. The analysis excludes differences that would result from the translation of the accounts of operations outside Hong Kong into the Group's presentation currency. The analysis is performed on the same basis for 2013.

(e) Fair values

All financial instruments are carried at amounts not materially different from their fair values as at 31 March 2014 and 2013.

賬目附註

Notes to the Accounts

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24 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關聯方交易：

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

24 Related party transactions

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

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

		2014	2013
收取政府資助，用於：	Receipt of government subvention used for:		
– 購入固定資產及無形資產	– purchase of fixed assets and intangible assets	\$26,708,803	\$18,908,415
– 經常活動	– recurrent activities	171,996,708	170,504,991
來自政府的服務收入（附註1）	Service income from the Government (note 1)	65,640,068	66,472,915
來自政府資助項目的收入（附註2）	Income from government funding schemes (note 2)	33,508,624	15,256,105

註：

- (1) 來自政府的服務收入指涉及環保、資訊科技、業務管理諮詢等項目，此等項目均透過競價方式或透過與不同政府部門訂立合夥人協議而取得，而此等協議均按商業基準訂立。
- (2) 來自政府資助計劃的收入指科研項目，此等項目均透過競價方式取得，而相關的收益是按照協議條款收取的。

Notes:

- (1) The service income from the Government relates to projects in environmental protection, information technology, business management consultancy, etc., which are obtained either by a competitive process or through partnership agreements with various government departments, and the agreements are concluded commercially.
- (2) The income from government funding schemes relates to projects in research and development which are obtained by a competitive process and the income is charged in accordance with the terms of the agreements.

賬目附註

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24 關聯方交易 (續)

(ii) 集團其他關聯方交易：

24 Related party transactions (continued)

(ii) Other material related party transactions of the Group entered into during the year:

	附註 Note	2014	2013
向非控制全資公司收取的服務收入	Service income earned from a non-controlled wholly-owned entity (1)	\$-	\$1,036,714
向非控制全資公司收取的租金收入	Rental income received from a non-controlled wholly-owned entity (2)	-	837,620

註：

Notes:

- (1) 向非受控制全資公司收取的服務收入與所提供的服務有關，並按照生產力局與其他客戶交易的類似條款計算。
- (2) 向非受控制全資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。

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

25 比較數據

若干於過往期間呈報的數據已重新分類。這不影響財務狀況。

25 Comparative figures

Certain figures in the prior period have been reclassified. This has no impact on the financial position.

賬目附註 Notes to the Accounts

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26 已頒布但於截至 2014 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

下列新訂準則、修訂及詮釋須於 2014 年 3 月 31 日或之後開始的會計期間或較後期間採納，惟本集團並無提早採納：

香港財務報告準則第 7 號及第 9 號 (修訂)	金融工具：披露 – 香港財務報告準則第 9 號的強制生效日期及過渡性披露
香港財務報告準則第 9 號 香港財務報告準則第 9 號	金融工具 金融工具 (對沖會計及香港財務報告準則第 9 號、香港財務報告準則第 7 號及香港會計準則第 39 號的修訂)
香港財務報告準則第 14 號 香港財務報告準則第 15 號 香港財務報告準則第 10 號、第 12 號及香港會計準則第 27 號 (經修訂 2011) 的修訂	監管遞延賬戶 客戶合約收益 投資實體
香港會計準則第 19 號 (經修訂 2011) 的修訂	設定受益計劃 – 僱員供款
香港會計準則第 32 號 (修訂)	金融工具：呈報 – 抵銷金融資產及金融負債
香港會計準則第 36 號 (修訂)	非金融資產的可收回金額披露
香港會計準則第 39 號 (修訂)	更替衍生金融工具及延續對沖會計
香港 (國際財務報告詮釋委員會) – 詮釋第 21 號	徵費
年度改進項目	2010-2012 年週期的年度改進
年度改進項目	2011-2013 年週期的年度改進

本集團現正評估該等準則的影響預期會影響首次採用期間。本集團認為採納此等修訂不大可能會對其營運及財務狀況構成重大影響。

27 關鍵會計估算及判斷

工程之收入及成本之估計

本集團根據工程個別合約之完成百分率確認其合約收入。本集團於合約進行期間，檢討及修訂各合約之收入及合約成本。工程收入預算乃根據相關合約所載之條款而定。工程成本預算主要包括職員薪酬及材料成本，並按管理層的經驗釐定。為確保預算準確適時，管理層定期檢討管理預算，將預算款項與實際支付款項作比較。

26 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 March 2014

The following new standards, amendments to standards and interpretations are mandatory for the accounting periods beginning on or after 31 March 2014 or later periods which the Group has not early adopted:

HKFRS 7 and HKFRS 9 (Amendments)	Financial Instruments: Disclosures – Mandatory Effective Date of HKFRS 9 and Transition Disclosures
HKFRS 9 HKFRS 9	Financial Instruments Financial Instruments (Hedge Accounting and Amendments to HKFRS 9, HKFRS 7 and HKAS 39)
HKFRS 14 HKFRS 15 Amendments to HKFRS 10, HKFRS 12 and HKAS 27 (Revised 2011)	Regulatory Deferral Accounts Revenue from Contracts with Customers Investment Entities
Amendments to HKAS 19 (Revised 2011)	Defined Benefit Plans: Employee Contributions
HKAS 32 (Amendment)	Financial Instruments: Presentation – Offsetting Financial Assets and Financial Liabilities
HKAS 36 (Amendment)	Recoverable Amount Disclosures for Non-Financial Assets
HKAS 39 (Amendment)	Novation of Derivatives and Continuation of Hedge Accounting
HK(IFRIC) – Int 21	Leases
Annual Improvements Project Annual Improvements Project	Annual Improvements 2010-2012 Cycle Annual Improvements 2011-2013 Cycle

The Group is in the process of making an assessment of what the impact of these amendments 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.

27 Critical accounting estimates and judgements

Estimate of revenue and costs of works

The Group recognises its service income according to the percentage of completion of the individual contract of services. The Group reviews and revises the estimates of contract revenue and contract costs prepared for each contract as the contract progresses. Budgeted service income is determined in accordance with the terms set out in the relevant contracts. Budgeted service costs which mainly comprise staff costs and costs of materials are prepared by experienced management. In order to keep the budget accurate and up-to-date, the management conducts periodic reviews on the management budgets by comparing the budgeted amounts to the actual amounts incurred.

為消減本印刷品對全球氣候變化的影響，生產力局環境管理部顧問對本獨立核數師報告及財務報告的印刷及分發過程進行碳足印分析，並以碳額度抵銷碳排放量。

To minimize the impact of this publication on global climate change, HKPC's environmental management consultants have performed a carbon footprint analysis on the printing and distribution of this Independent Auditor's Report and Financial Statements. The total carbon emission is offset by means of carbon credits.

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