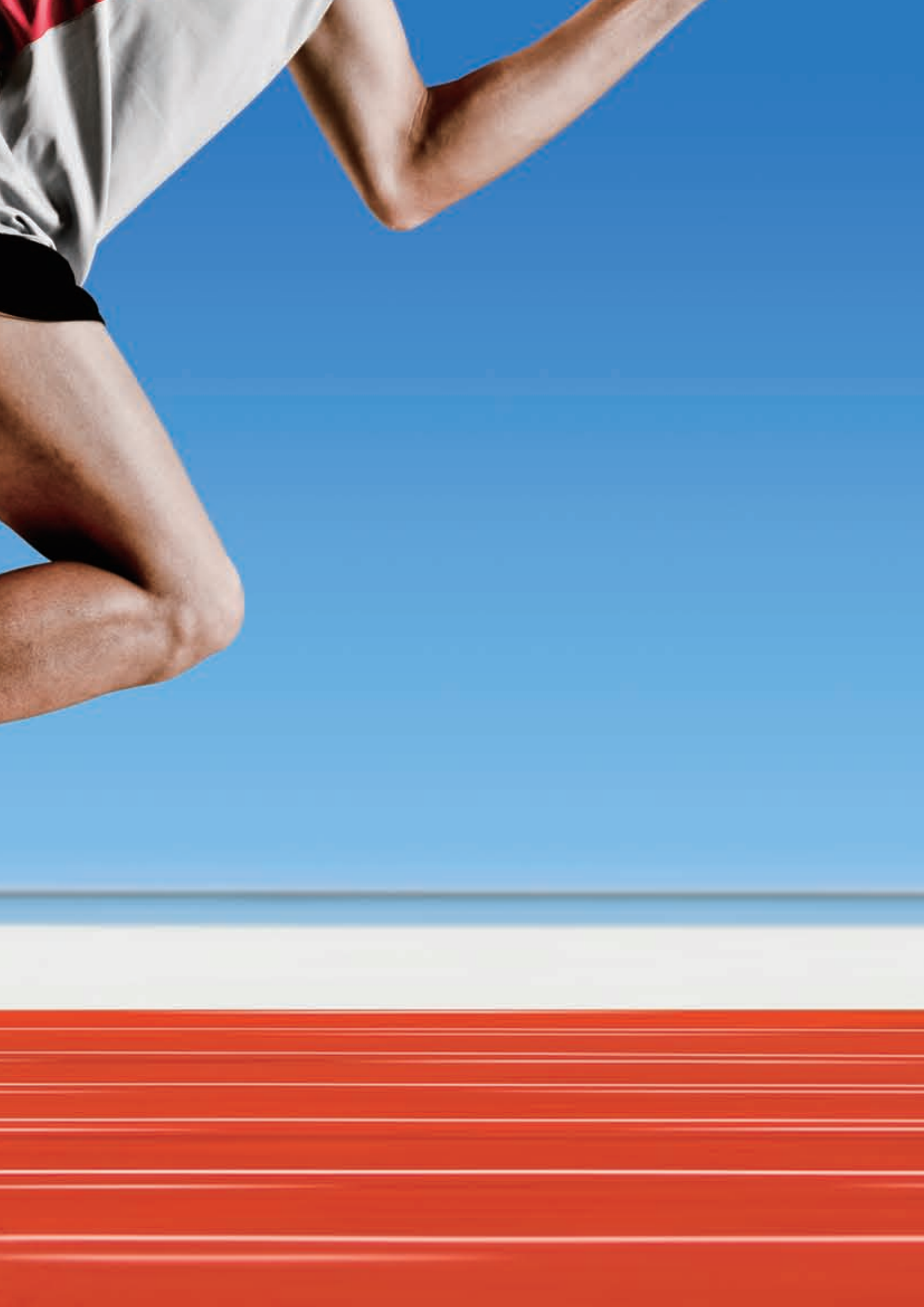
Hong Kong
Productivity Council
香港生產力促進局

躍動新里程
CHARGING UP

年報 ANNUAL REPORT 2009/10



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主席前言
MESSAGE FROM THE CHAIRMAN

這是我擔任生產力促進局主席以來的第二份年報。2009/10年度可說是由瀰漫悲觀情緒開始，卻以審慎樂觀結束。

This is my second Annual Report as Chairman of the HKPC. Looking back over the year 2009/10, I believe it could best be characterized as a year with a gloomy start, yet it ended with cautious optimism for the future.

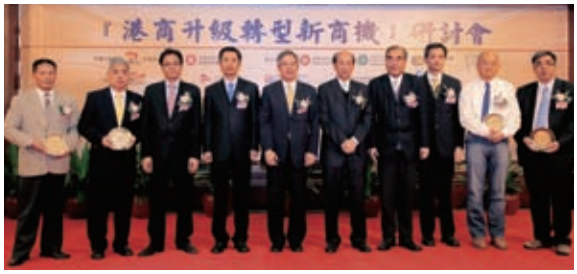
自2008年9月金融海嘯打擊後，全球經濟在2009年下半年開始復甦。然而，金融市場到了2010年初再起波瀾。這正好提醒我們，全球經濟的復甦過程將會顛簸不定。

在這市場環境下，歐美傳統買家的訂單也以小批量(細單)及短交貨期(急單)為主，令我們的廠家難以應付。

作為工業界一份子，我深切體會香港倚賴傳統歐美出口市場的風險，也明白內地生產成本上漲對港商的巨大挑戰。要保持競爭力，我們必須不斷致力升級轉型；要確保業務成長，我們必須把握新興的商機。

Following the deepest downturn experienced in recent history, triggered by the financial tsunami in September 2008, the global economy began to rebound in the second half of 2009. However, fluctuations in the financial markets in early 2010 reminded us yet again that the global economy will recover only steadily at best, and that it will certainly be a bumpy ride. Manufacturing orders from conventional western markets have come in smaller amounts and with much shorter turnaround time, such that their fulfillment have been no easy task for many in the industrial community.

As an industrialist, I can clearly see the fragility of our traditional reliance on western markets for our exports and the formidable challenges posed to Hong Kong's manufacturers as production costs soar on the Mainland. We must therefore sustain our drive for our continuing transformation and ongoing upgrading to be competitive and seize new opportunities on the horizon for our further growth.



現時，多個新興經濟由內部消費需求所帶動的增長相當強勁，特別是中國內地充滿機遇。同時，低碳基建的投資亦被各國政府列為振興經濟的重要政策。

As we see it, opportunities abound in the vigorous growth driven by domestic demand in many emerging economies, especially in the Mainland. At the same time, investment in low carbon infrastructures is increasingly being perceived and adopted by many governments as one of the major policies for reinvigorating their national economies.

在此背景下，憑藉我們的專業技術知識及廣泛的產業網絡，香港生產力促進局不單致力協助本地工業界應對當前的挑戰，更積極為業界帶來新的技能，令業務得以持續增長。

Against this backdrop and leveraging our technical expertise and our extensive industry networks, HKPC is committed to assisting our industries, not only in responding to immediate challenges but also in energizing them with new capabilities vital to sustainable business growth.

因此，自2008年以來，生產力局一直積極匯聚來自香港與內地政府和工業支援機構的資源，為從事加工貿易的本地製造商，提供多元化升級轉型的支援服務。

Therefore, since 2008, HKPC has been actively pooling resources from government and industry support organizations, both in Hong Kong and on the Mainland, to render a spectrum of support services to Hong Kong manufacturers, engaged in the processing trades to transform and upgrade their business operations.

其中一個主要項目便是2008年推出的「升轉一站通」(TURN)工業支援服務平台，並已於2009年12月完成。在這個成功的基礎上，我們更與珠三角主要市政府合作，將「升轉一站通」平台模式輻射至整個珠三角地區，取得重大進展。迄今，我們已相繼於東莞、珠海、廣州、佛山、中山、惠州及深圳等地以「升轉一站通」模式建立了產業升級平台。

A major initiative has been our "TURN" programme, which was launched in 2008 and completed in December 2009. Building on the success of "TURN", we have made significant progress in collaborating with major municipal governments in the Pearl River Delta (PRD) to replicate the "TURN" model throughout the region. To date, industrial upgrading programmes, modeled on the TURN platform, have been established in Dongguan, Zhuhai, Guangzhou, Foshan, Zhongshan, Huizhou and Shenzhen.

清潔生產是發展低碳經濟的關鍵之一。作為政府資助的「清潔生產伙伴計劃」項目的執行機構，生產力局一直帶頭推動業界通過優化生產過程，節能減排，從而加強競爭優勢。

Cleaner production is a strategic step on the journey to a low carbon economy. As the implementation agent of the government-funded Cleaner Production Partnership Programme, HKPC has been spearheading the industries' drive towards greater energy savings and reductions in their carbon footprint. Our focus under this initiative is to help participating factories gain an extra competitive edge through the optimization of production processes and savings in materials and energy costs.

在社區層面上，本局一直透過推行香港環保卓越計劃的「減碳證書」，提升減碳的環保意識。我們還協助住宅樓宇進行系統化的能源審計，從而為社區減低能源消耗。

On the community level, HKPC has been promoting an awareness of the need to reduce individual carbon footprints through the implementation of our Carbon"Less" certificate scheme under the Hong Kong Awards for Environmental Excellence. We also help residential buildings conduct systematic energy audits with a view to reducing energy consumption in the community.

為了持續推動低碳經濟，我們制訂了一系列措施，例如開展以社區為本的減排計劃，使生產力局成為本港低碳活動的中心。

Sustaining our efforts to promote a low-carbon economy, we are planning a series of initiatives, such as the launch of a community-based carbon reduction participation scheme with a view to positioning HKPC as the centre for low carbon initiatives in Hong Kong.

在這一年，我們在推行智力資本商品化的工作上邁出重大步伐。目前，我們與一間本地電子產品製造商成立了合資公司，為本局開發的LED通用照明設備技術進行商品化。合資公司將在商業和家用領域推廣和發展LED照明產品，把握低碳經濟的發展商機。

During the year, we made great strides in the commercialization of our intellectual capital. We have set up a joint venture company with a local electronics manufacturer to commercialize LED general lighting technology developed by HKPC. The JV company will promote and develop LED lighting products for both the commercial and domestic sectors to capture opportunities emerging from the increasingly prevalent low carbon economy.

本港經濟的長遠發展，實有賴我們努力擴闊經濟結構，故需要在新行業和新興市場上不斷抓緊商機。

Separately, the long-term development of our economy hinges on our ability to broaden the economic structure by continuously capturing business opportunities presented by new industries and emerging markets.

為支持政府提出多項扶持六項優勢產業的措施，生產力局已經在這些新發展領域準備就緒。我們積極協助香港檢測和認證局(HKCTC)為行業制訂為期三年的發展藍圖。

To that end and in support of the government's initiatives to nurture six new industries, we have geared up our efforts at HKPC to support the development of these new sectors. We have thus played an active role in supporting the Hong Kong Council for Testing and Certification (HKCTC) with the formulation of a three-year road map for this industry.

我們還對旗下的電磁兼容科技中心和可靠性測試中心展開一個大型升級項目，協助製造商和企業符合最新的行業標準，並推出各類自願性的產品認證計劃，為測試和認證行業的服務創造更多市場商機。

We have also commenced a major upgrade on our own Electromagnetic Compatibility Centre and our reliability testing facilities to help manufacturers and other business organizations comply with the latest industry standards and to promote new voluntary product certification schemes. Our aim is to create new market demand for the services of our testing and certification industry.

2009年6月，香港特區政府商務及經濟發展局轄下成立了「創意香港」辦公室，以加快本地創意產業的發展。憑藉我們過去多年與業界合作的成果，生產力局將透過新的市場推廣平台，繼續為業界提供更多支援，以及為業界培育人才。

The creative industry is another important area of focus. CreateHK, a new establishment under the Hong Kong government's Commerce and Economic Development Bureau was set up in June 2009 to speed up the development of creative industries in the region. Leveraging our long history of collaboration with the creative industry, we have extended our support to the industry through the establishment of new promotion and marketing platforms as well as helping to groom the required talent for the industry.

為協助回應中小企業的需求，除了現有的技術和管理顧問服務，我們將推出一連串的新項目，協助中小企有效管理智力資本，提供優質服務，符合企業社會責任的新標準，開拓內銷市場的商機，從而推動中小企業與時並進。

Responding to the needs of SMEs, apart from our current portfolio of technical and management consultancy services, we have implemented new initiatives to help SMEs better manage their intellectual capital, deliver excellent services, comply with emerging standards on corporate social responsibility, and tap new business opportunities in domestic sales. All these efforts will propel our SMEs forward, helping them to keep in step with the ever-changing business environment.

生產力局一直與工業界建立緊密聯繫，我們已成立了跨界別諮詢平台「HKPC集思匯」，促進本地各工業界別建立更緊密的策略伙伴關係。在過去一年的諮詢會中，我們收集了工業界對重要課題的意見，並向特區政府有關政策局反映。

One of HKPC's ongoing strengths is our solid connection with industry in the region. Building on these established foundations, we have formed a new business consultation platform, the Hong Kong Industry Network Clusters (HK-INC), to foster even closer strategic partnerships with different industry sectors. Consultation forums were arranged during the year to collect the views of our industrialists on key issues. These views were then consolidated and reflected to the relevant HKSAR policy bureaux for consideration.

生產力促進局一直致力向本港企業推廣卓越管理，本局亦不斷積極改善本身的企業管治。

As an organization committed to promoting management excellence to Hong Kong enterprises, HKPC proactively pursues the continuous improvement of our corporate governance policies.

自2006年以來，我們展開了一系列的改革，審視不符合現今管理標準的政策及運作流程。去年，審計署對我們的行政和項目管理提出了不少建設性的建議，正好配合我們持續進行的改革措施。

Since 2006, we have been working on a series of reforms aiming to overhaul those policies and practices, deemed as not meeting present day standards of modern management. Last year, the Audit Commission put forth many useful recommendations in relation to our administration and project management, providing a timely fit with the on-going reforms being undertaken by HKPC.

本局高度重視審計報告的建議，我們亦已迅速推行審計署的所有建議。作為政府資助的工業支援機構，我們一方面秉持不斷提升企業管治的宗旨，亦要致力確保核心業務高效運作，以向業界提供物有所值的服務。

HKPC attaches great importance to the Audit recommendations and we are glad that we have promptly implemented all the recommendations made by the Audit Commission. As a government subvented industry support organization, we are fully committed to continuously enhancing our corporate governance while achieving high efficiency in our core operations to deliver valuable services to our industry in a cost-effective manner.

生產力局一直致力向香港企業及內地港商提供最佳的支援服務。我們正與政府積極商討讓本局能夠更靈活地在內地提供服務，免受全數收回項目成本的要求過度規限。這是我們面前的首要任務，以明確回應業界對本局更積極支援內地港資企業的訴求。

HKPC is fully committed to rendering the best support services to Hong Kong enterprises, including those based in the Mainland. We are in active discussion with the Government to see how HKPC can be given added flexibility to extend our services in the Mainland without being unduly constrained by the statutory full-cost recovery requirement. This is one of our coming priorities and accords with the clear request from the industry for the HKPC to adopt a more proactive role in support of Hong Kong enterprises based in the Mainland.

儘管面前充滿挑戰，我相信只要香港的工業界邁上更環保和高增值之路，香港的工業根基將愈益穩健。在未來的日子裡，香港生產力促進局將繼續擔當業界提升生產力的忠實伙伴。

Despite the challenges before us, I am confident that our industrial base will become more robust as we blaze a greener and higher value-added trail into the future. In the years to come, HKPC will continue to be the loyal partner for productivity enhancement.

我亦衷心感謝各委員和全局同事過去一年來全力以赴、克盡厥職，為本局創出驕人業績。本局作為非牟利的公營機構，將會更有效地運用資源，服務香港工商企業。

I also wish to thank all Members and staff of the Council for their support, commitment, dedication and hard work which had contributed to our exceptionally strong financial results in the past year. HKPC, being a non-profit-distributing quango, will use our resources efficiently and for the good of the industry.

最後，謹此多謝本局前總裁及管理團隊，我們深信下任總裁將會繼續帶領生產力促進局為香港工業轉型作出更重大的貢獻。

Last but not least, I would like to take this opportunity to express my gratitude to our former Executive Director and his management team. We are confident that his successor will continue to steer HKPC towards playing a more pivotal role in the transformation of Hong Kong industry.

陳鎮仁
主席

Clement Chen
Chairman

主席
CHAIRMAN

陳鎮仁, BBS, JP
Mr Clement Chen Cheng-jen, BBS, JP

副主席
DEPUTY CHAIRMAN

譚偉豪, JP
Dr The Hon Samson Tam Wai-ho, JP

資方/專業/學術界代表
MANAGEMENT / PROFESSIONAL / ACADEMIC REPRESENTATIVES

區嘯翔	Mr Albert Au Siu-cheung
陳作基	Dr Cliff Chan Chok-ki
陳煒文, JP	Dr Raymond Chan, JP
鄭文聰, MH	Ir Daniel Cheng Man-chung, MH
樊卓雄	Dr Fan Cheuk-hung
郭振華, MH, JP	Mr Jimmy Kwok Chun-wah, MH, JP
李榮彬	Prof Lee Wing-bun
羅富昌, JP	Mr Lo Foo-cheung, JP
麥業成	Mr Andrew Mak Yip-shing
吳大釗	Dr David Ng Tai-chiu
伍志強	Mr Victor CK Ng
成小澄, BBS, JP	Dr Elizabeth Shing Shiu-ching, BBS, JP
邱霜梅, SBS, JP	Dr Carrie Willis, SBS, JP

1. 謝曼怡 Miss Elizabeth Tse Man-yee, JP
2. 伍志強 Mr Victor CK Ng
3. 陳鎮仁 Mr Clement Chen Cheng-jen, BBS, JP
4. 譚偉豪 Dr The Hon Samson Tam Wai-ho, JP
5. 李榮彬 Prof Lee Wing-bun
6. 鄧燕梨 Ms Marilyn Tang Yin-lee
7. 吳大釗 Dr David Ng Tai-chiu
8. 羅富昌 Mr Lo Foo-cheung, JP
9. 樊卓雄 Dr Fan Cheuk-hung
10. 邱霜梅 Dr Carrie Willis, SBS, JP
11. 鄭文聰 Ir Daniel Cheng Man-chung, MH
12. 陳作基 Dr Cliff Chan Chok-ki
13. 麥業成 Mr Andrew Mak Yip-shing
14. 陳煒文 Dr Raymond Chan, JP
15. 蔡金華 Mr Choi Kam-wah
16. 潘兆平 Mr Poon Siu-ping, MH
17. 黃國倫 Mr Alan Wong, JP
18. 區嘯翔 Mr Albert Au Siu-cheung
19. 郭振華 Mr Jimmy Kwok Chun-wah, MH, JP

勞方代表
LABOUR REPRESENTATIVES

蔡金華	Mr Choi Kam-wah
潘兆平, MH	Mr Poon Siu-ping, MH
鄧燕梨	Ms Marilyn Tang Yin-lee

政府官員
PUBLIC OFFICERS

栢志高, JP *商務及經濟發展局常任秘書長（通訊及科技）（謝曼怡於2010年4月26日接任。）*	Mr Duncan Warren Pescod, JP *Permanent Secretary for Commerce and Economic Development (Communications and Technology) (Miss Elizabeth Tse Man-yee assumed the post on 26 April 2010.)*
王榮珍, JP *創新科技署署長*	Miss Janet Wong Wing-chen, JP *Commissioner for Innovation and Technology*
關錫寧, JP *工業貿易署署長*	Ms Maria Kwan Sik-ning, JP *Director-General of Trade and Industry*
陳李藹倫, JP *政府經濟顧問*	Mrs Helen Chan, JP *Government Economist*
黃國倫, JP *勞工處副處長*	Mr Alan Wong, JP *Deputy Commissioner for Labour*

核數師
AUDITORS

畢馬威會計師事務所 KPMG

法律顧問
LEGAL ADVISERS

高露雲律師行 Messrs Wilkinson & Grist

截至2010年3月31日 As at 31 March 2010

職員事務委員會
STAFFING COMMITTEE

主席	CHAIRMAN
李榮彬	Prof Lee Wing-bun
委員會成員	**MEMBERS**
蔡金華	Mr Choi Kam-wah
樊卓雄	Dr Fan Cheuk-hung
麥業成	Mr Andrew Mak Yip-shing
潘兆平, MH	Mr Poon Siu-ping, MH
成小澄, BBS, JP	Dr Elizabeth Shing Shiu-ching, BBS, JP
鄧燕梨	Ms Marilyn Tang Yin-lee
邱霜梅, SBS, JP	Dr Carrie Willis, SBS, JP
鍾沛康	Mr Davey Chung
馮永業	Mr Wilson Fung

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

The Staffing Committee approves the appointment and promotion of senior staff, apart from the Executive Director and the Deputy Executive Director. 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 terms and conditions of service, in situations where they cannot be resolved by consultation.

業務發展委員會
BUSINESS DEVELOPMENT COMMITTEE

主席	CHAIRMAN
譚偉豪, JP	Dr The Hon Samson Tam Wai-ho, JP
委員會成員	**MEMBERS**
陳作基	Dr Cliff Chan Chok-ki
陳煒文, JP	Dr Raymond Chan, JP
鄭文聰, MH	Ir Daniel Cheng Man-chung, MH
郭振華, MH, JP	Mr Jimmy Kwok Chun-wah, MH, JP
羅富昌, JP	Mr Lo Foo-cheung, JP
鍾沛康	Mr Davey Chung
馮永業	Mr Wilson Fung

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

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

財務委員會
FINANCE COMMITTEE

主席	CHAIRMAN
陳鎮仁, BBS, JP	Mr Clement Chen Cheng-jen, BBS, JP
委員會成員	**MEMBERS**
李榮彬	Prof Lee Wing-bun
吳大釗	Dr David Ng Tai-chiu
譚偉豪, JP	Dr The Hon Samson Tam Wai-ho, JP
陳李藹倫, JP	Mrs Helen Chan, JP
鍾沛康	Mr Davey Chung
馮永業	Mr Wilson Fung

財務委員會負責監督本局的財務表現，確保資金適當地運用，委員會批核本局的三年財政預算，向理事會提議年度計劃及預算。委員會按本局條例規定，就本局的財務政策及主要開支方面的資金調動，向理事會提出意見。

The Finance Committee monitors the financial performance of HKPC and ensures that funds made available are properly accounted for. The Committee approves HKPC's three year forecast and recommends an annual programme and estimates for consideration by the Council. The Committee advises the Council on matters relating to HKPC's financial policies and also on the transfer of funds between major heads of expenditure, as required by the Council's Ordinance.

審計委員會
AUDIT COMMITTEE

主席	CHAIRMAN
伍志強	Mr Victor CK Ng
委員會成員	**MEMBERS**
區嘯翔	Mr Albert Au Siu-cheung
蔡金華	Mr Choi Kam-wah
李榮彬	Prof Lee Wing-bun
王榮珍, JP	Miss Janet Wong, JP
馮永業	Mr Wilson Fung

香港生產力促進局的審計委員會，負責在財務報告、風險管理、內部監控，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，亦可就責任範圍內的任何相關事項進行調查。

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

截至2010年3月31日 As at 31 March 2010

管理層匯報
THE YEAR IN REVIEW FROM THE DIRECTORATE

宋兆麟 **Mr Edmund Sung**
副總裁(企業管理)
Director, Business Consulting

雖然香港經濟正在從全球金融危機的衝擊中復甦，但全球經濟還存在不明朗因素，珠三角港商仍然面臨成本上升的壓力，所以這段時間不能掉以輕心。

Although the Hong Kong economy is recovering from the impact of the global financial crisis, a number of uncertainties remain in the recovery of the worldwide economy. With manufacturers in the PRD region continuing to face rising cost pressures, this is no time for complacency.

林植廷 **Mr Tony Lam**
署理總裁，副總裁(機構事務)
Executive Director (Acting); Director, Corporate Services

潘永生 **Mr Joseph Poon**
副總裁(科技發展)
Director,Technology Development

為應對這些挑戰，作為本港主要的工業支援機構，我們通過全方位的支援服務和新的合作平台，將我們對企業的支援推廣至整個珠三角，全力推動製造商增值轉型。我們致力帶領工業和中小企業發展具商業潛力的新技術和服務領域。

In response to these challenges, as one of industry's major support organizations, we have pulled out all the stops to help our manufacturers move up the value chain, through our full spectrum of support services together with the establishment of new collaboration platforms to heighten the scale of our support throughout the PRD. We also dedicated special effort to leading industry and our SMEs into new technology and service areas where business potential abounds.

升轉珠三角
"TURN" to the PRD

我們為加工貿易企業推出的旗艦支援計劃「升轉一站通」已於去年完成。超過一萬多個來自不同界別的企業參加了我們舉辦的研討會，已完成的實地評估項目有30個，從中評估珠三角的港資廠商的實力和限制。我們亦通過這個平台收集了寶貴的資料，以制訂適當的支援策略，幫助企業克服升級轉型的難關。

Our flagship support programme for processing trade enterprises, "TURN", was completed last year. With more than 10,000 participants from the various sectors attending our workshops, 30 on-site consultancy assessments were conducted to identify the capabilities and constraints experienced by Hong Kong enterprises in the PRD region. Through this platform, we were able to collect valuable information, which has helped us to formulate appropriate support strategies to assist businesses to overcome the hurdles in their path to enable both their upgrading and further transformation.

我們更將「升轉一站通」服務平台輻射至珠三角地區，與珠三角各主要工業區的市政府合作推出產業升級計劃。在眾多合作計劃中，最大型的是生產力局與東莞市外經貿局於2009年7月共同建立的東莞港資企業的升級轉型輔導平台，旨在於兩年內協助600家從事加工貿易的企業進行升級改造。該計劃進展順利。

We have been replicating the "TURN" model in the PRD once its effectiveness in supporting the region's industry was proven, and a number of industrial upgrading programmes have been launched in collaboration with the municipal governments in various key industrial areas in the region. Of these collaboration programmes, the largest has been the support programme launched jointly by HKPC and the Dongguan Bureau of Foreign Trade and Economic Cooperation in July 2009. This programme aims to assist 600 processing trade enterprises to effect their upgrading and transformation within a two-year time frame. The programme has been progressing smoothly.

致勝在創新
Innovation for Success

技術升級是業務轉型和可持續發展的主要成功因素。在這一年，生產力局繼續開發和轉移關鍵技術，幫助業界將創新和高附加值的產品打入新市場。

在材料技術方面，我們已開始兩個由創新及科技基金(ITF)支援的項目，開發新型溶膠/凝膠薄膜(Sol-gel)技術和液體矽膠注塑(LSR)成型技術。以溶膠/凝膠技術製作的矽塗層具有優良的抗腐蝕性，是不黏廚具的理想塗層，而液體矽膠注塑成型技術已廣泛應用於醫療產品，具有嚴格的耐候性和耐化學性要求。

另外，我們已完成發展胸杯的創新製造解決方案。透過知識為本的CAM/CAE技術和自動化系統的應用，協助本地內衣製造商改善生產效率。

香港生產力促進局致力推動發展高增長的行業，例如醫療設備和汽車零部件業。在創新及科技基金資助下，我們將發展一個非輻射性三維光學影像系統設計項目，分析皮膚癌辨症。該項目所得的知識將有助製造商開發極具市場發展潛力的醫療診斷產品。

在汽車業方面，我們現正進行先進駕駛輔助系統發展項目。該項目成果將由四家汽車零部件製造商分享，而至少一家內地汽車製造商已同意把這個系統納入其新車模型進行評估，為本地企業入內地汽車供應鏈的發展開拓坦途。

The upgrading of technology is the key success factor for the transformation and sustainable development of a business. During the year, HKPC continued to develop and transfer critical technologies to help industries enter new markets with innovative and high value-added products.

In the area of materials technology, we commenced two projects supported by the Innovation and Technology Fund (ITF) to develop a new sol-gel coating process and a liquid silicone rubber (LSR) injection moulding machine. Silicone coating made by sol-gel process could possess outstanding anti-corrosion properties which makes it an ideal coating for non-stick kitchenware, while LSR is widely used in the medical products industry in view of their stringent weathering and chemical resistance requirements.

During the year, we completed the development of an innovative manufacturing solution for a brassiere cup. Local intimate apparel manufacturers will benefit from improved production efficiencies through the application of this knowledge-based CAM/CAE and automation system.

HKPC is particularly focused on facilitating the development of high growth industries such as medical devices and automotive parts. We have successfully obtained funding support from ITF to develop a non-radioactive optical 3D imaging system for the detection of skin cancer. The knowhow acquired from the project will help manufacturers develop medical diagnostics products with lucrative market potential.

In the automotive area, we have been developing projects on Advanced Driver Assistant Systems (ADAS). The deliverables will be shared by the four automotive parts manufacturers and, at least one automotive manufacturer in the Mainland has already agreed to incorporate such a system into their new prototype models for evaluation. This is an encouraging development as it paves the way for local enterprises to enter the Mainland's automobile supply chain.

綠色產業
Greening Our Industries

為期五年的清潔生產伙伴計劃於2008年4月啟動，作為香港生產力促進局向珠三角的製造商推廣清潔生產和低碳運作的主要平台。該計劃在短短兩年間進展良好，已獲批准的資助申請超過600多項，並有128個環境技術服務供應商登記此計劃。

在香港，生產力局一向致力利用本身的綠色技術，推動本港的可持續發展。

在過去一年，我們成功獲得創新及科技基金資助，開發「插電式混合動力汽車系統」，裝配在本港的公共小巴上，以減少路邊污染及燃料消耗的問題。

在資源保護方面，生產力局在香港城市大學設計和建造了一個大型的中水回用系統，在校園回收洗手水和冷氣系統的冷凝水，處理後作為灌溉之用。該系統已在2009年年中開始運作。

The five-year Cleaner Production Partnership Programme launched in April 2008 continues to be a major platform for our promotion of cleaner production and low carbon practices to PRD manufacturers. The programme has made solid progress in just two years – more than 600 project funding applications have been approved and 128 environmental technology service providers have registered under the scheme.

Back in Hong Kong, we have been working hard to contribute to the city's sustainability through our development of effective green technology.

During the year, we successfully obtained ITF funding for the development and conversion of a plug-in hybrid electric minibus in Hong Kong to reduce both road-side pollution and fuel consumption.

In the area of resources conservation, HKPC designed and constructed one of Hong Kong's largest grey water recycling systems for the City University of Hong Kong. The system recycles water from hand washing and condensation from the campus air-conditioning system for irrigation purposes. The system has been in operation since mid-2009.

認可測試
Passing the Test

為響應政府推動測試和認證行業的發展，生產力局將增設先進的電磁兼容測試室(EMC)，配合最新的強制性電磁兼容國際標準(EN55022:2007)。我們亦正提升目前的可靠性測試設施，以符合適用於高可靠度電子產品的嚴格環境測試標準。

有了這些新的技術能力，生產力局將與本港商業測試和認證機構加強合作，提供專業的測試服務，助製造商縮短由產品設計至推出市場的時間。

從2010年2月1日起，生產力局得到電訊管理局(OFTA)的認可，在香港電訊設備鑑定及驗證計劃下，提供測試和認證服務，顯示了我們在產品測試的專業能力。

In response to the government's initiative to promote the testing and certification industry, HKPC will set up an advanced Electromagnetic Compatibility (EMC) chamber in its expanded EMC Centre complying with updated and mandatory EN 55022:2007 EMC standards. We are also upgrading our current reliability testing facilities to meet the stricter environmental testing standards for high reliability electronic products.

With these new capabilities, we will enhance our collaboration with all commercial testing and certification bodies in Hong Kong. This enhanced delivery of professional testing services for our manufacturers will shorten the design-to-market delivery cycle.

From 1 February 2010, confirming our professional competencies in product testing, we received our accreditation from the Office of the Telecommunications Authority (OFTA) for the provision of testing and certification services under the Hong Kong Telecommunications Equipment Evaluation and Certification Scheme.

燃點創意火花
Igniting the Creative Spark

香港生產力促進局在支援創意工業方面已奠下穩固基礎。2009年10月，我們與創意香港共同舉辦標誌設計比賽，以配合新成立的辦公室，推動本地創意產業。該比賽反應熱烈，共收到超過900個參賽作品。

HKPC has a solid track record in supporting creative industries in the region. We co-organized the Create Hong Kong Logo Design Competition with CreateHK in October 2009 to tie in with the establishment of this new office to drive growth in the local creative industries. The competition was well-received with over 900 entries.

為了培育創意產業人才，生產力局及香港動漫畫聯會共同編製了「電影及動畫教材」，以方便教師以創新方式教授新高中課程的視覺藝術科。自2009年9月，四所學校已試用了該套教材，並將於2010年9月推廣至所有高中學校。

To groom new talent for the creative industries, HKPC and the Hong Kong Comics and Animation Federation have jointly developed a "Film and Animation Teaching Kit" to facilitate the delivery of the new senior secondary school curriculum subject, visual arts, in an innovative and interesting manner. Since September 2009, four schools have participated in the pilot use of this teaching kit, which will be introduced to all senior secondary schools in September 2010.

為資訊保安把關
IT Security Watchdog

在區域合作方面，生產力局屬下的「香港電腦保安事故協調中心」(HKCERT)在2010年3月舉行的「亞太區電腦保安事故協調組織」(APCERT)會議及周年大會上，獲多個委員推舉，蟬聯該組織主席。

這無疑是區內同業對我們過去在維護信息安全的技術能力和領導工作的肯定。

In the area of regional collaboration, our Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT) was re-elected once again as the chair in APCERT's Annual General Meeting in March 2010.

This is indeed recognition of HKPC's technical competence and leadership in safeguarding information security over the past year by our peers in the region.

企業社會責任
CSR – I Do Care

ISO 26000社會責任指引在2010年推出，協助各行業的機構履行企業社會責任。為了幫助各行業參照ISO 26000標準落實履行企業社會責任的工作，生產力局夥拍香港中華廠商聯合會，針對玩具行業，推出了首個CSR^{CARE}試點計劃。

計劃內容包括專題培訓、顧問評估及建議，以及經驗分享會。計劃為期半年，完成後將成功經驗推展至電器、電鍍及餐飲等其他行業。

The ISO 26000 Guidelines on Corporate Social Responsibility (CSR) will be published in 2010 to assist enterprises to kick-start their CSR initiatives. To help various industries engage in CSR programmes based on the ISO 26000 standard, we launched the first CSR^{CARE} pilot programme targeting the toy industry in collaboration with the Chinese Manufacturers' Association of Hong Kong (CMA).

The programme includes training, consultancy reviews and recommendations as well as experience sharing activities. Upon completion of the half-year programme, the successful model will be promoted to other sectors such as the electrical appliance, electroplating and catering industries.

卓越服務
Service Excellence

除了作為製造業的可靠合作伙伴，生產力局更將過去的專業技術知識伸延至服務行業，通過服務認證計劃的實施，提升服務業水平。

在生產力局的協助下，九個來自香港汽車零售、維修、美容服務等多個汽車服務業界的商會及學會於2009年4月26日簽署了「優質汽車服務業約章」，提升業內專業水平，並於同年11月中成立汽車服務業聯會。

生產力局正在制定「優質汽車零售計劃」，以表揚優質汽車銷售機構。該計劃將於2010年下半年以自願和自資的方式推出。

Apart from being the trusted partner of the manufacturing industry, we have in the past year continued to render our expertise tAvo the service sector through the implementation of service accreditation schemes with a view to enhancing service quality.

With HKPC's assistance, nine local associations and engineering societies in the automotive industry signed a Quality Service Charter on 26 April 2009 expressing their commitment to uphold service levels within the industry. The Federation of Automobile Services Industry Hong Kong (FASHK) was subsequently formed in mid-November 2009.

HKPC is also developing the "Quality Automotive Retailing Scheme" (QASS) to recognize quality car sales organizations. The Scheme will be launched in the second half of 2010 on a voluntary and self-financed basis.

知識管理
Knowledge Management

作為以知識為本的機構，有系統地管理和利用本身的智力資本對我們相當重要。

在2008/09年度，我們編製了首份智力資本報告書，展示所擁有的智力資本。今年，在Web 2.0概念的基礎上，我們已內部推出兩個知識管理平台，i-Library和i-Exchange，促進我們的專家團隊交流意見和經驗，只需點擊一下即可進行業務轉介和收集智力資本。此外，我們將向中小型企業推廣這個具成本效益的工具，協助運用知識資產。

各位可在這份年報概覽我們本年所推出的各項新計劃，借鑑多家企業在動蕩的環境中成功轉型的寶貴經驗。未來，無論營商環境如何轉變，香港生產力促進局將繼續與工業界並肩攜手，邁向卓越生產力。

As a knowledge-based organization, it is essential that we systematically manage and leverage our own intellectual capital.

In 2008/09, we prepared our first intellectual capital statement to take stock of our intellectual assets. This year, building on these foundations and inspired by the concept of Web 2.0, we rolled out two knowledge management platforms, i-Library and i-Exchange, internally to facilitate the exchange of ideas and experience among our specialist teams with a view to promoting business referrals and capturing intellectual capital, with the immediacy of a "click". We will also promote these cost effective tools to help SMEs in Hong Kong to capitalize on their intellectual assets.

Throughout this Annual Report, you will see the copious endeavours we have made during the year together with our business partners, to successfully transform their operations from a state of flux and change.

We are confident that HKPC will continue to add value as industry's closest partner in the ongoing quest for ever greater productivity and excellence.

林植廷
署理總裁
副總裁(機構事務)
Tony Lam
Executive Director (Acting)
Director, Corporate Services

宋兆麟
副總裁(企業管理)
Edmund Sung
Director, Business Consulting

潘永生
副總裁(科技發展)
Joseph Poon
Director, Technology Development

年度剪影 The Year in Pictures

2009

APRIL 4

生產力局與廣東省科學技術廳和惠州市人民政府簽署合作備忘錄，首次就高新產業園區的可持續發展模式、重點產業升級規劃及公共服務平台建設展開合作

HKPC signed a MOU with Guangdong Department of Science and Technology and Huizhou Municipal People's Government to collaborate in the areas of sustainable development of the high-tech park, industrial upgrading and synergy building

推動九個來自香港汽車零售、維修、美容服務等汽車服務業的商會及學會簽署《優質汽車服務業約章》

Nine local automobile service industry organizations and engineering societies signed the Charter for Quality Automobile Service initiated by HKPC

MAY 5

生產力局獲委任為本港首個長者服務業優質認證計劃的獨立評核單位

HKPC was appointed as the independent assessor of Hong Kong's first Quality Elderly Service Scheme

JUNE 6

生產力局與now財經台合辦「企業峰會：升級轉型攻略」，為香港工業未來發展提出建議

HKPC jointly organized an Economic Forum with now Business News Channel

成立跨界別的諮詢平台「HKPC集思匯」，定期交流關乎業界發展的重要課題

Launched the Hong Kong Industry Network Clusters (HK-INC), a new cross-industry platform to gauge the views of local businesses on issues of relevance to their long-term development

JULY 7

生產力局與東莞市外經貿局合作推動當地港資企業就地升級轉型，為不少於六百間在東莞設廠的港商提供支援

HKPC signed a collaboration agreement with Dongguan Bureau of Foreign Trade and Economic Cooperation to support Hong Kong manufacturers in Dongguan to undergo industrial upgrading and business transformation

「深港生產力基地」成立「卓越績效管理中心」，協助企業提升管理及績效水平

Launched a Performance Excellence Management Centre at our Shenzhen SZ-HK Productivity Foundation to help Shenzhen and Hong Kong enterprises implement world-class management practices

「香港電腦保安事故協調中心」進行全港首次電腦保安事故演習

Hong Kong Computer Emergency Response Team Coordination Centre (HKCERT), conducted Hong Kong's first-ever territory-wide drill to improve the preparedness of the local internet infrastructure

AUGUST

8

生產力局與國家數字家庭應用示範基地簽訂「粵港數字家庭應用合作與培訓意向書」，推廣數字家庭應用和創意產業的發展

A MOU was signed with Guangdong counterparts on strengthening cooperation between Hong Kong and Guangdong in digital home and creative industries

SEPTEMBER

9

生產力局與順德北滘鎮簽署《加強協助企業創新和促進產業升級合作協議書》，為14家順德及北滘的企業進行評估和診斷，提供產業升級和提升自主創新能力的培訓

HKPC signed a collaboration agreement with the Beijiao Town Government of Shunde to help the enterprises there to transform and upgrade their business operations

OCTOBER

10

本局的可靠性測試中心獲IBM認可為亞洲區首家獨立印刷線路板測試實驗室

HKPC's Reliability Testing Centre appointed by IBM as its first independent PCB testing laboratory in Asia

與香港無線科技商會合作主辦「第三屆香港流動影片節」，主題為「小螢幕，大故事」

HKPC and Hong Kong Wireless Technology Industry Association jointly organized the 3rd Mobile Film Festival, under the theme of "Small Screen, Big Story"

NOVEMBER

11

「HKPC集思匯」舉行第二次諮詢會，探討香港環保產業的發展

HK-INC held its second consultation meeting to discuss the development of environmental industries in Hong Kong

商務及經濟發展局、生產力局、香港工業總會、珠三角工業協會及東莞市對外貿易經濟合作局在東莞合辦「港商升級轉型新商機研討會」

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

DECEMBER

12

影拍香港中華廠商聯合會推出「企業社會責任 — CSR[CARE]」計劃

HKPC and The Chinese Manufacturers' Association of Hong Kong launched the CSR[CARE] Programme

聯同香港珠寶製造業廠商會推出全球首個「珠寶身份證 (Global J-ID) 管理標籤計劃」

Launched the world's first Global Jewellery Identity (Global J-ID) Management Label Scheme with Hong Kong Jewelry Manufacturers' Association

協辦「創意香港」標誌設計比賽

Co-organized a Logo Design Competition for the CreateHK

與廣東省知識產權局合辦第三屆「創新知識企業獎」

Jointly organized the 3rd Innovation-Knowledge Enterprise Award with Guangdong Intellectual Property Office

JANUARY 1

舉辦「專業測試服務交流講座」，推動檢測產業發展

Organized a seminar on professional testing services to promote the development of the testing and certification industry

FEBRUARY 2

本局兩項設計獲得香港中華廠商聯合會主辦的「二〇〇九香港工商業獎：機器及機械工具設計」組別優異證書

HKPC won two Certificates of Merit in the 2009 Hong Kong Awards for Industries: Machinery and Machine Tools Design category organized by The Chinese Manufacturers' Association of Hong Kong

生產力局與深圳摩爾實驗室合作，提供符合香港電訊管理局技術要求的測試服務

HKPC signed a collaboration agreement with Shenzhen Morlab Communications Technology Co., Ltd. to provide testing services in compliance with the technical specifications of the Office of the Telecommunications Authority

MARCH 3

為東莞市石排鎮進行產業升級轉型策略調研，從而制定「產業升級轉型策略藍圖」

Collaboration with the town of Shipai, Dongguan, to assist the local Government to develop a blueprint for industrial upgrading

「香港電腦保安事故協調中心」蟬聯亞太區電腦保安事故協調組織主席

HKCERT was re-elected as the chair of the Asia-Pacific Computer Emergency Response Team

舉辦第三屆「玩具銀行」兒童日

Organized the 3rd "Toys Bank Children's Fun Day"

在珠海市推出「升轉一站通」服務平台協助加工企業升級轉型

Assist Zhuhai processing enterprises in industrial upgrading and transformation through the introduction of a one-stop support platform – TURN

開展適用於公共小巴的「插電式混合動力汽車系統」研發項目

Kicked off the development of "Plug-in Hybrid Electric Vehicle System" for public light bus

本局網站全面革新，邁向Web 2.0

Revamped HKPC website adopting various Web 2.0 features

2336i

躍動新里程

POWERING THE NEW DECADE

工業的可持續發展取決於能否不斷抓住新機遇，把握新技術、新市場趨勢和新政策帶來的商機。

為此，生產力局一直擔當促進者的角色，為港商找尋新業務方向，並通過我們的應用研究和專業技術服務，提升廠商的競爭力，打入高增值的市場領域。

Industry's sustainable development hinges on its ability to continuously capture emerging opportunities presented by new technologies, new market trends and new policies.

To this end, HKPC has been acting as the pathfinder, identifying new engines of business growth for Hong Kong's businesses and creating further springboards for our manufacturers to enter higher value-added sectors, with the development of new competencies and through our applied research and technical consultancy services.

本局顧問區榮煜協助深圳高級耳機生產商轉型至原創品牌業務，開拓內銷商機。
Consultant Gilbert Au helped a Shenzhen based high-end headphone manufacturer transform their OEM operation into an OBM business, tap business opportunities in the Mainland market.

升轉有道
MAKING THE RIGHT TURN

自2006年以來，中央政府對加工貿易政策作出調整，促進國內的產業結構升級，限制高污染、高能耗和資源密集型產業的發展。除了政策因素，金融海嘯及其後遺症嚴重打擊傳統的出口市場。由於工資上漲和人民幣升值帶來了沉重的成本壓力，從事低附加值的原設備製造業務廠商的發展空間日益減少。

Since 2006, the Central Government has been adjusting its policies regarding the processing trade, seeking to upgrade the Mainland's industry structure by restricting the development of polluting, energy and resource-intensive industries. In addition to this policy factor, the financial tsunami and its economic aftermath dealt a severe blow to our traditional export markets. Coupled with the immense cost pressures due to rising wages and the appreciation of the Renminbi, there has been little room for maneuverability left for manufacturers engaging in the lower value OEM businesses.

「我們已於珠三角地區建立「升轉一站通」平台，令港商享有更快捷及更貼身的升級轉型服務。

"We have established "TURN" platforms in various cities in the PRD region, enabling Hong Kong manufacturers to enjoy more timely and tailor-made services to transform their business."

盧威林博士，生產力(深圳)諮詢有限公司及生產力(東莞)諮詢有限公司總經理
Dr William Lo, General Manager, Productivity (Shenzhen) Consulting Company Limited and Productivity (Dongguan) Consulting Company Limited

生產力局與珠海市科技工貿和信息化局簽署合作協議，在當地推出「升轉一站通」服務平台。

HKPC and Zhuhai Science and Technology Bureau of Industry and Information Technology sign collaboration agreement to introduce the TURN programme to Zhuhai.

憑藉我們全面的工業支援服務和廣泛的協作網絡，生產力局迅速推出新的平台和服務，以協助本港工業克服挑戰，把握來自內地的消費市場和新產業的商機。

為應對政府推動六大優勢產業的發展，生產力局亦致力加強旗下的測試和認證，以及創意工業等領域的支援服務。

Leveraging our comprehensive industry support services and extensive collaboration networks, HKPC responded swiftly with new platforms and services to help our industries ride out these challenges and to capitalize on new opportunities arising from the Mainland's consumer markets and new industry sectors.

Responding to the government's initiatives to promote the development of six innovation and knowledge-based industries, we also stepped up our efforts in these areas, placing a particular focus on testing and certification as well as the creative industries.

轉危為機
Turning the Tide

生產力局獲香港特區政府商務及經濟發展局的支持，在2008年4月推出「升轉一站通」(TURN)項目，提供一站式支援平台，「升轉一站通」首期已於2009年12月完成，超過一萬位各行各業的人士，參與了「升轉一站通」項目的工作坊和考察團；並進行了30項實地評估，為來自珠三角地區八大行業的廠商提出具體的業務轉型方案。

生產力局亦進行了一項可行性研究，探索內地新發展工業地區的投資環境，為有意轉移營運基地的港商提供實用資訊。調查覆蓋國內31個位於中西部地區產業轉移重點承接地，26個廣東省的產業轉移工業園，這些資料已上載至「升轉一站通」的網站內。

生產力局一直積極尋求與各市政府合作，將「升轉一站通」的模式，推廣至珠三角地區。至目前為止，我們已與廣州、佛山、中山、惠州、深圳、東莞和珠海市政府建立合作平台。另外，我們亦已與珠三角其他地區的政府進行類似的合作項目。

Our first flagship project was a one-stop support and service platform – TURN, an acronym for "Transform, Upgrade and Relocate for a New horizon". Supported by the Commerce and Economic Development Bureau of the HKSAR government, the TURN programme, launched in June 2008, consisted of on-site assessments, promotion workshops as well as ten new services targeted at the transformation and upgrading of businesses in the region.

Completed in December 2009, more than 10,000 participants from various sectors attended our workshops and study missions under the TURN programme. Thirty on-site consultancy assessments were also conducted to identify the key issues and problems faced by manufacturers from eight industry sectors in the PRD region.

HKPC also conducted a feasibility study to explore the investment environment in the new industrial zones on the Mainland with a view to providing useful information for Hong Kong manufacturers interested in relocating their operations. The findings, covering 31 regions in mid-western China and 26 industry parks in Guangdong have been posted on a dedicated web site, introduced under the TURN platform.

TU

生產力局顧問進行「升轉一站通」計劃的現場評估項目。

HKPC consultant conducts on-site audit under the TURN programme.

生產力局與東莞市外經貿局簽署合作協議，扶助逾600家港資企業升級轉型。

HKPC signs agreement with Dongguan Bureau of Foreign Trade and Economic Cooperation to help more than 600 HK-owned enterprises in Dongguan to transform and upgrade their business model.

配合內地的多個政府資助計劃，這些產業支援平台以實地評估、諮詢和示範項目等方式，為企業提供有關技術和產品開發，品牌和創新，以及製造業和環境管理等範疇的支援服務。

為推動香港與深圳的產業科研合作，生產力局與深圳市政府轄下深圳市生產力促進中心共同組建「深港生產力基地」，這個「基地」位於深圳高新區核心地段的生產力大樓內。

「基地」提供「環保技術」、「電子及汽車技術」等支援服務，設有國際標準實驗室等先進設施。「基地」亦同時作為生產力局的工業支援中心，為政府資助的研發項目及工業支援項目提供支援。

此外，我們在「基地」轄下成立了一個動畫產業支援中心，以促進動畫產業的跨境合作。該中心調查128家位於香港和深圳的數碼娛樂企業，收集主要的行業資訊，並成立了平台網站(www.szhk-animation.org)，分享市場訊息，以促進香港和深圳數碼娛樂企業之間的業務合作。

RN

深港生產力基地擔當生產力局「升轉一站通」計劃的深圳支援中心。

The Shenzhen SZ-HK Productivity Foundation acts as a support centre for HKPC's TURN programmes in Shenzhen.

At the same time, we have been actively working with various municipal governments on the Mainland to replicate the TURN model, to enhance the scale and scope of our support to manufacturers throughout the PRD. To date, industrial upgrading platforms have been established in collaboration with the governments of Guangzhou, Foshan, Zhongshan, Huizhou, Shenzhen, Dongguan and Zhuhai. Discussions with the relevant authorities elsewhere in the PRD are also underway with regard to the establishment of similar collaboration projects.

Leveraging the various government funding schemes on the Mainland, these platforms provide and offer support services to enterprises in the form of on-site assessments, consultancy and demonstration projects in technology and product development, branding and innovation, as well as in manufacturing and environmental management.

To foster technology collaboration and business development between Hong Kong and Shenzhen, HKPC and the Shenzhen Municipal Government jointly established the Shenzhen SZ-HK Productivity Foundation in the Shenzhen High-Tech Industrial Park.

Testing laboratories have been set up within the Foundation to provide environmental and automotive electronics testing services. The Foundation also acts as a support centre for our industry-support initiatives, including our government funded research and development projects and industry support programmes.

An Animation Industry Support Centre was also founded under the auspices of the Foundation to facilitate cross-border collaboration in the animation industry. The Centre conducted a survey on 128 digital entertainment enterprises in Hong Kong and Shenzhen to collect essential industry information. As a result, a portal website (www.szhk-animation.org) has been set up, sharing this market information and promoting business collaboration between digital entertainment organizations in Hong Kong and Shenzhen.

廣東省科學技術廳、生產力局及惠州市人民政府在惠州簽署《粵港惠合作推進仲愷高新技術產業開發區發展合作備忘錄》。

HKPC, Guangdong Science and Technology Department and Huizhou Municipal People's Government join hands to facilitate the sustainable development of high-tech parks and industrial upgrading.

企業及發明家可透過專利申請資助計劃，以保護知識產權的成果，資助額可高達15萬港元。

Both companies and inventors can apply for a Patent Application Grant to capitalize on and protect their intellectual work. The maximum grant is $150,000.

廖德榮博士，知識產權專家
Dr T W Liu, IP management specialist

創新創富
Creating Value through Innovation

企業要成功轉型為高增值的原設計製造(ODM)及原品牌製造(OBM)業務模式，取決於企業創造、保護和運用知識產權的能力。

專利申請資助計劃(PAG)是一項由創新科技署推行的計劃，撥款協助從未在任何國家或地區擁有任何專利的本地企業和個人為其發明申請專利，充份利用和保護知識產權的成果。為進一步鼓勵創新，每個成功獲批的申請最高資助額由原來的10萬提升至15萬港元。

自1998年以來，生產力局一直是該計劃的執行機構。年內，生產力局協助創新科技署處理145宗申請，其中有75宗獲得批准。自該計劃開始以來，本局已處理1,847宗申請，並通過613項專利註冊，當中160個是國內發明和實用新型專利，113項美國專利。

面對激烈的市場競爭，深圳一家電子消費產品製造商決定將其原設備製造(OEM)業務，轉型為原設計製造(ODM)及原品牌製造(OBM)業務，以開拓內地消費市場。生產力局協助這企業提升產品創新能力和業務效率。經過創新方法和專利地圖的培訓和顧問工作，製造商已成功建立專業的研發團隊，並且開發了主動式消音功能的高級耳機產品。此外，我們還幫助客戶建立「單件流」試驗生產線，使生產力大幅提升了45%。

在「深港創新圈」的支持下，生產力局過去一年為一家工業和消費產品製造商提供全面的知識產權管理服務，助其與大學和科研機構合作，開發先進的空氣和水管理系統，向高增值市場方向發展。

生產力局協助客戶保護其發明的知識產權，提高製造商整體的知識產權管理能力，通過實地評估和使用專利情報工具，激發創意和創新的能力。計劃完成後，該客戶於2009年12月贏得了「創新知識企業獎」。

創新知識企業獎旨在提升香港與內地企業的知識產權管理能力。
The Innovation Knowledge Enterprise Award aims to enhance the IP management capability of Hong Kong and Mainland enterprises.

1,847
applications
資助申請

生產力局已處理1,847宗申請，並通過613項專利註冊，當中160個是國內發明和實用新型專利，113項美國專利。

HKPC has processed 1,847 applications, resulting in 613 patent registrations. Amongst this number, 160 are Mainland invention and utility model patents and 113 are US patents.

生產力局協助深圳一家消費電子製造商建立「單件流」試驗生產線，使生產力大幅提升了45%。

HKPC helps a consumer electronics manufacturer in Shenzhen to establish a pilot production line based on the One-Piece-Flow model, improving productivity by a significant 45%.

The successful transformation to higher value ODM and OBM business models hinges on an organization's ability to create, protect and capitalize on its intellectual property.

The Patent Application Grant (PAG) under the Innovation and Technology Fund provides funding support for Hong Kong companies and inventors in their first patent applications, to help them capitalize and protect their intellectual work. To further encourage creativity and innovation, the maximum funding granted under the Patent Application Grant Scheme has been raised from $100,000 to $150,000 for each successful application.

Since 1998, HKPC has been the implementation agent of the scheme. During the year in review, HKPC assisted the Innovation and Technology Commission in processing 145 applications, 75 of which were subsequently approved. Since the scheme's inception, HKPC has processed 1,847 applications, resulting in 613 patent registrations. Amongst this number, 160 are Mainland invention and utility model patents and 113 are US patents.

Facing cut-throat competition, a consumer electronics manufacturer in Shenzhen decided to transform its OEM operations to ODM and OBM to tap the Mainland consumer market. They turned to us, seeking to enhance their competencies in product innovation and operational efficiency.

Through training and consultancy in innovation methodology and patent mapping, the manufacturer successfully built a capable R&D team, who developed high-end ear-phone products featuring an active noise reduction function. Additionally, HKPC helped the client establish a pilot production line based on the One-Piece-Flow model – as a result, productivity improved drastically by 45%.

In the past year, under the Shenzhen-HK Innovation Circle, HKPC also introduced comprehensive IP management services to an industrial and consumer products manufacturer. Seeking to diversify into the high value-added market sector, the manufacturer had been collaborating with universities and research institutes to develop advanced air and water management systems.

HKPC helped the client to secure IP protection for the invention and enhanced the manufacturer's overall IP management capabilities through on-site assessment and the application of a competitive patent intelligence tool for stimulating creative ideas and innovation. Subsequent to the project's completion, the client won the Innovation Knowledge Enterprise Award in December 2009.

生產力局舉辦法國巴黎海外培訓課程，研討胸圍自動化生產技術及應用。

HKPC organizes overseas training to Paris on the application of automation technology in bra manufacturing.

科技最前線 Pushing the Frontiers of Technology

技術升級是工業轉型的主要成功因素。生產力局持續開發和引進先進技術，以符合業界最新的要求。其中不少研發項目都得到香港特區政府創新及科技基金(ITF)的支持。

其中之一是2009年10月完成的胸杯生產的創新製造解決方案。該項目的成果將協助本地內衣製造商採用知識為本的CAM/CAE技術和自動化系統，改善生產效率，從而減低能源消耗。

材料技術的進步有助廠商生產品質優良、性能卓越和具創新功能的產品和組件。在這一年，生產力局特別為港商推出了兩個嶄新材料加工項目。

內衣工業模壓及貼合技術手冊和半自動化胸杯生產系統。

Molding and lamination technology handbook for lingerie industry and semi-automatic loader for bra cup molding.

生產力局與納米及先進材料研究院有限公司(NAMI)合作，展開了一個創新及科技基金的資助項目，開發應用於廚具的雜化溶膠/凝膠技術。

溶膠/凝膠薄膜易於清潔和處理，具有優異的抗腐蝕特性，可承受400°C的高溫，因此適用於廚具之中。這個技術完全不含有毒的有機溶劑和薄膜，可在低溫下固化，因此被視為一種使用於不黏廚具的特氟隆薄膜的綠色替代方法。

液態矽橡膠(LSR)是一種特殊的材料，最適用於廣闊的溫度範圍，以及嚴苛的風化和耐化學性要求。雖然，液態矽橡膠產品的市場潛力大，但本地製造商仍未廣泛使用。

生產力局獲得創新及科技基金的資助，開發低成本的液態矽橡膠注塑機，使本地塑料機械和塑料製品生產商得以把握這個龐大的市場商機。該項目更會轉移相關的產品及模具設計能力、加工技術和應用至本地塑膠產品製造商，以生產高附加值的保健和醫療產品。

先進的材料科技如溶膠/凝膠薄膜及液態矽橡膠有助廠商製造性能超卓、功能創新的產品。

Advancements in materials technology such as Sol-gel coating and liquid silicon rubber enable manufacturers to produce products with excellent performance and innovative functions.

Technology upgrading is the critical success factor for industrial transformation. HKPC thus continued to develop and introduce advanced technologies to meet the new and emerging needs of industry. Many such projects were implemented with support from the Innovation and Technology Fund (ITF) of the HKSAR government.

An ITF project on the development of an innovative manufacturing solution for the production of brassiere cups was completed in October 2009. The project deliverables will assist local lingerie manufacturers to adopt knowledge-based CAM/CAE and semi-automation systems to increase production efficiencies while reducing energy consumption.

Advancements in materials technology enable manufacturers to produce products and components with outstanding quality, excellent performance and innovative functions. During the year, HKPC launched two projects based on new materials processes tailor-made for manufacturers in Hong Kong.

In collaboration with the Nano and Advanced Materials Institute Limited (NAMI), we commenced an ITF-funded project on the development of Reactive Hybridization (SOL-GEL) technology for use in kitchenware. Sol-gel coating is easy to clean and possesses outstanding anti-corrosion properties. It can also withstand temperatures up to 400°C thus making it highly suitable for cooking. The proposed technology will be totally free of toxic organic solvents and the coating can be cured at low temperatures. It is being seen as a green alternative to the use of Teflon coatings in non-stick cookware.

Liquid Silicone Rubber (LSR) is a special material that is particularly suitable for wide temperature range applications with tough weathering and chemical resistance requirements. Although there is a huge market potential for LSR products, it is not yet widely used among local manufacturers.

With the support of the ITF, we are developing a low cost LSR injection moulding machine to enable local plastic machinery and plastic products manufacturers to capture opportunities in this lucrative market. The project will also transfer related product and mould design know-how, processing techniques and applications to local plastic product manufacturers, enabling the production of high value-added health care and medical products.

“液態矽橡膠產品的市場潛力大，可生產高附加值的保健和醫療產品，本地廠商應把握這市場商機。”

“Manufacturers should keep an eye on Liquid Silicone Rubber for its ability to produce high value-added health care and medical products. We believe these products will have huge market potential.”

孫國偉，研發塑膠科技逾十五年
Samson Suen, focuses on plastics technology development for over 15 years

精益求精
Lean, Not Mean

除了提升技術水平，勞動成本上漲和消費模式的轉變，都驅使珠三角製造業尋找更靈活和更高效的製造系統，以便能夠處理多個小批量的訂單。

精益製造是一種減少浪費生產方式，使企業能夠優化使用時間、人力資源和資產，從而提高生產力和降低成本。在生產線中，工人不只是按指示處理重複的任務，而是可以提出創新的意念，協助簡化和改善工作流程。精益管理提倡多技能的工人協同合作，以便建立靈活的生產線，處理客戶經常轉變的需求。

一所從事家居和工業用品的元件供應商因為客戶訂貨模式轉變，令其業務面臨挑戰。傳統上大批量的生產模式已無法有效處理多個小批量的訂單。

製造商委託生產力局進行精益製造的試點項目。通過我們的協助，這個製造商改良了生產排程，建立一個靈活的單元式作業方式，在同一時間處理多個產品的生產。該試驗項目已成功提升生產效率達15%，以及減低產品的不良率高達20%。

In addition to the upgrading of technology, soaring labour costs and changes in buying patterns, are driving manufacturing enterprises in the PRD to look for more flexible and efficient manufacturing systems capable of handling numerous orders in small lot sizes.

Lean Manufacturing minimizes waste. It enables companies to optimize the use of time, human resources and assets to enhance their productivity while cutting costs at the same time. On the production floor, workers are not expected to simply handle repetitive tasks, they are also empowered to provide creative ideas that will simplify and improve the work flow. Lean management also promotes teamwork among multi-skilled workers to build a flexible workforce, capable of handling the dynamic requirements of clients.

A reputable supplier of components for home and industrial appliances experienced challenges brought about by the change in customers' ordering pattern. The manufacturer's traditional production methods, designed to handle bulk orders, could not cater effectively for orders which, though numerous were small in quantity.

The manufacturer thus commissioned HKPC for a pilot Lean Manufacturing project. With our help, the manufacturer was able to refine its production scheduling and set up a flexible cellular line to handle multiple models at the same time. The successful pilot project not only increased production efficiencies by up to 15%, it also reduced the defects rate by as much as 20%.

透過推行精益製造項目，一家零件製造商成功將生產效率提升 15%。
With the implementation of a Lean Manufacturing pilot project. a reputable components manufacturer increases it production efficiency by 15% .

"精益製造不但能減少浪費，更能改善工作流程及提升團隊合作精神。

Lean Manufacturing not only minimizes waste, it also improves work-flow and enhances team-work."

劉競明，資深流程及精益管理顧問
K M Lau, possesses solid consulting experience in Process and Lean Management

創意原動力
IMAGINATION

現時，本港共有32,000家與創意產業相關的企業，從業員超過17萬6千人，每年生產總值逾600億元，約佔本地生產總值5%，成為推動本地經濟持續發展的強大動力。

Reaching a total value of over $60 billion every year, the creative industries not only contribute to 5% of Hong Kong's GDP, they have also become a strong driving force for Hong Kong's sustainable economic development. At the present moment, there are 32,000 creative industry-related establishments in Hong Kong, with more than 176,000 practitioners working in the field.

在2009年6月，特區政府成立「創意香港」辦公室加快創意產業的發展。藉著與創意產業多年來的緊密合作，生產力局通過一系列推廣活動，如人才及內容發展，加大力度促進創意產業的成長。

In June 2009, the HKSAR government established CreateHK to speed up the development of the creative industries. With HKPC's strong tie with the creative industries, we have stepped up our efforts to facilitate their growth both through industry promotion as well as talent and content development.

星火燃創意
Sparks of Creativity

在生產力局的協辦下，「創意香港」於2009年10月舉辦「創意香港」標誌設計比賽，以配合「創意香港」成立，推動本地創意產業發展；比賽反應熱烈，共收到超過900份參賽作品。「創意香港」希望藉着邀請本地人才參加標誌設計比賽，展示其願景和使命，並透過比賽表揚本地人才、鼓勵原創設計和創意，以及加強公眾對本地設計的認識及興趣。

得獎作品以火花比喻靈感是各種創作活動的泉源。
The winning logo features sparks as its main design element to symbolize inspiration as the basis of creative endeavours.

得獎作品以火花比喻各種創作活動往往始於電光火石的靈感湧現，表示香港能燃點無限創意。

HKPC co-organized the Create Hong Kong Logo Design Competition with CreateHK in October 2009 to tie in with the establishment of its new office to drive the local creative scene. Seeking local entries for the design of an official logo to reflect the vision and mission of CreateHK, the competition aims to recognize local talent and creativity while also arousing public awareness in the use of design. The competition was well-received with over 900 entries.

The winning logo features "sparks" as its main design element, symbolizing inspiration as the basis of creativity. The logo also presents Hong Kong as a place where creative ideas are sparked and generated.

$60 billion
600億元

創意產業每年生產總值逾600億元，佔香港本地生產總值5%。

The creative industries contribute to 5% of Hong Kong's GDP reaching over $60 billion each year.

在生產力局的協辦下，「創意香港」於2009年10月舉辦「創意香港」標誌設計比賽，以配合「創意香港」成立，推動本地創意產業發展。
Create Hong Kong Logo Design Competition is co-organized by HKPC and CreateHK to tie in with the establishment of their new office.

「第十一回TBS DigiCon6大賞」於2009年11月在東京舉行。

DigiCon6 Awards 2009 was held in Tokyo in November 2009.

展示創意
Creative Showcase

生產力局夥拍本地多個專業協會，在本年度舉辦一系列行業推廣活動，為本港創意工業提供宣傳平台，開拓市場。

在「創意香港」資助下，我們率領考察團參與2009年11月舉辦的「第十一回TBS DigiCon6大賞」，兩位本地創作人士在超過2,400份亞洲區的參賽作品中奪獎。參與「第十一回TBS DigiCon6大賞」可肯定本地創意人才的能力，以及向海外及本地業界推廣香港製作的動畫。

為推廣香港優良插畫師的實力，在「設計智優計劃」支持下，香港插畫師協會及生產力局合辦2009/10年度中華區插畫獎。是次獎項為區內首創，除頒獎典禮外，亦舉辦了六個本地及亞洲區巡迴展覽會，進一步加強獎項的影響力。

在「創意智優計劃」的資助下，生產力局組織考察團，出席電腦圖像業界年度盛事 —「Siggraph亞洲2009」。考察團成員包括20名學生及20名香港動畫及視覺效果業界的從業員。作為項目的執行機構，生產力局參與「香港館」的統籌工作，以展示本地最新動畫及視覺藝術業的發展，以及電腦圖像等產品，特別是得獎作品。

香港無線科技商會及生產力局再次舉辦「第三屆香港流動影片節」，旨在培育和鼓勵相關行業的專業人士及學生創作流動影片。此外，還舉辦流動影片製作論壇、工作坊及影片比賽，並於2010年香港國際影視展舉行頒獎典禮。

3D電影的發展潛力愈形龐大，並可提供嶄新的視覺體驗，及抗衡盜版的新方法。香港電影發展局及香港電影後期專業人員協會(AMP4)與協辦機構生產力局，舉行一連串交流及推廣活動，向海外製片商展示3D電影製作的技術。

由政府資訊科技總監辦公室支持，本地行業協會協辦的香港資訊及通訊科技獎，旨在致力表揚及推廣香港資訊及通訊科技業的精英、企業及機構的卓越成就和貢獻。

今年是獎項舉辦的第四年，共收到超過640項參賽作品，生產力局除為獎項的秘書處外，亦是八間主辦機構的評審秘書處，確保所有類別的獎項獲專業評審。

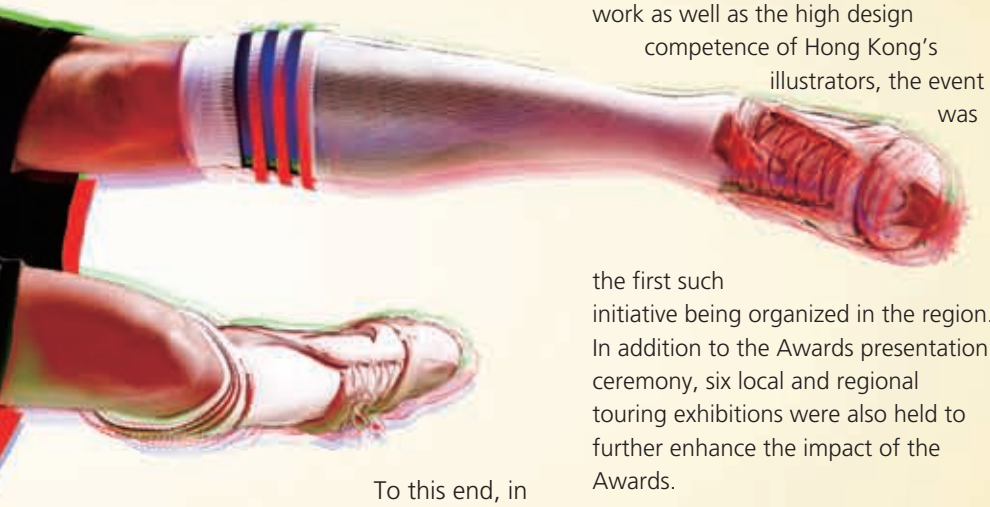
生產力局協辦2009/10年度中華區插畫獎，推廣香港優良插畫師的實力。

HKPC co-organizes the First Greater China Illustration Awards to promote design competence of Hong Kong's illustrators.

FILMART 2010 展示香港的立體電影製作服務。
Hong Kong's 3D movie production services are showcased in FILMART 2010.

生產力局是香港資訊及通訊科技獎八間主辦機構的評審秘書處。
HKPC is the assessment secretariat for eight leading organizers of the Hong Kong ICT Awards.

Propelling the growth of Hong Kong's creative industries in the regional market, there is a strong need for regionally established platforms to showcase the excellent work created by our talented professionals.



To this end, in partnership with a number of local professional associations, HKPC organized a series of promotional events for these industries during the year.

Funded by CreateHK, we organized Hong Kong's participation in the DigiCon6 Awards 2009 held in Tokyo in November last year. As a result, two Hong Kong-produced animation features won key awards from a field of over 2,400 entries from around Asia. Our participation in DigiCon6 drives recognition and awareness of Hong Kong's digital artists and their outstanding achievements, while also promoting Hong Kong-produced animation to both overseas and local audiences.

With the support of the DesignSmart Initiative and in conjunction with the Hong Kong Society of Illustrators (HKSI), we co-organized the First Greater China Illustration Awards in 2009/2010. Promoting the excellent work as well as the high design competence of Hong Kong's illustrators, the event was the first such initiative being organized in the region. In addition to the Awards presentation ceremony, six local and regional touring exhibitions were also held to further enhance the impact of the Awards.

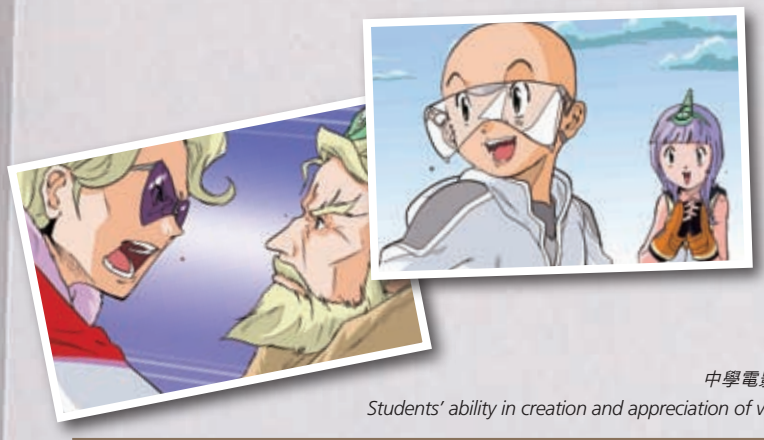
The CreateSmart Initiative (CSI) also provided funding support for a study mission for 20 students and 20 practitioners from Hong Kong's animation and visual effects industries to attend Siggraph Asia 2009, the flagship event for computer graphics professionals worldwide. As the project's implementation agent, HKPC also organized and managed the Hong Kong Pavilion at the event. The Pavilion not only showcased the latest developments in the animation and visual effects industries together with cutting-edge computer graphics products, it also featured Hong Kong's award-winning works.

The Hong Kong Wireless Technology Industry Association (HKWTIA) and HKPC once again co-organized the 3rd Hong Kong Mobile Film Festival to educate and encourage professionals and students in related disciplines to produce creative work for the mobile media. The programme consisted of production forums, workshops, a film contest and an awards presentation ceremony for FILMART 2010.

Offering a new audio-visual experience, the potential for 3D film is tremendous. This new technology also serves as a novel means to combat piracy. As such, supported by the Hong Kong Film Development Council, we co-organized a pavilion with the Association of Motion Picture Post Production Professionals to attract regional buyers and promote the use of Hong Kong's 3D movie production services.

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

Running for the fourth year, the Awards attracted a record number of over 640 entries. In addition to serving as the secretariat of the Awards, HKPC also acted as the assessment secretariat for eight leading organizers, working to ensure that the adjudication of all the award categories was conducted in a professional manner.



中學電影動畫藝術教材套以動畫及電影提升學生對創意藝術的認識及欣賞能力。
Students' ability in creation and appreciation of visual arts will be enhanced through the Film and Animation Teaching Kit.

培育人才 Grooming New Talent

創意工業亦同樣面對本地人才短缺的問題，生產力局積極與本地商會合作，為行業培育新精英。

在「香港電影發展基金」的資助下，生產力局和香港動漫畫聯會推行了「在新高中課程中推廣電影動畫藝術」之項目，通過動畫及電影，藉以加深學生對創意藝術的認識及欣賞。

為配合香港新高中視覺藝術教育課程，「中學電影動畫藝術教材套」已成功開發，教材套提供多達180多套短片，更訪問了超過40位內地、日本、台灣及香港的電影及動畫名人和業內人士。自2009年9月至今，已有四間學校參與教材套試用計劃，教材套將於2010年9月在所有中學全面推行。

「創意智優計劃」提供撥款資助予香港遊戲產業協會，舉辦為期一年的「香港網上遊戲產業推廣及人才招募計劃」。

計劃由生產力局推行，旨在為遊戲業界推廣正面形象、拓展本地市場，並為業界招募新人。活動項目包括：在其中一個大型遊戲展中設立為期四天的網上遊戲館，並舉行講座、展覽及招募活動，以及遊戲設計工作坊及比賽。

The creative industries have been facing problems due to a shortage in local talent for content development. We are therefore keen to work with local associations in the grooming of new talents for these industries.

With funding support from the Film Development Fund, HKPC and the Hong Kong Comics and Animation Federation implemented the "Introducing Film and Animation Arts to the New Senior Secondary Curriculum" project to enrich students' knowledge in the creation and appreciation of art through animation and films.

A "Film and Animation Teaching Kit" was developed to facilitate teachers' delivery of the new secondary school curriculum in visual arts, in an innovative and interesting manner. The kit includes over 180 video clips and interviews of 40 film and animation celebrities and practitioners from the Mainland, Japan, Taiwan and Hong Kong. Since September 2009, four schools have participated in the pilot use of the teaching kit, which will be introduced to all senior secondary schools in September 2010.

With funding support from the CreateSmart Initiative, the Hong Kong Game Industry Association (HKGIA) organized a year-long "Industry Promotion and Talent Recruitment Campaign for the Hong Kong Online Game Industry".

Implemented by HKPC, the campaign's goal is to project a positive image of the industry, expand the local market size and recruit new blood. The programme consisted of a 4-day Online Game Pavilion in one of the biggest game shows, a promotional and recruitment seminar as well as game design workshops and competitions.

流動漫畫新世代 Smartphone Comics

生產力局積極透過新興通訊科技工具，為業界推廣本地創意產業的產品。在「創意智優計劃」的資助下，生產力局及香港動漫畫聯會開展香港漫畫的智能電話推廣及發行平台項目。

計劃將香港的經典及新出版的漫畫電子化，透過智能手機平台打響香港漫畫國際知名度，同時為新晉漫畫家提供發表作品的機會和帶來商機。

香港的創意產業發展潛力無限，我們的創作人才擁有東西方文化匯聚及緊貼內地市場脈搏的優勢。

Hong Kong's creative industries possess great development potential because our creative talent can build on the fusion of both Chinese and Western culture, together with our first hand knowledge of the Mainland market.

楊守能，積極凝聚業界，推動本港創意產業發展逾十年
Vincent Yeung , promoting the development of local creative industries for over a decade

At HKPC, we are actively exploring the use of new media technologies to market the products of local creative industries. Supported by the CreateSmart Initiative, we collaborated with the Hong Kong Comics and Animation Federation Ltd (HKCAF) to develop a smart-phone platform for the publishing of Hong Kong's comic works. The project aims to develop a new-generation platform migrating paper-based comics for publication, promotion and distribution on mobile networks to international markets.

The platform will help publicize Hong Kong comics in the international market, develop its brands globally, and encourage creative content development in Hong Kong.

意念無限
"Free" Ideas

由生產力局成立之「香港開放源碼軟件中心」於2007年正式啟用，以推動香港企業採用開放源碼軟件的應用和協助本地軟件業界開拓內地開放源碼市場。中心提供一籃子服務，包括軟件移植、系統測試、方案展示、培訓及研究。

「中小型企業開放源碼軟件普及化計劃」獲「中小企業發展支援基金」撥款資助，並於2009年6月完成。香港Linux商會及香港開放源碼軟件中心成功協助15間本地中小企業應用開放源碼軟件，並將其實踐經驗輯錄及印製成4,000本小冊子。

計劃亦設立了網站以分享項目資料、軟件綜合測試結果，及應用開放源碼軟件技術的成功經驗。並為超過400間中小企舉辦一系列研討會，以提升對開放源碼軟件技術的認知及簡介軟件方案。

HKPC launched the Hong Kong Open Source Software Centre (HKOSSC) in 2007 to promote the adoption of open-source software solutions in Hong Kong and to help the local software industry tap into related business opportunities on the Mainland. The Centre offers a range of services, including software porting, testing, solutions demonstrations as well as training and research.

An OSS/Linux Popularization Programme funded by the SME Development Fund was completed in June 2009. To support funding applicant – the Hong Kong Linux Industry association, HKOSSC successfully assisted 15 SMEs to implement OSS/Linux solutions, while also publishing their success stories in a booklet with a printrun of 4,000 copies.

A project web site was also built to share the programme's materials, the software integration test results and lessons learnt from the successful cases implemented. A series of seminars were also organized to enhance awareness of open source software and introduce OSS solutions to more than 400 SMEs.

生產力局積極探索利用智能電話技術推廣本地創意工業的作品。
HKPC actively explores the use of smart phone technologies to market the work of local creative industries.

檢測創商機
SETTING STANDARDS EVERYWHERE

在2009年，約有690間機構從事測試及認證業務，當中絕大部分是私營實驗室，這些機構共聘用了約15,690人。

Hong Kong's testing and certification industry consists of around 690 organizations, most of which are private laboratories, employing more than 15,690 people as at the end of 2009.

本地檢測和認證業提供可靠的醫藥和食品測試服務，為民生作出重大貢獻，對經濟發展更有莫大裨益。

檢測及認證業提供廣泛的服務，加強本地製造商和貿易商之競爭力，使其能符合海外買家更加嚴格的產品和環保標準要求，增加買家對香港產品的信心。

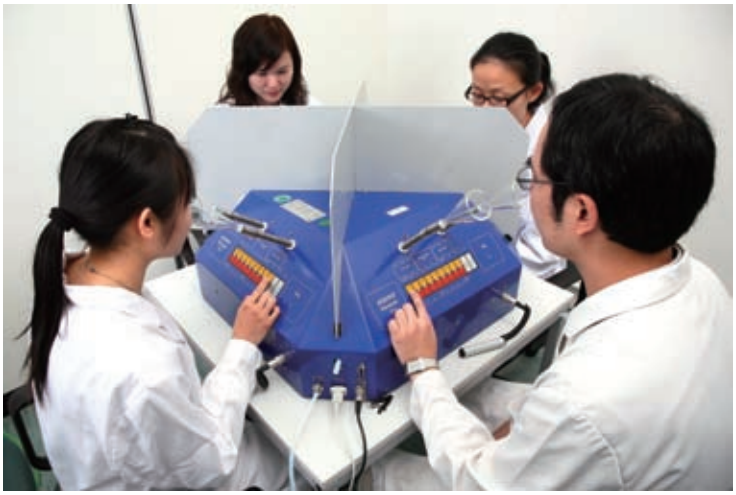
By providing trustworthy medical and food testing services, the local testing and certification industry makes a significant contribution to the well-being of the people of Hong Kong. However, the contribution made by this industry to our economy goes far beyond that.

The high volume product testing and certification services provided by this industry enable our manufacturers and traders to comply with stringent product and environmental standards overseas, boosting buyers' confidence in Hong Kong's products.

優質認證 Certifying Excellence

測試及認證為生產力局一站式工業支援服務的重要部分，通過一系列的測試服務，生產力局協助製造商和企業符合最新的工業標準和法規，以進入新興市場和工業。

生產力局亦鼓勵企業參與專為特定行業而設的自願性產品認證計劃，如硬玉翡翠，以帶來市場對本地測試及認證服務的新需求。本局亦通過屬下電磁兼容科技中心的共用設備，以及發



氣味測試實驗室提供符合英國/歐盟標準方法BS EN13725:2003的氣味測試。

Odour Research Laboratory provides testing services based on the British/European Standard Method BS EN 13725:2003.

展新的檢測能力，減低本地實驗室在發展新服務的設備投資成本。

為了推動檢測和認證業的長遠發展，特區政府於2009年9月成立香港檢測和認證局，並聯同業界在成立後的半年內制訂一份以市場為主導的三年行業發展藍圖。

生產力局為香港檢測和認證局的成員，積極參與擬定發展計劃，通過與業界廣泛諮詢，於2010年3月底提交報告，並在中藥、建築材料、食品及珠寶四個選定行業有系統地協助檢測和認證業取得更多商機。

Testing and certification form an integral part of HKPC's one-stop industry support services. Through our wide spectrum of testing services, we have been able to help both manufacturers and business enterprises to comply with the latest industry standards and regulations in their access to new markets and industry sectors.

We have also promoted a voluntary product certification scheme for specific trades, such as jadeite jade, to generate new market demand for local testing and certification services. The provision of shared facilities, such as our Electromagnetic Compatibility Centre, together with the development of new testing capabilities, will also lower capital investment costs for local testing laboratories in the delivery of new services.

Driving the future development of the testing and certification industry, the government established the Hong Kong Council for Testing and Certification (HKCTC) in September 2009 to formulate a three-year market-oriented development plan within six months of its establishment.

As a member of HKCTC, HKPC actively participated in the preparation of the development plan. After extensive consultation with the industry, the development plan was released on 31 March 2010. Based on this input, the plan identifies a number of opportunities in testing and certification services for the Chinese medicine, construction materials, food and jewellery sectors.

香臭難分
"Smelling Good"

為了配合新的測試標準及法規要求，生產力局一直致力提供新服務和提升測試設備。過量的臭味排放表示產品已不適合使用及銷售，因此，氣味測試有助發現生產過程的問題。

生產力局在年內成立了氣味測試實驗室，提供符合英國/歐洲標準方法BS EN 13725:2003的氣味測試，測試項目包括氣味濃度、強烈度、快樂度及臭味化學品分析。

In response to new testing standards and regulatory requirements, we have been rolling out new services and upgrading our testing facilities.

Excessive emission of off-flavour odours, or in other words bad smells, tend to indicate that a product is unfit for use or consumption especially in the food industry. It is therefore an extremely useful diagnosis in the regulating of the manufacturing process.

As such, HKPC has set up an Odour Research Laboratory to provide odour consultancy and testing services based on the British/ European Odour Testing Standard Method BS EN 13725:2003.

嚴格標準 Standards Compliance

在電子業方面，生產力局獲特區政府資助於2010/11年度在轄下的電磁兼容科技中心增設更先進的電磁兼容測試室，新設施能符合2011年生效適用於資訊科技產品的最新和強制性標準，如EN 55022:2007；中心並具備足夠能力應對未來和可預見對電磁兼容(EMC)技術標準的要求，如無線通訊設備、醫療及保健儀器、鐵路裝置、汽車電子零部件等精密產品。

在新的電磁兼容科技中心及中心現有的裝備下，生產力局全力加強與本地所有私營實驗室及驗證機構在不同電磁兼容技術服務的合作；並藉著舉辦培訓課程和研討會，協助他們獲取最新的電磁兼容技術資訊。

由2010年2月1日開始，生產力局獲香港電訊管理局授權為本地認證機構，為進入本港市場的電訊設備提供認證服務。

為回應業界的需求，生產力局成功獲得政府資助，提升現有可靠性測試中心的設備，以滿足高可靠性電子產品愈形嚴格的環保測試標準。

通過提升可靠性測試中心的設備，中心提供新的服務以協助本地電子廠商縮短產品由設計至推出市場的周期，減低產品開發的時間及成本，並可於早期發現產品的潛在疵點，有效加強產品的可靠性。

生產力局的可靠性測試中心獲IBM認可，成為該公司首家亞洲區獨立印刷線路板測試實驗室，測試其印刷線路板是否符合應用於高端伺服器等可靠性電子產品的混焊錫製程水平。在獲得此認可前，製造商只能將其印刷線路板樣辦運送至位於美國的IBM指定實驗室。

可靠性測試中心在獲得認可後，本地的印刷線路板製造商可以更低成本及更短的時間獲取MSA資格。

In the electronics arena, HKPC received funding support from the government to set up an advanced EMC chamber in 2010/2011. The new chamber will comply with technical requirements under updated and mandatory EMC standards (i.e. EN 55022:2007) that will become fully effective

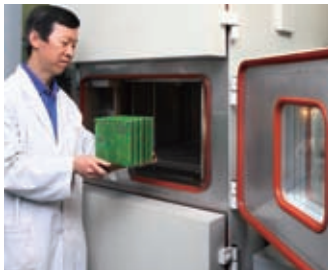
“隨著電子產品的發展愈見多樣化，預期全球對電磁兼容測試的要求將日漸提高。”

“With the rapid growth in the market volume and diversity of electronic products, we expect international requirements on electromagnetic compatibility to become more stringent in the future.”

胡志遠，資深電磁兼容測試專家
John Wu, veteran electromagnetic compatibility testing specialist

溫度衝擊箱用於測試零部件承受溫度急劇變化的能力。

Thermal Shock Chamber is used to determine the resistance of the part to sudden changes in temperature.



for IT products in October 2011. The chamber will also have the capacity to cope with other upcoming and foreseeable changes in EMC requirements for radio communication equipment, medical & healthcare devices, railway apparatus, automotive parts and assemblies, etc.

With the new EMC chamber and our existing technical capacities on EMC, we will be enhancing our collaboration with all commercial testing and certification bodies in Hong Kong for the various EMC-related services. At the same time, we will be helping them to acquire updated EMC technologies through training courses and public seminars.

Commencing from 1 February 2010, HKPC received accreditation from the Office of the Telecommunications Authority (OFTA) to provide testing and certification services for telecommunications equipment for use or sale in Hong Kong under the Hong Kong Telecommunications Equipment Evaluation and Certification Scheme.

In response to industry demand, HKPC successfully obtained government funding to upgrade our current reliability testing facilities to meet the stricter environmental testing standards for high reliability electronics products.

With the upgrading of our testing facilities, the Reliability Testing Centre is offering new services, which will enable local electronics practitioners to shorten the production cycle from design to market, reduce product development time and cost, discover potential product defects at an early stage, and enhance the reliability of their products, effectively.

The HKPC Reliability Testing Centre has been qualified by IBM to act as its first testing centre in Asia to conduct printed circuit board (PCB) testing to the Mixed Soldering Assembly (MSA) Level. Before our qualification, PCB manufacturers could only get their products tested by sending PCB samples to laboratories designated by IBM in the USA.

The Centre's qualification now enables local PCB practitioners to complete the MSA qualification test locally, at a lower cost and in a shorter turnaround time than before.

"為協助業界發展高可靠性電子產品，我們不斷提升可靠性測試中心的設備，擴展認可測試服務，滿足嚴格的國際認證要求。

To help local industry develop high reliability electronic products, we continue to upgrade our internationally recognized Reliability Testing Centre to meet stringent qualification requirements."

黃婉儀，生產力局可靠性測試中心負責人，逾十五年相關測試經驗
Angel Wong, Officer-in-charge of HKPC's Reliability Testing Centre with over 15 years of professional experience

DIAMONDS ARE *Forever*

永恆標記 "Diamonds are Forever"

在2003年，香港珠寶製造業廠商會夥拍生產力局倡導「珠寶身份證」的概念，生產力局透過應用激光微雕刻技術將加密後的產品資料，以二維碼刻於珠寶或寶石的表面。

2009年，在工業貿易署中小企業發展支援基金的資助下，香港珠寶製造業廠商會再次夥拍生產力局，推出全球首個「珠寶身份證管理標籤計劃」，計劃除獲得八個本地行業商會和協會支持，更得到世界珠寶聯盟(CIBJO)認可。

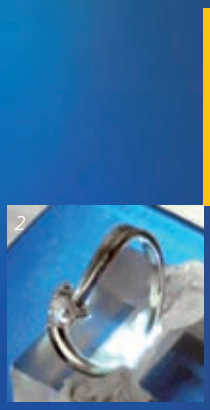
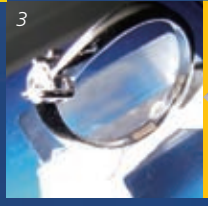
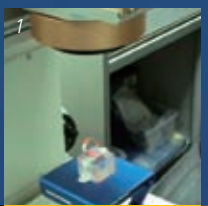
全球珠寶身份證管理標籤計劃以珠寶消費者、零售店和製造商為服務對象，計劃旨在加強客戶對本地珠寶品牌的信心，顧客可於任何參與的店舖以二維條碼閱讀器核對珠寶資料，以確定產品的真偽。

為配合2009年3月生效的新規例，香港寶石學協會在生產力局的協助下，推出首個獲香港政府認可的鑽石測試認可計劃，以增強珠寶行業及消費者對本港鑽石產品的信心。

本局協助兩間參與計劃的寶石鑑定所推行符合香港認可處要求的鑽石測試及評級系統，兩間鑑定所並於2009年通過評核。

凡成功通過考核的寶石鑑定所，可獲發具有香港認可處標誌的鑽石測試證書，為其所測試的寶石提供具公信力的證明，計劃亦有助提升香港寶石鑑定師的專業知識，加強香港珠寶行業的國際形象。

In 2003, the Hong Kong Jewellery Manufacturers' Association (HKJMA) pioneered the concept of jewellery identity in collaboration with HKPC. HKPC developed the advanced encryption and reading systems for these jewellery products, with the encrypted product information

being stored and retrieved from a two dimensional matrix permanently laser marked on the jewellery or gemstone surface.

In 2008, subsidized by the SME Development Fund of the Trade and Industry Department, HKJMA cooperated with HKPC again to establish a Global J-ID Management Label Scheme which was supported by eight local trade associations and societies. The scheme has received strong recognition from CIBJO, the World Jewellery Confederation.

The Global J-ID Management Label Scheme targets jewellery consumers, retail stores and manufacturers. It enhances consumer confidence in Hong Kong's jewellery brands, as the 2D barcode reader at any of the participating retail stores can verify product information.

香港珠寶製造業廠商會舉辦研討會向業者介紹「珠寶身份證管理標籤計劃」。
The Hong Kong Jewelry Manufacturers' Association organizes a seminar to introduce the Global J-ID scheme to the jewellery industry.

In support of the new legislation, which came into effect in March 2009 with regard to the authenticity of diamonds, the Gemmological Association of Hong Kong (GAHK), with HKPC support, launched the first government-accredited scheme on diamond testing to increase consumer and industry confidence in Hong Kong's diamond products.

With the successful launch of Hong Kong's first-ever Standard Methods for Testing Diamond in 2008, HKPC supported GAHK once again in this scheme to enhance the capabilities of local jewellers and gemmologists. We assisted two participating gem laboratories to adopt the new diamond testing and grading systems and to receive their accreditation from the Hong Kong Accreditation Service (HKAS) in 2009.

Gem laboratories, which have attained their accreditation, can issue diamond reports bearing the HKAS logo as proof of quality. The scheme also enhances the professional knowledge of local gemmologists as well as the international reputation of the Hong Kong jewellery industry.

"「珠寶身份證」令珠寶產品具有追溯性，為香港建立全國及世界認可的珠寶身份標籤，提升香港珠寶品牌的公信力。

Global J-ID addresses the industry's need for solutions in product traceability. The enhanced credibility will raise the image of Hong Kong's jewellery products both on the Mainland and around the world."

潘展樂，微激光應用技術專家，服務製造業界逾廿五年
Arnold Poon, micro laser application technology specialist, serving the manufacturing industry for over 25 years

3, 2, 1... 起跑 CHANGING LANES

在2009/10年度，我們全力提升各行業的實力，重點發展汽車及航空零部件業，以及醫療設備行業，以協助本地製造商增值轉型。

To help local manufacturers move up the value chain, HKPC makes every effort to facilitate the development of high growth industries. In 2009/10, HKPC moved up a gear, seeking to drive a number of these sectors forward. These included the automotive and aviation parts as well as the medical devices industry.

馳騁快線 In the Fast Lane

在2009年，中國取代美國成為世界上最大的汽車市場，轎車、公共汽車和卡車的銷售突破1,360萬輛。內地汽車零部件業為國外供應商提供龐大的發展機遇。

生產力局一直擔任香港汽車零部件研究及發展中心(APAS)的承辦機構，我們將繼續與中心緊密合作，推動市場主導的研發項目。

「安全系統」是研發中心其中一個重點科研範疇。先進駕駛輔助系統(ADAS)是一種愈趨普遍的技術，協助駕駛者避免因為偏離車道、車尾碰撞及盲點忽略等所導致的意外，生產力局正透過研發中心提供的資助，開展一系列先進駕駛輔助系統項目，即「集成切線輔助系統」，「先進汽車防撞系統」和「行人保護」的技術平台，提升本地汽車電子主動安全系統的發展水平。

我們現正進行影像處理和感應融合技術的研發項目。工作小組現正將先進的演算法嵌入數碼訊號處理(DSP)硬件之中，以辨認行車道標線、車輛和行人等。工作小組亦分別於香

“先進駕駛輔助系統能協助駕駛者避免偏離車道、車尾碰撞、盲點忽略等所導致的意外，有助提升駕駛安全。”

“The Advanced Driver Assistant System will assist drivers to enhance safety by avoiding accidents related to lane changing, rear-end collisions and blind spot unawareness.”

潘志健博士，生產力局汽車組主管，汽車安全系統專家
Dr Lawrence Poon, Head of HKPC’s Automotive Unit, expert in automotive safety system

港和內地進行廣泛的道路測試，以及在各種天氣和戶外環境下採集有關道路的數據，從而產生一套標準系統，為駕駛者提供警告訊號。

In 2009, China supplanted the US as the world’s largest auto market with the sale of 13.6 million cars, buses and trucks. The Mainland automotive parts and components sector thus offers lucrative opportunities for foreign suppliers.

As host of the Hong Kong Automotive Parts and Accessory Systems (APAS) R&D Centre, HKPC continues to work closely with the Centre to initiate market-led research and development projects.

An effective “Safety System” is one of the four APAS R&D Centre’s areas of technology focus that is seeing rapid expansion. The Advanced Driver Assistant System (ADAS) is increasingly being used to assist drivers to avoid accidents related to lane changing, rear-end collisions, blind spot unawareness, etc. HKPC is undertaking a series of ADAS projects, inducing “Integrated Lane Change Assist”, “Advanced Collision Avoidance” and “Pedestrian Protection” systems under APAS R&D funding to develop technology platforms that will raise the capability levels of local automotive electronics in the development of active safety systems.

Image processing methods and sensory fusion are being developed in these projects. The project team is building advanced algorithms into Digital Signal Processing (DSP) hardware that recognizes lane markings, senses vehicles and pedestrians, etc. Extensive road tests and the capturing of road data under various weather and outdoor conditions are being conducted in Hong Kong and the Mainland, such that the resulting prototypes will be able to deliver appropriate and timely warnings to drivers.

這個項目完成後，本地及國內四家公司將共享研發成果，將產品供應至國內汽車製造商和汽車配件及售後市場，以達商品化目的。現時已有一家位於中國的汽車製造商同意把這些系統納入其新的車型進行評估。

汽車儀表板是一個重要的汽車裝置，為駕駛者提供車輛性能和駕駛情況的訊息。現時，汽車儀表板的重要性不斷提升，原因是愈來愈多的車載訊息娛樂系統和主動安全系統設置於儀表板之上。然而，大容量的訊息，例如預警訊號和即時訊息可能分散駕駛者的注意力，使他們延遲作出適當的反應。

生產力局正開發一個液晶顯示面板上的可配置儀表板設計平台，使用先進的人機界面技術，發展一個易於操作的介面，以顯示合乎邏輯的訊息。其最終的產品是一個具有通訊系統的中央資料中心，可根據客戶的具體要求制訂而成。由於這個系統可重新配置及採用「隨選訊息」技術，零件供應商和汽車製造商可以隨意開發自己的產品，以迎合最新的技術發展和市場需求。

汽車防鎖死制動系統(ABS)是其中一個汽車安全系統的關鍵部份。這是一個主動的控制系統，可防止車輪在剎車時鎖死，現時已在市場上廣泛應用。最近，這個制動系統進一步得到改良，大部份的高級汽車已經配備了綜合汽車電子穩定系統(ESC)，當中包含了汽車防鎖死制動系統、牽引力控制系統(TCS)和汽車穩定控制系統。

在2012年，美國出廠的新車輛必須配備電子穩定控制系統，預料將帶來龐大的市場需求。正因如此，生產力局推行一個技術研發項目，開發一個多功能液壓控制裝置(HCU)的綜合汽車電子穩定系統。此項目是獲得研發中心超過300萬港元的資金支持。

本地汽車製造商可從中得到成為合資格供應商的專業知識，進軍汽車安全系統的市場。

我們更獲得創新及科技基金資助，在本港開發和改裝插電式混合動力小巴，以減少路邊污染及燃料消耗。該項目旨在發展關鍵的汽車部件，以優化插電式混合動力驅動系統的性能。該系統將裝配於一輛指定路線的公共小巴上，以評估其在能源效率和排放方面的操作表現。

Upon project completion and in commercializing the results, four local and Mainland Chinese companies will share the R&D results in the supply of their products to car-makers (OEM) on the Mainland. An automotive manufacturer in China has also agreed to incorporate the new system into its new car prototype for evaluation.

Vehicle dashboards play an important role, with their many instruments reporting the vehicle's performance and driving conditions to the driver. Today, they have become even more important as an increasing amount of information, from in-car infotainment to active safety systems, is included on them. However, the high volumes of information provided, including the warning signals and real-time messages, could distract the driver, resulting in delayed reactions or response time.

1,500
plastic injection moulds
塑膠模具

生產一輛典型轎車一般需要約1,000套沖壓模具，以及1,500套塑膠模具。

The production of a typical passenger car in general needs around 1,000 metal dies and 1,500 plastic injection moulds.

HKPC is thus developing a configurable dashboard platform based on a TFT LCD panel. Advanced human-machine-interface (HMI) technology is being employed to develop a user-friendly control interface, which will display information in a logical way. The final product will be a centralized information centre with communication channels. It will be easily customized according to specific requirements from OEMs. As it will be a re-configurable system and as "information-on-demand" technology will be employed, both suppliers and OEMs are free to develop their products to fulfill the latest technology trends and market needs.

Anti-lock braking systems (ABS) are a key element in a vehicle's safety system. An active control system which prevents the wheels from locking while braking, ABS has been widely adopted. Recently, this braking system was further improved and most high-end vehicles are now equipped with an integrated chassis electronic stability control (ESC) system that incorporates ABS, a traction control system (TCS) together with a vehicle stability control.

In the US, laws mandate that an ESC system must be included in every new vehicle by 2012. In view of this tremendous demand, HKPC has launched a technology development project to develop a versatile Hydraulic Control Unit (HCU) for the integrated chassis ESC system. The project is supported by the APAS R&D Centre with funding of over HK$3 million.

Local automotive manufacturers can also acquire this know-how to enter the automotive safety system market as an able and qualified supplier.

We also obtained ITF funding for the development and conversion of a plug-in hybrid electric minibus in Hong Kong to reduce both road-side pollution and fuel consumption. This project aims to develop the vehicle's critical components to optimize the performance of its plug-in hybrid electric drive system.

The developed systems will be retrofitted into a public minibus, which will be operated on a selected route to evaluate its operating performance in terms of energy efficiency and emissions.

生產力局與公共小巴經營商合作開發及改裝插電式混合動力小巴。
HKPC works with public light bus operators to develop a "plug-in hybrid vehicle system" for public light buses.

VDA 6.4:2005的推行手冊
Manuals for implementation of VDA 6.4:2005

汽車模具業涉及塑膠模具及金屬模具生產的工作，被形容為汽車工業之母。舉例說，生產一輛典型轎車一般需要約1,000套沖壓模具，以及1,500套塑膠模具。

然而，在全球從事汽車模具市場的港商，正面對來自客戶的壓力，需要進一步提高管理和生產運作模式，符合環球汽車模具工業標準VDA 6.4:2005，以滿足全球汽車製造商及其客戶的要求。

香港汽車零部件工業協會及香港生產力促進局得到中小企業發展支援基金(SDF)的資助，共同合作將VDA 6.4:2005管理系統標準的專業知識轉移至汽車模具業之中。

該項目已建立了符合VDA 6.4:2005的操作指引，並為業界在實施和認證方面提供指導。在生產力局的協助下，兩家中小企已成功通過VDA 6.4:2005標準的認證。

The automotive tooling industry, which consists of the manufacturing of plastic injection moulds and metal dies, has been described as the "mother" of the automotive industry. For example, the production of a typical passenger car generally needs around 1,000 metal dies and 1,500 plastic injection moulds.

However, Hong Kong manufacturers engaged in the global automotive tooling market are under strong pressure to further enhance their management and manufacturing operation practices to comply with the global automotive tooling system – VDA 6.4:2005, to satisfy the requirements of the global automotive manufacturers and their customers.

Supported by the SME Development Fund (SDF), the Hong Kong Auto Parts Industry Association and HKPC, working in partnership, took the initiative to transfer their knowledge and know-how of VDA 6.4:2005 implementation to the Hong Kong automotive tooling industry.

As part of this project, an implementation manual in compliance with VDA 6.4:2005 standards was developed, serving as a road map to guide automotive tooling manufacturers in their implementation and certification processes. As a result, with our assistance, two SMEs have successfully acquired their VDA 6.4:2005 certificates.

衝上雲霄
Reaching for the Skies

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

在過去數年，生產力局一直與本地製造業緊密合作，支持香港航空零部件製造業的發展。

第一個重點是由創新及科技基金資助的試點計劃，目的是協助港商開發一個經濟艙的機艙座椅，並為港商在飛機艙內零部件的發展建立專業技術知識。

該項目由2009年5月開始，在這一年裡，生產力局與評審機構、測試實驗室和資深的航空業專家，舉行了多次討論，探討航空條例的要求和機艙座椅的技術要求。我們現正進行組裝設計，建立管理和生產運作系統，以符合香港航空法規HKAR-21和有關認可的法規。此機艙座椅原型預計將於明年生產。

除了發展機艙座椅原型這項主要的工作，生產力局亦致力協助本地製造商供應組裝機艙座椅的非標準金屬及塑膠零部件，為這個新產業建立所需的專業知識。

生產力局還組織了多個業務和技術合作考察團，遠赴北京、天津、湖南、湖北及珠海等地的航空和航空零部件企業和工業園。透過這些活動，港商可深入了解內地航空工業的發展策略及零組件供應的市場狀況。

The Mainland's booming civil aviation market, together with its large jet programme has created a huge boost in the demand for aircraft production and maintenance components.

HKPC has been working closely with the local aviation industry and the components manufacturing industry over the past few years to support the development of the aviation parts manufacturing industry in Hong Kong.

The first key project is a pilot programme, supported by ITF, to assist Hong Kong manufacturers to develop an economy class double-outboard aircraft seat, enhancing the knowledge and expertise of Hong Kong manufacturers for in-cabin aircraft component development.

The project commenced in May 2009. Since then, HKPC has held several discussions with accreditation bodies, testing laboratories and experienced aviation specialists on aviation regulations and the technical requirements of aircraft seats. Currently generating an assembly design and establishing management and manufacturing operation systems in compliance with HKAR-21 Hong Kong Aviation Requirements and related accreditation regulations, we expect to produce an aircraft seat prototype next year.

Apart from the major project work involved in developing such a prototype, HKPC is also making every effort to assist local manufacturers to supply the non-standard metal and plastic components for the seat's assembly, helping to build their know-how in this new industry.

HKPC also organized a number of business and technology co-operation study missions to Beijing, Tianjin, Hunan, Hubei and Zhuhai on aviation and aviation-related components. Through these activities, Hong Kong manufacturers have gained a better understanding of development strategies in China's aviation industry together with market knowledge of the supply of components in the territory.

健康財富
HEALTH IS WEALTH

隨著人口老化和醫療保健意識不斷提升，全球對醫療服務的需求持續增加。

With an aging population and growing awareness of the importance of healthcare, global demand for medical treatment and supplies has been steadily increasing.

“皮膚癌是本港十大癌症之一，透過本局專利概念設計的光學系統和軟件程式，皮膚科醫生可進行更精確的早期診斷，業界亦可藉此開發醫療診斷產品，打入高增值的市場。”

“Skin cancer is one of the top ten cancers in HK. By applying our patentable optical system and software concept design, dermatologists can make earlier and more accurate identification of the symptoms. At the same time, our manufacturers can make use of the know-how to develop high value-added medical diagnostic products.”

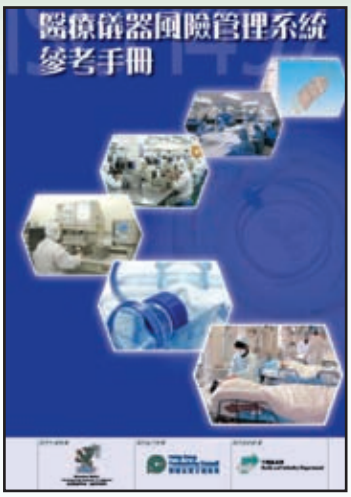
蘇文傑，醫療保健器材及管理系統專家
Bryan So, expert in healthcare products and management system

業界在推出新的醫療器材產品時面對不少挑戰。由於醫療產品具一定複雜性，潛在風險未必能夠即時發現，但可能會在產品的生命週期中對使用者造成嚴重的傷害。因此，所有醫療器材製造商必須遵照持續和系統化程序，以識別、量化和減低風險。

雖然，部份本地醫療和保健器材和零部件製造商已經通過 ISO 13485:2003 認證，但他們仍然承受客戶的壓力，因此，業界需要進一步提高風險管理能力，以減少在產品實現過程中的風險。香港工程師學會 — 生物醫學分部及香港生產力促進局共同開展一個中小企業發展支援基金的資助項目，為本港的醫療器材製造商建立有關醫療保健行業的風險管理系統，以符合最新的ISO 14971:2007國際標準。

為此，我們編輯了一本參考手冊，協助本地的醫療和保健器材及零部件製造商，以系統化的方式執行上述的風險管理系統。該項目涵蓋ISO 14971風險管理系統，以提升業界在行業中的競爭力，兩個本地製造商已成功在香港自資獲得首兩個ISO 14971:2007證書。此外，生產力局亦繼續支持本地的醫療設備製造商建立ISO 13485質量管理系統。

透過香港生產力促進局開展的醫療設備和組件平台技術研究，以及提供原型開發的顧問服務，這些工作可鼓勵本地製造商發展醫療器材的設計和生產能力。

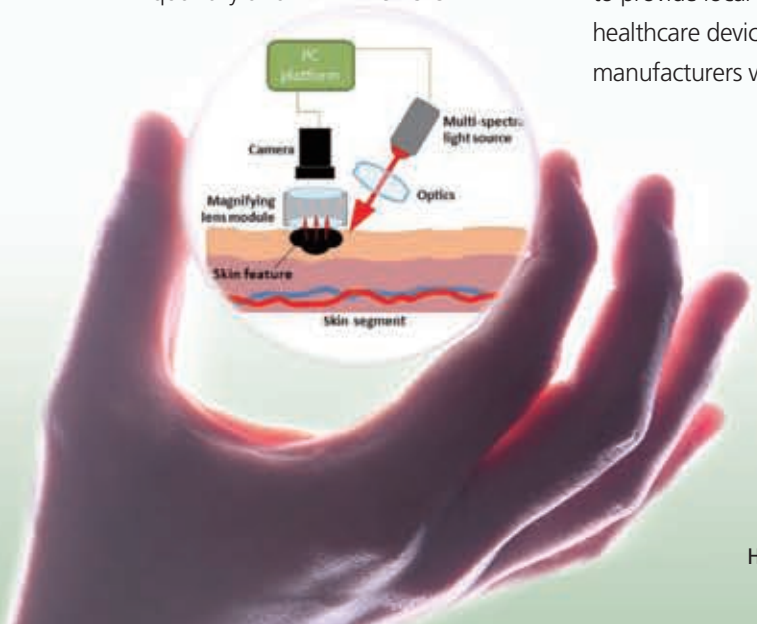


推行ISO 14971:2007風險管理系統的參考手冊
Reference manual for implementation of ISO 14971:2007 risk management system

自2002年至今，皮膚癌是本港十大癌症之一。根據世界衛生組織的資料顯示，全球每年有超過200萬宗皮膚癌的個案。

生產力局成功獲得創新及科技基金的資助，建立一個非放射性光學三維成像系統，處理皮膚癌的檢測工作。目前，大多數皮膚科醫生只透過目視方式對皮膚癌進行初步診斷，失敗率高達40%。

The industry faces numerous challenges in bringing new medical devices to market. Owing to the complexities of a product, potential side effects are not immediately understood and serious harm may be suffered by users during a product's life cycle. Therefore, all manufacturers of medical devices must maintain an ongoing and systematic process to identify, quantify and minimize risks.



Although some local medical and healthcare devices and components manufacturers are already certified under ISO 13485:2003 standards, they are still under tremendous pressure from their immediate customers to upgrade their risk management capabilities to minimize any risk associated with identified hazards during the product realization process.

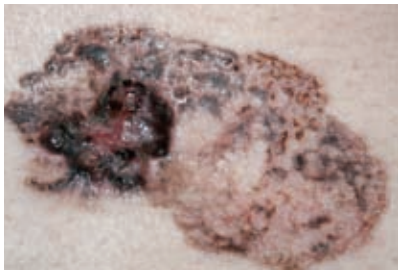
The Hong Kong Institution of Engineers – Biomedical Division and HKPC jointly implemented an SDF project for Hong Kong's medical device manufacturers to establish an industry-specific risk management system in compliance with the emerging ISO 14971:2007 international standard.

A reference manual was compiled to provide local medical and healthcare devices and components manufacturers with a systematic implementation framework. It includes an ISO 14971 risk management system to sharpen their competitive edge. Under the project, two local manufacturers successfully obtained the first two ISO 14971:2007 certificates in Hong Kong at their own cost. Separately, HKPC worked closely with local medical device manufacturers to establish the ISO 13485 quality management system.

With HKPC carrying out platform technology research on medical device components and providing consultancy services on prototype development, local manufacturers are encouraged to develop their own capabilities in the design and production of medical devices.

Since 2002, skin cancer has become one of the top ten cancers in Hong Kong. On a global basis, there are over 2 million cases of skin cancer each year, according to the World Health Organization.

自2002年至今，皮膚癌是本港十大癌症之一。
Since 2002, skin cancer has become one of the top ten cancers in Hong Kong.



本局將建立一個專利概念設計的光學系統和示範軟件程式。製造商可透過該項目獲得的專業知識，開發商業版本的產品，具備多光譜照明、影像捕捉，以及三維幾何重建的功能，以協助皮膚科醫生在早期識別皮膚癌的症狀上，進行更精確的診斷。

生產力局一直支援一所本地生物科學公司，開發人類乳頭狀瘤病毒(HPV)體外檢測試劑的升級方案。在這個顧問項目中，香港生產力促進局為體外診斷醫療器材進行了全面的系統評估和升級的工作，其中包括重新設計實驗室、材料升級、改變組件和修改冷卻系統。當系統升級後，整體效率已大幅提升。

本港和內地的食物中毒和食品安全事件，引起了公眾對食品安全和衞生管理的關注。

生產力局為食品和餐飲業提供了廣泛的支援服務，包括ISO 22000認證食品安全管理的顧問服務，最新的食品加工技術的應用，衞生和食品加工的管理的培訓，以及優質海水認可計劃的實施。

在本局的協助下，其中一家著名的本地快餐連鎖店在廚房安裝了自動的液態浸漬冷凍系統。與傳統冷凍系統需要近12小時的食品冷凍時間相比，生產力局開發的液態冷凍系統，可將重量為一噸的包裝食品，從90°C迅速於約1小時完成凍結。該系統的優點包括大幅減少產品的收縮情況，減少凍結或冷卻時間，降低能源成本，最重要的是可減低食品安全的風險。

HKPC has successfully obtained support from ITF to develop a non-radioactive optical 3D imaging system for the detection of skin cancer. Currently, most dermatologists carry out preliminary diagnoses of skin cancer by visual judgment only. The failure rate can thus be as high as 40%.

In this connection, HKPC is developing a patentable concept design of an optical system and a demonstration software programme. The know-how acquired from the project will enable manufacturers to develop a commercial version of the product, featuring multi-spectral illumination, image capturing, 3D geometrical reconstruction and diagnostics to assist dermatologists in the early identification of potential skin cancer symptoms with a high degree of accuracy.

一所著名的本地快餐連鎖店在其中央廚房安裝了自動的液態浸漬冷凍系統。
One of Hong Kong's most well-known fast food chains has installed an automated liquid immersion freezing system in its master kitchen.

「優質海水認可計劃」旨在減低海鮮受污染的風險。

"Quality Seawater Assurance Scheme" aims to minimize the risk of contamination of seafood.

In a further consultancy project, HKPC is working with a local bioscience company in the development of an upgraded solution for an in-vitro test kit for Human Papillomavirus (HPV).

To this end, we conducted an overall system evaluation and performed a system upgrade for the in-vitro diagnostic medical device, including the re-design of the chamber lid and lock, materials upgrade, change of components and modification of the cooling system. Overall efficiency has been greatly enhanced after the system upgrade.

An increase in food poisoning and food safety incidents in Hong Kong and the Mainland have aroused public concerns with regard to food safety and hygiene management.

We offer a wide range of support services to the food and catering industry including consultancy on ISO22000 accreditation on food safety management, adoption of the latest food processing technologies, training on hygiene and food processing management and launch of the Quality Seawater Assurance Scheme.

With our assistance, one of Hong Kong's most well-known fast food chains has installed an automated liquid immersion freezing system in its master kitchen. Compared to traditional cold room systems which take almost 12 hours to freeze the food, this HKPC-developed liquid freezing system is capable of rapidly freezing one tonne of packaged food from 90°C in just around 1 hour. The system has the advantages of minimizing product shrinkage, reducing freezing and/or chilling time, reducing energy costs and most important of all, minimizing food safety risks.

"本局開發的自動液態浸漬冷凍系統，可較傳統方法減省一半電費，更重要是能夠顯著減低食品安全的風險。

Using our automated liquid freezing system, electricity costs can be reduced by almost 50% compared to more traditional cold room systems. More importantly, food safety risks will also be significantly minimized."

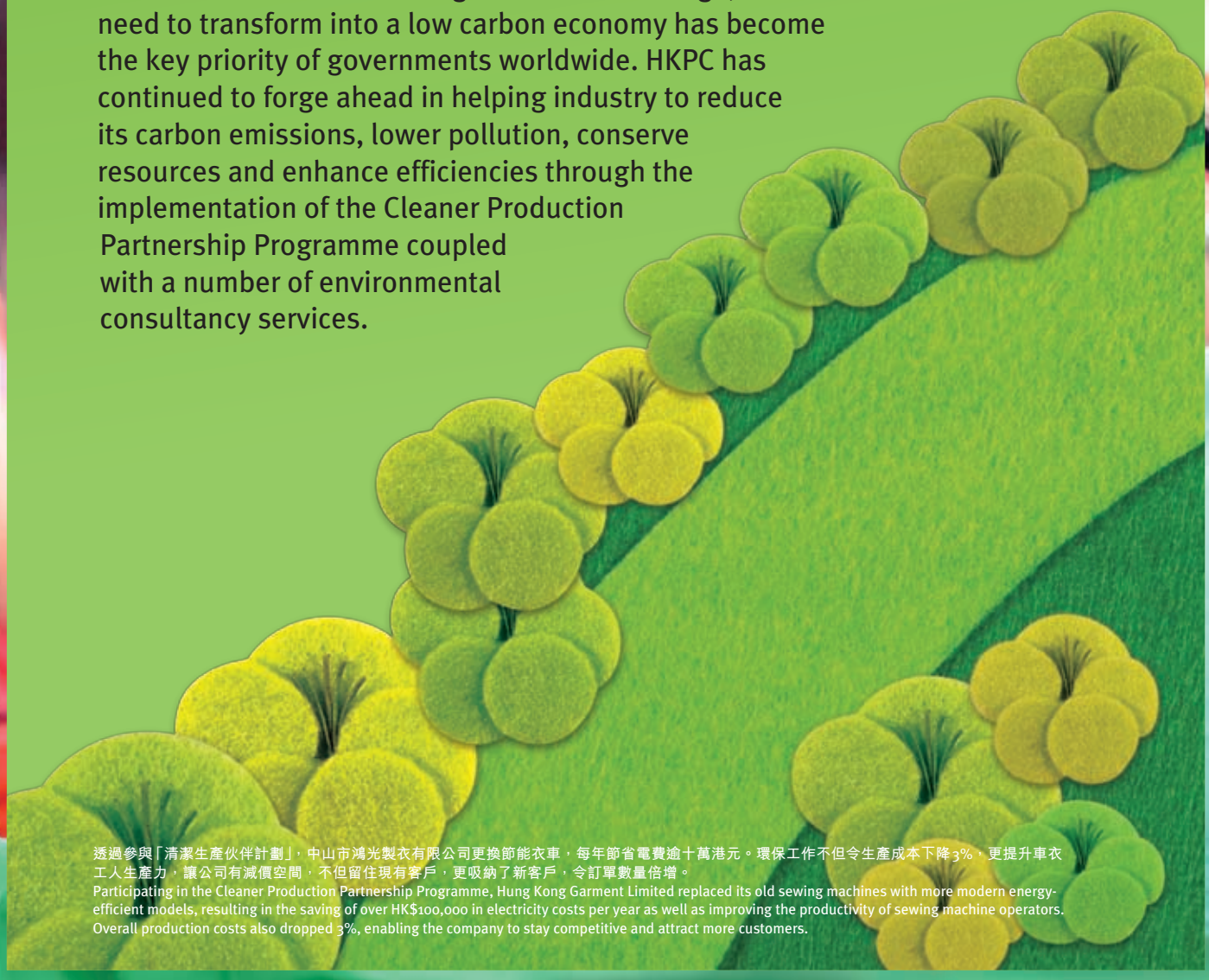
林子聰博士，資深食物安全及衛生管理專家
Dr C C Lam, veteran food safety and hygiene management expert

邁步綠蔭路

BLAZING A GREEN TRAIL

全球氣候變化問題迫在眉睫，轉型至「低碳經濟體系」已成為各地政府的首要工作。生產力局繼續透過推行「清潔生產伙伴計劃」及各類環境顧問服務，協助工業界減少碳排放、控制污染、保護資源和提升效率。

With the imminent threat of global climate change, the need to transform into a low carbon economy has become the key priority of governments worldwide. HKPC has continued to forge ahead in helping industry to reduce its carbon emissions, lower pollution, conserve resources and enhance efficiencies through the implementation of the Cleaner Production Partnership Programme coupled with a number of environmental consultancy services.



透過參與「清潔生產伙伴計劃」，中山市鴻光製衣有限公司更換節能衣車，每年節省電費逾十萬港元。環保工作不但令生產成本下降3%，更提升車衣工人生產力，讓公司有減價空間，不但留住現有客戶，更吸納了新客戶，令訂單數量倍增。

Participating in the Cleaner Production Partnership Programme, Hung Kong Garment Limited replaced its old sewing machines with more modern energy-efficient models, resulting in the saving of over HK$100,000 in electricity costs per year as well as improving the productivity of sewing machine operators. Overall production costs also dropped 3%, enabling the company to stay competitive and attract more customers.

綠色伙伴
PARTNERSHIPS FOR A GREEN TOMORROW

生產力局獲得香港特區政府9,300萬港元的資助，在2008年4月正式推出為期五年的「清潔生產伙伴計劃」。為配合業界需要，特區政府已將此計劃的資助範圍，進一步擴展至減控污水排放的清潔生產項目。

With funding support of HK$93 million from the HKSAR government, a five-year Cleaner Production Partnership Programme was officially launched in April 2008. In response to feedback from industry, the Government further extended the scope of the programme to cleaner production projects with better effluent reduction and control.

「清潔生產伙伴計劃」目的是鼓勵及推動珠三角的港資企業實踐清潔生產，以改善能源效益及減少空氣污染物的排放；此計劃的項目包括：認知推廣、廠房評估、清潔生產技術示範，以及項目成效評估。

「清潔生產方案包括管理與生產過程控制，工藝革新與技術改進。除減少污染外，清潔生產可為企業改善整體生產效率，減省成本。

Cleaner Production measures involve improving management practices and the upgrading or introduction of new technology. Apart from reducing pollution, this strategy also reduces operating costs by improving overall efficiency."

方湛樑，本局環境管理部首席顧問，逾廿五年專業工作經驗
Raymond Fong, Principal Consultant of our Environmental Management Division, with over 25 years of professional experience

48家港資生產企業及三家採購商獲頒發「粵港清潔生產伙伴」標誌牌。

48 Hong Kong-owned manufacturers and three sourcing enterprises were recognised as "Hong Kong-Guangdong Cleaner Production Partners".

此計劃在過去兩年進展理想，共批核了超過600個項目資助申請，128家環境技術服務供應商已登記參與；此外，計劃亦為粵港相關部門建立了協作平台，共同向工業界推廣清潔生產。

過去一年，特區政府環境局聯同廣東省經濟和信息化委員會，合辦了「粵港清潔生產伙伴」標誌計劃，旨在表揚工廠及採購商在供應鏈上實踐清潔生產方面的成就。

首批48家港資生產企業及三家採購商，於2009年11月25日在廣州舉行的「粵港清潔生產伙伴」標誌授牌儀式上，正式獲頒「粵港清潔生產伙伴」標誌牌。

The objective of this five-year programme is to encourage and facilitate Hong Kong-owned factories in the Pearl River Delta (PRD) region to improve energy efficiencies and reduce air polluting emissions through the adoption of cleaner production (CP) technologies and practices. The Programme consists of awareness workshops, on-site assessment, demonstration projects and effectiveness verification of CP improvement projects.

The Programme has made steady and encouraging progress in just two years. More than 600 project funding applications have been approved and 128 environmental technology service providers have registered under the scheme. It has also established a collaboration platform for the HKSAR Government and its Guangdong counterparts to jointly promote cleaner production to industry.

During the year, the Environment Bureau (ENB) of the HKSAR government and the Economic and Information Technology Commission of Guangdong Province (GDEIC) jointly organized the Hong Kong-Guangdong Cleaner Production Partners Recognition Scheme. The scheme recognizes the achievements made by participating factories and sourcing enterprises in encouraging cleaner production practices throughout their supply chains.

A total of 48 Hong Kong-owned manufacturers and three sourcing enterprises were recognized as "Hong Kong-Guangdong Cleaner Production Partners" at the presentation ceremony held in Guangzhou on 25 November 2009.

國務院於2009年11月宣佈，2020年每單位國內生產總值的二氧化碳排放量，將減至2005年的40%至45%。

The State Council announced in November 2009 that China would reduce the intensity of carbon dioxide emissions per unit of GDP in 2020 by 40 to 45 percent as compared to 2005.

CO_2

40% to 45%

per unit of GDP
每單位國內生產總值

節能衣車協助製衣廠商節省能源及物料成本。

Energy-efficient sewing machines help to save energy and material cost for a garment manufacturer.

在「清潔生產伙伴計劃」的資助下，一家金屬零部件生產商實施了一項示範項目，合共在多部沖壓機安裝了21組節能器。

節能器可自動監測運作中的設備之電力需求，並在保持馬達轉速之下，降低待機中的設備之電壓，從而平均節省28%耗電量，相當於每年節省電費人民幣124,830元、減少二氧化碳排放127.7噸，而整體投資回報期只需2.4年。

另一家參與「清潔生產伙伴計劃」的製衣廠，把65部舊款衣車更換成50部具能源效益的型號，每年節省電費138,000港元。新款衣車由電腦系統控制，只有當操作人員踩下腳踏板時才運行，而且會迅速啟動，耗電量可節省67%。除此之外，新款衣車還附設自動切線裝置，有助廠房減少毛線用量和切線人手。

With funding support from the Cleaner Production Partnership Programme, a metal parts manufacturer implemented a demonstration project, installing 21 energy saver units on its metal stamping machines.

The energy savers, which automatically detect power demand from operating equipment and reduce voltage supply to standby equipment without reducing the motor speed, were able to save energy by 28% on average. This resulted in an annual saving of RMB124,830, while also reducing the factory's CO_2 yearly emissions by 127.7 tonnes. In addition to the environmental benefit, the overall payback period was just 2.4 years.

Another participating garment manufacturer replaced 65 old sewing machines with 50 energy-efficient models, thus saving HK$138,000 per year. The new computer-controlled sewing machines do not run unless the foot-treadles are pressed, after which the machines start up very quickly, leading to energy savings of 67%. In addition, the new sewing machines are equipped with an automatic thread cutting device, which reduces both thread consumption and manpower.

金屬零部件生產商在其沖壓機安裝節能器，每年減少二氧化碳排放逾127噸。

A metal parts manufacturer installs energy saver units on its metal stamping machines, reducing the factory's CO_2 yearly emissions by more than 127 tonnes.

低碳經濟
TOWARDS A LOW CARBON ECONOMY

生產力局對支持低碳經濟發展不遺餘力，透過旗下的碳排放審計服務和社區活動，提升公眾對減少碳足跡的關注。

HKPC plays an active role in the development of a low carbon economy through our carbon audit services and community programmes, which enhance public awareness on the importance of reducing our carbon footprint.

低碳生活
Low Carbon Living

碳排放及能源審計是一套有效的工具，可先知先發地為工商企業鑑定溫室氣體排放源頭，以及制定改善措施。透過進行這類審計，公司和機構便可清楚知道自己的碳足跡，以及減少碳排放的可行方案。去年，生產力局為不同行業進行了碳排放及能源審計，由物業管理至高速公路及政府機構。

Carbon-cum-energy audits are an effective tool for proactively identifying greenhouse gas (GHG) emission sources and formulating improvement measures for business and industrial organizations. They help companies learn about their respective carbon footprints while providing feasible solutions to reduce their carbon emissions. Last year, HKPC conducted a number of these carbon-cum-energy audits in various industry sectors. These ranged from estate management to highways to different government departments.

“我們曾為不同住宅大廈進行能源審核，一般而言，審核可為住宅大廈提供節省超過一成電費的節能建議。

We have carried out systematic energy audits for various residential buildings. Generally speaking, the recommended energy saving measures will achieve savings of over 10% in electricity.”

利國智，能源效益專家
Richard Lee, energy efficiency specialist

兩家合共負責香港九個屋苑的物業管理公司，委託生產力局作為其認證服務供應商，協助業主立案法團透過特區政府的「建築物能源效益資助計劃」申請資助，推行能源效益項目。

生產力局為屋苑大廈的能源消耗系統，進行了系統化的評估，找出有潛力推行節能措施的範圍，並展開改善工程。

另一方面，生產力局今年亦為房屋署的六個公共屋邨，進行了建築物能源效益先導計劃；除此之外，生產力局還完成了一項碳管理顧問項目，協助渠務署為其本地污水處理廠制定碳排放審計指引。

生產力局替機電工程署編製了能源消耗指標，並為家居、商業和交通等多個能源消耗組別，制定了典範借鑑工具。通過這些指標，各個公司或能源使用者均可迅速判別自己的能源表現，以便制定節能方案，朝著更佳的典範改進。

Two property management companies in Hong Kong engaged HKPC as their Qualified Service Provider (QSP) to assist the incorporated owners of nine residential estates to apply for funding for the implementation of Energy Efficient Projects (EEP) under the HKSAR government's Building Energy Efficiency Funding Scheme.

HKPC conducted a systematic review of the energy consumption systems in the residential buildings to identify potential energy conservation measures, subsequently carrying out project implementation for the retrofits.

A pilot building energy efficiency programme for six Housing Authority estates was also carried out by HKPC during the year. We also undertook a carbon consultancy project to help the Drainage Services Department develop carbon audit guidelines for all of its sewage treatment works in Hong Kong.

We also worked with the Electrical and Mechanical Services Department to compile energy consumption indicators and develop benchmarking tools for different energy-consumption groups, including the residential, commercial and transportation sectors. Using these indicators, individual companies and the various energy users can quickly determine their energy performance and calculate their potential energy savings, by working towards better benchmarks.

生產力局為房委會六個公共屋邨進行了建築物能源效益先導計劃。
HKPC carries out a pilot building energy efficiency programme for six Housing Authority estates.

減碳證書
Carbon "Less" Certificate
Hong Kong Awards for Environmental Excellence
香港環保卓越計劃

環保展卓越
Less is More

生產力局在政府委託之下，策劃和執行本地其中一個最受尊崇的獎勵活動—「香港環保卓越計劃」。

現時，「香港環保卓越計劃」由三大獎勵活動組成，包括：環保標誌、減碳證書及界別卓越獎。截至2010年2月，該計劃下的各類活動已頒發超過1,300張證書或獎項，表揚對環保有卓越貢獻的機構。

在政府資助下推出的減碳證書，作為「香港環保卓越計劃」的重要獎勵活動，也是香港首個同類型計劃，以肯定機構在減少碳足跡方面所作出的努力。

生產力局負責設計、策劃和執行整個計劃。有意獲取減碳證書的機構，首先必須確認其碳足跡底線，然後採取措施減少碳足跡。去年共有四家機構獲頒「減碳證書」，成為首批取得該證書的香港機構。

HKPC was commissioned by the HKSAR government to develop and implement the Hong Kong Awards for Environmental Excellence (HKAEE), one of the most prestigious and reputable award schemes in Hong Kong.

HKAEE now consists of 3 different schemes: Environmental Labels, Carbon"Less" Certificates and Sectoral Awards. As of February 2010, over 1,300 certificates or awards have been presented to organizations with outstanding environmental contributions under the HKAEE's various schemes.

The Carbon"Less" Certificates Scheme, introduced as a major initiative under the Hong Kong Awards for Environmental Excellence, is the first-of-its-kind programme in Hong Kong – it encourages and recognizes corporate efforts to reduce their carbon footprints.

Organizations interested in attaining these Carbon"Less" Certificates must first identify their baseline carbon footprint and then take measures to reduce their carbon emissions. Responsible for the design, development and implementation of the Scheme, we presented four Carbon"Less" Certificates during the year, making these organizations the first to receive these awards in Hong Kong.

「香港環保卓越計劃」已踏入第三年，凡獲計劃嘉許的機構將符合「商界展關懷」計劃下的「推動環境保護」準則，顯示出環保是企業實踐社會責任的要素。

The Hong Kong Awards for Environmental Excellence are striding forward into their third year of operation. Recipients are recognized for fulfilling the established criteria in "Caring for the Environment" under the Caring Company Scheme. The scheme reflects the importance of environmental performance in the fulfillment of a company's corporate social responsibilities.

環境管理專家：李寶雄
Our expert in environmental management: Clement Li

綠色社區
BUILDING GREEN COMMUNITIES

生產力局一直與環保署緊密合作，提高公眾對改善室內空氣質素的關注。位處生產力大樓的室內空氣質素資訊中心，於2001年4月開始運作，旨在向社區推廣良好室內空氣質素的重要性。年內，在生產力局協助下舉辦了2010「室內空氣質素」嘉年華會，加深社區及公眾人士對優良室內空氣質素的認識。

HKPC works closely with the Environmental Protection Department to promote the public awareness of better indoor air quality. The Indoor Air Quality (IAQ) Information Centre has operated out of our HKPC Building since April 2001, serving as a community awareness centre that promotes good indoor air quality. Reaching out to the community, the IAQ Carnival 2010 was also organized to improve understanding of the importance of better indoor air quality.

為響應政府呼籲投入綠色社區行動，一家大型慈善機構委託了生產力局提供顧問服務，協助規劃整體環保策略，以及為旗下70家提供社區、健康醫療及教育服務的單位，找出具成本效益的綠色行動和技術應用。

與此同時，生產力局更推出綠色校園計劃，透過應用綠色技術(如廚餘轉化設備)及可再生能源裝置(如太陽能電池板和屋頂綠化系統)，向學校和非牟利團體推廣良好的環境實務。

隨著珠三角經濟騰飛發展，加上氣候急速變化，預期區內對潔淨水源之爭將日趨激烈。香港政府正主動尋找其他潔淨水源，並制定全面的水資源管理策略。其中一個水需求管理方案，就是把廢水用於非飲用的用途，如沖廁、灌溉和清洗街道。

In response to the government's appeal to embrace green community initiatives, a charitable organization commissioned HKPC to provide consultancy services to formulate its overall environmental strategies and identify cost-effective green initiatives and technology applications. The resulting framework also had to be applicable to its 70 service units, which provide community, health and medical, as well as education services.

At the same time, we launched a Green School Initiative Campaign to promote good environmental practices among schools and non-profit organizations through the application of green technology such as food waste conversion systems and other renewable energy installations such as solar panels and green roof systems.

With the booming economy in the PRD and growing concerns with regard to climate change, the scramble for freshwater resources among different users in the region is expected to skyrocket. The Hong Kong government has taken the initiative to look for alternative water resources together with the development of a total water management strategy. One of the proposed management measures is to use greywater for non-potable purposes such as the flushing of toilets, irrigation and street cleaning.

室內空氣質素資訊中心
Indoor Air Quality Information Centre

“我們研發的中水回用系統，不但能減低環境污染，並能有效節省水資源，實現可持續發展。

Our Greywater Recycling System not only minimizes potential environmental pollution, it also extends the useful life of our water resources.”

馬耀華博士，擁有逾廿二年協助廠商處理污水經驗
Dr Anthony Ma, veteran wastewater treatment expert with over 22 years of experience

厕所洗手盆的廢水
Wastewater collected from toilet basins

校園空調系統的冷凝水
Condensation collected from campus air-conditioning system

所收集的中水循環再用於灌溉用途。
Greywater collected will be recycled for irrigation purpose.

「中水」泛指從浴缸、淋浴間和洗盥盆所排出的廢水。有別於其他生活污水，中水的污染程度較少，經過簡單淨化便可回用，以供應特定用途所需，不必複雜的處理和繁複的操作。

生產力局受香港城市大學委託，設計和開發了中水回用系統，把校園內來自洗盥盆和空調冷凝的中水全面回收，以供灌溉之用。系統於2009年中正式啟用，成為全港首套和最大型的中水回用系統。

豆腐是中國傳統菜色中常用的食材，但如果廠房缺乏適當的污水處理設施，這類豆品的生產過程可能污染環境。

2009年，兩家位於新界的豆品廠委託生產力局，透過引進生產力局專利的「BM-COMBO膜生物污水處理系統」，提升其廢水處理設施，從而消減環境污染。

兩家豆腐廠的設施於2010年1月升級之後，環保署、漁農自然護理署和本地農業協會的代表曾實地了解，並對系統的成效印象深刻，鼓勵生產力局將技術推廣至整個豆品製造業，甚至養豬業。

Greywater is the wastewater discharged from baths, showers and hand-wash basins. Unlike domestic sewage, greywater is relatively less polluted. Thus, it can be recycled and reused for specific purposes without going through complex treatments and complicated operations.

HKPC was commissioned by the City University of Hong Kong to design and develop a greywater recycling system to recycle greywater collected from basins and the condensation of its campus air-conditioning system for irrigation purposes. The system came into operation in mid 2009, to become the first and largest full-scale greywater recycling system in Hong Kong.

While tofu is a very common dish in Chinese cuisine, the production of such bean products can cause a major threat to the environment if proper effluent treatment facilities are not in place.

In 2009, HKPC was commissioned by two bean curd factories in the New Territories to mitigate this environmental nuisance problem by upgrading their existing wastewater treatment facilities through the retrofitting of our patented BM-COMBO technology.

Highly impressed by the results, representatives from the Environmental Protection Department, the Agriculture, Fisheries and Conservation Department and local farming associations who inspected the factories when the upgrading was completed in January 2010, were unanimous in encouraging HKPC to promote this technology to the entire bean curd manufacturing industry as well as the pig farming industry.

生產力局專利的 BM-COMBO 膜生物污水處理系統。
HKPC's patented BM-COMBO technology.

誠心服務
THE HEART TO SERVE

在目前的經濟環境之下，專業而優質的服務，已成為本港賴以保持競爭優勢的先決條件。生產力局繼續帶領不同類型的服務業，引進全新的優質服務計劃。

另一方面，企業社會責任亦被視為提升公司形象和國際競爭力的重要元素，生產力局積極推動企業履行社會責任，提升競爭力。

Quality service and professional standards are pre-requisites in maintaining Hong Kong's competitive edge in the current economic climate. To this end, HKPC has been spearheading new service excellence schemes for the local service sectors.

With corporate social responsibility (CSR) increasingly being seen as a key element in enhancing the corporate image and competitiveness of businesses internationally, promoting CSR has become a further strategic mission for HKPC, as we seek to enhance the competitiveness of local enterprises.

助理顧問葉遠金以熱誠態度支援「優質服務計劃」的推行，旨在提升本地服務業界的專業水平。
Associate Consultant Candy Yip is fully committed to supporting different industries to implement Quality Service Schemes, in order to raise professional standards in our service sectors.

企業典範
IN GOOD COMPANY

愈來愈多歐美買家將企業社會責任列為挑選供應商的準則之一，能夠履行社會責任的企業無疑佔有優勢。

As more and more European and US buyers include CSR as a criterion in their selection of suppliers, commercial enterprises that have implemented CSR practices unarguably gain an edge over their competitors in these markets.

生產力局夥拍香港中華廠商聯合會推出「企業社會責任 — CSR CARE」計劃。
HKPC launches the CSR CARE pilot programme targeting the toy industry in collaboration with The Chinese Manufacturers' Association of Hong Kong.

事實上，國際標準化組織將於2010年推出「ISO 26000社會責任指引」，而生產力局亦計劃透過一連串的活動，協助企業參照ISO 26000標準履行社會責任。

生產力局夥拍香港中華廠商聯合會，推出了「企業社會責任 — CSR[CARE]」計劃，並以玩具業作為首期計劃的服務對象。

「企業社會責任 — CSR[CARE]」計劃內容包括：舉辦有關ISO 26000及企業社會責任的專題培訓、企業實地評估及改善報告、建立內部專案小組推行企業社會責任，以及成功經驗分享會等。首期計劃為期半年，完成後會將成功經驗推展至電器、電鍍及餐飲等其他行業。

In fact, ISO 26000 Guidelines on CSR will be published in 2010. HKPC is therefore focusing on helping businesses to kick-start their CSR initiatives based on this new ISO 26000 standard.

We launched our first CSR^{CARE} pilot programme targeting the toy industry in collaboration with The Chinese Manufacturers' Association of Hong Kong (CMA).

This CSR^{CARE} programme includes training on ISO 26000 and CSR, reviews and recommendation reports, the formulation of taskforces and the sharing of experience. Upon the completion of this half-year programme, the successful model will be promoted to other sectors such as the electrical appliances, electroplating and catering industries, etc.

康樂豐年 Healthy Aging

因應社會對安老院舍的服務質素日益關注，生產力局聯同香港醫護學會合辦「優質長者服務」計劃，以表彰優質長者服務供應商，方便消費者挑選。

In view of the growing public concern over the quality of services in elderly homes, HKPC partnered with the Hong Kong Health Care Federation to develop the "Quality Elderly Service Scheme" to recognize and enable consumers to identify quality service providers in this sector.

“我們特別設計了一套以消費者權益及長者安全為重心的標準，嚴格評核每家參與「優質長者服務」計劃的機構。

A tailor-made set of assessment criteria, focusing on consumer rights and elderly safety, help us to better evaluate the capabilities of applicants for the “Quality Elderly Scheme”.”

彭思華，協助推行多個優質服務計劃
Eric Pheng, assists in implementing various quality service schemes

在「優質長者服務」計劃之下，生產力局設計了一套基於行業諮詢和調查的評核準則，並由其專業的評審團隊，負責評核長者服務供應商的服務質素。符合一系列評核標準的申請機構，均獲頒「優質長者服務」標誌以肯定其服務成就。這計劃將有助提升本港的長者服務質素，相信長者以至整個社會均可受惠。

該計劃於2009年5月21日正式展開，首批有超過30家長者服務供應商接受評核，迄今共有逾20家機構獲頒「優質長者服務」標誌表揚。

We have established a set of assessment criteria based on industry surveys and other research to assess the quality of service providers for the elderly, with the evaluations being conducted by a team of professional HKPC assessors. Excellent service providers are granted a “Quality” decal in recognition of their service achievement. Enhancing the quality of services to the elderly, the scheme will benefit not only the elderly but our society as a whole.

With the official launch of the scheme on 21 May 2009, the first batch of over 30 participating elderly service providers have already had their evaluations completed by our team of professional assessors. To date, over 20 elderly service providers have been granted their “Quality” decals in recognition of their quality services.

人生大事
"Your Big Day"

生活易與生產力局合作制訂「優質婚禮商戶」計劃，是全港首個針對婚禮服務行業的認證計劃，協助準新人識別婚禮服務行業中的優質商戶。

生產力局是該計劃指定之獨立評核機構，至今已有超過230家商戶取得「優質婚禮商戶」標誌，當中包括：酒店、酒樓、婚禮服務供應商及零售店舖。

ESD Service Limited worked in partnership with us to develop and establish Hong Kong's first certification scheme for the wedding services industry. The "Quality Wedding Merchant Scheme" (QWMS) helps brides- and bridegrooms-to-be identify quality merchants in the wedding services sector.

HKPC is the designated third-party assessor for the scheme. To date, over 230 outlets, including hotels, restaurants, wedding services providers and retailers, have obtained their "Quality Wedding Merchant" status since the scheme's launch.

生產力局是僱員再培訓局「ERB人才企業嘉許計劃」的技術顧問。
HKPC is the technical consultant behind the "ERB Manpower Developer Award Scheme".

人才企業
A Leading Manpower Developer

生產力局多年來為人力培訓和發展，提供不同類型的顧問服務。憑藉這方面的豐富經驗，加上擁有專業的評審團隊，生產力局獲僱員再培訓局委任為技術顧問，負責設計「ERB人才企業嘉許計劃」的認證機制及評審標準。該計劃於2009年12月推出，旨在推廣以人才發展為本的企業文化。

這計劃參照由生產力局制訂的一套目標和評審標準，表揚在「人才培訓及發展」方面表現卓越的企業。

符合評審標準的企業將獲嘉許為「人才企業」，彰顯他們為人才培訓所作出的貢獻和努力。自該計劃推出以來，已有來自各行各業的81家大型機構及27家中小企業提交申請，當中80家已通過評審標準，並獲頒「人才企業1st」的稱號。

With extensive experience in a broad range of consultancy services on training and development and in maintaining a pool of professional assessors, HKPC has been appointed by the Employees Retraining Board (ERB) as a technical consultant in the design of the "ERB Manpower Developer Award Scheme". The scheme was successfully launched in December 2009 to drive a corporate culture that encourages manpower development.

The scheme acknowledges an organization's outstanding accomplishments in manpower development in accordance with a set of objectives and assessment criteria developed by HKPC.

Organizations that fulfill the criteria receive a "Manpower Developer" (MD) accreditation in recognition of their achievements and commitment to manpower development. Since the launch of the scheme, 81 large organizations and 27 SMEs from various industries have submitted their applications with 80 of them passing the assessment criteria. The special designation of "MD-1st" will be granted to this first batch of successful organizations.

MANPOWER DEVELOPER

優質汽車服務
DRIVING QUALITY SERVICES

汽車服務業是香港其中一個主要的服務行業，包括：汽車銷售、維修、零配件銷售、美容、財務及保險等，代表約7,000家企業及53,000位從業員。

The automotive service sector is one of Hong Kong's major service industries. Covering the fields of car sales, maintenance, parts sales, car beautification, finance, insurance, etc, it represents some 7,000 enterprises, serviced by over 53,000 practitioners.

優質汽車服務 Driving Quality Services

九個來自汽車服務業界的商會及學會，在生產力局的推動下於2009年4月簽署了「優質汽車服務業約章」，承諾攜手提升業界的服務水平。隨後，業界再向前邁進一步，於2009年11月中成立了「香港汽車服務業聯會」。

With HKPC's assistance, nine local associations and engineering societies in the automotive industry signed a Quality Service Charter in April 2009 affirming their commitment to not only keep up, but also raise, service levels within the automotive industry. Subsequently, a second step was taken with the formation of the Federation of Automobile Services Industry Hong Kong (FASHK) in mid-November 2009.

憑藉我們在推行「優質服務計劃」所累積的能力及經驗，我們正協助汽車服務業界制定「優質汽車服務計劃」，提升業界專業水平。

With our proven record in various quality service schemes, we are assisting the industry to develop a Quality Automobile Service Scheme for the industry to raise its professional standards.

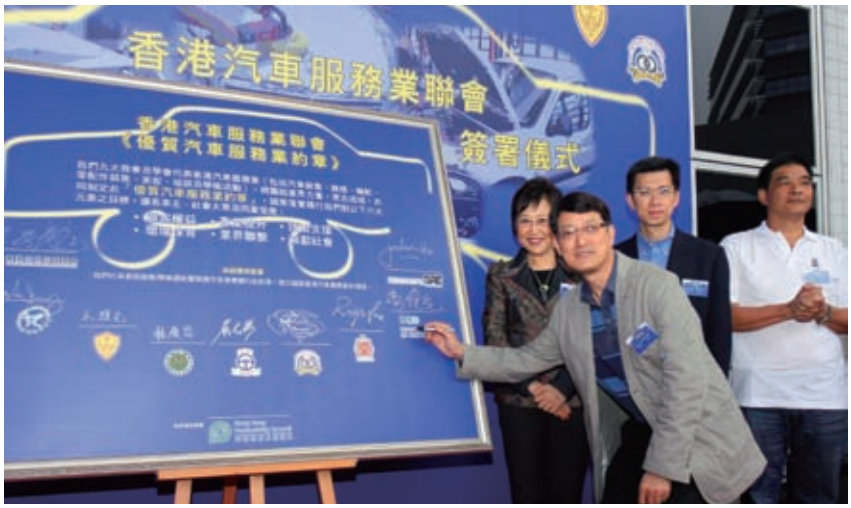
謝永然，優質服務計劃專家
Vincent Tse, quality service accreditation schemes specialist

為提高汽車銷售業的形象、誠信和服務質素，工業貿易署的中小企業發展支援基金撥款資助生產力局與香港右軚汽車商會，合作推行「汽車銷售業的質量提昇計劃」，旨在透過一連串的發展及提昇活動，改進汽車銷售商的服務質素和專業水平。

執行這項提昇計劃的同時，生產力局將制訂「優質汽車銷售」計劃，以表揚提供優質服務的銷售機構。預料「優質汽車銷售」計劃將於2010年下半年推出，並以自願和自費形式運作。

To enhance the image, integrity and quality of the automobile retailing sector, the Trade and Industry Department has granted funding to HKPC and the Right Hand Drive Motors Association (Hong Kong) to carry out the "Quality Upgrading Programme for the Automobile Retailing Sector". This initiative aims to lift service quality and enhance professional standards among automobile retailers through a series of development and enhancement programmes.

While this upgrading programme is being implemented, HKPC will also be developing the "Quality Automotive Retailing Scheme" (QASS) to recognize the quality of car sales organizations. QASS, to be launched in the second half of 2010, will be operated on a voluntary and self-financed basis.



汽車服務業界商會及學會簽署「優質汽車服務業約章」。
Local associations and engineering societies in the automotive industry sign a Quality Service Charter.

賓至如歸 Welcome to Hong Kong

生產力局繼續為香港旅遊發展局(旅發局)的「優質旅遊服務計劃」，擔任專業顧問，協助旅客識別優質旅遊服務供應商。該計劃於1999年推出，生產力局多年來一直按照嚴格的準則，評核和監察各認證商戶的服務水平。

截至2010年3月底，全港共有超過7,100家來自零售和餐廳業的商戶，獲頒「優質旅遊服務」標誌。根據旅發局在2009年進行的調查顯示，約90%商戶認同「優質旅遊服務計劃」，有助公司保持服務質素和提升形象，而且94%還表示對評審制度感到滿意。

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

生產力局為「優質旅遊服務計劃」擔任專業顧問。
HKPC is the professional consultant for the Quality Tourism Services Scheme.

As at the end of March 2010, over 7,100 outlets from the retail and catering sectors had been accredited under the Scheme. According to a survey conducted by HKTB in 2009, around 90% of accredited merchants agreed that the QTS Scheme has helped them to maintain quality services and a positive corporate image. Just as encouragingly, 94% of them were satisfied with the assessment system.

安享海上鮮
Testing The Waters

食物及衞生局委託生產力局為獨立認可機構，負責制訂及推行「優質海水認可計劃」，藉以提升供應商的海水質素，以及減低海鮮受污染的風險。符合有關認可條件的商戶，均獲頒認可資格和標誌。

該計劃自2006年推出至今，生產力局已協助超過200家商戶，提升其技術和管理系統，並成功取得認可資格。

HKPC was commissioned by the Food and Health Bureau to act as the accreditation body for the development and implementation of the Quality Seawater Assurance Scheme to enhance the quality of seawater supplied to users to minimize the risk of seafood contamination. Merchants who fulfill the scheme's accreditation criteria receive both accreditation status and logo recognition.

HKPC has helped over 200 traders to upgrade their systems both in the technical and management aspects to achieve their accreditation requirements since the scheme's launch in 2006.

生產力局為制訂及推行「優質海水認可計劃」的獨立認可機構。
HKPC acts as the accreditation body for the Quality Seawater Assurance Scheme.

連繫 分享 協作

CONNECT, SHARE, COLLABORATE

近年大行其道的各類型社交網站，已成為人與人之間連繫、分享和協作的有效工具，而且正強勢進入企業世界，甚至政治舞台。

With social media websites providing a powerful tool for connecting, sharing and collaboration among people, they are making strong inroads both in the corporate world and in the political arena.

.....你們對這項目有興趣嗎？
.....Please advise if your team is interested in this project

多謝你的轉介.....
Thank you for your referral.....

我們兩個部門不如聯手為客户提供服務吧.....
Hi both, shall we form a team to offer assistance.....

我們除了令客戶的辦公室更環保外，更為他們節省兩成的成本^^
Good, we can help them in saving 20% cost and achieving a greener workplace. Cheers! ^^

首席顧問老少聰(左)與高級顧問南嘉彥致力研發創新的資訊科技應用方案，促進企業內的知識分享及管理。
Principal Consultant Gordon Lo (left) and Senior Consultant Jessica Nan take every opportunity to explore innovative applications of new IT platforms in their promotion of knowledge sharing and management across the enterprise.

您在想甚麼？ WHAT'S ON YOUR MIND?

生產力局從社交網站和Web 2.0技術中得到啟發，開發了兩套知識管理系統，分別為i-Exchange及i-Library，藉以促進內部的協作和知識共享，改善工作流程，以及透過業務轉介，鼓勵跨部門合作。

Inspired by these new social media concepts and emerging technologies such as Web 2.0, HKPC has developed two knowledge management platforms, i-Exchange and i-Library, to facilitate internal collaboration and knowledge sharing, improve work procedure and stimulate cross units business referrals.

知識管理工具 i-Exchange & i-Library

市面上有些商業智能系統，可供企業記錄運作資料，但普遍價格較高，而且靈活性不足，難以完全滿足個別用戶的需要。

i-Exchange及i-Library為知識管理提供一套現成工具和強大寶庫，加上其易於操作的用戶介面，有助企業在短時間內建立中央智力資本平台。每位員工在系統上載的內容，例如：客戶通訊資料更新、業務轉介等，其他員工也可以存取，並成為整個企業的資源。

i-Exchange及i-Library為掌握龐大智力資本的機構而設計，例如：ODM/OBM生產商、法律和金融服務公司、教育和培訓機構、工程公司或學院等。這套平台具成本效益，適合中小企業採用。

While a number of business intelligence systems enable the recording of operational information, these tools are either too costly or inflexible to cater for individual user needs.

i-Library and i-Exchange however provide a ready-made tool and powerful repository for knowledge management. Together with a user-friendly interface, i-Library and i-Exchange help an enterprise build a centralized platform of its intellectual capital within a short period of time. Personal content contributions, such as updated client contacts and business referrals can be accessed and located by others, transforming the information into knowledge resources for the entire corporation.

i-Library and i-Exchange are specially designed for ODM and OBM manufacturers, legal and financial services, education and training, engineering or any institution in possession of a large pool of intellectual capital. The cost-effective nature of the platform also makes it affordable for SMEs.

杜國威，資訊科技專家，專門從事新興技術的應用開發
Tao Kwok-wai, expert in information technology, specialized in developing new applications for emerging technologies

WEB 2.0

透過 Web 2.0平台，生產力局能夠加強與業界和公眾交流。
With various Web 2.0 platforms, HKPC can actively exchange views with business and public communities.

擁抱 Web 2.0
Embracing Web 2.0

生產力局網站(www.hkpc.org)全面改版，除了設計煥然一新之外，還引進了多項Web 2.0功能，包括：Facebook、Twitter、Youtube、Flickr及Wikipedia等。新版面的核心設計理念，在於整合更多互動元素，建立更方便易用的用戶介面。

透過增設Web 2.0平台，生產力局能夠加強與業界和公眾交流，並迅速回應他們的需求。全新版面設計還方便訪客瀏覽生產力局的一系列工業支援服務。

在更新網站版面的過程中，生產力局的資訊科技專家應用了開放源碼軟件解決方案(OSS)，成為全港其中一個率先利用OSS內容管理系統建立網站的公營機構，展示OSS應用的多樣化特性，為企業提供良好的示範。

In response to the call for connectivity and interactivity, HKPC's revamped website www.hkpc.org has adopted various Web 2.0 features, including Facebook, Twitter, Youtube, Flickr, and Wikipedia in its new design.

At its core is the integration of a more user-friendly interface with

生產力局成立「HKPC集思匯」諮詢平台，匯集業界對香港工業重要課題的意見。
The Hong Kong Industry Network Clusters (HK-INC) is set up to collect industry views on key issues relating to the development of Hong Kong industry.

生產力局全新改版的企業網站使用了開放源碼網站內容管理系統。
HKPC adopts open source website content management system in building the new corporate website.

interactive elements. With these newly deployed Web 2.0 platforms, we can actively exchange views with business and public communities online, and respond in a timely manner to their needs. The new design also ensures easy navigation for visitors when browsing through our full spectrum of industry support services.

In the upgrading of the website, HKPC's information technology specialists have turned to Open Source Software (OSS) solutions. As a result, we are one of the first public organizations in Hong Kong to adopt the OSS content management system in building our website. Our OSS-based website clearly demonstrates the versatility of OSS applications, leading by example for other enterprises in the region.

HKPC集思匯 HK-INC

在積極發展不同的網上交流工具之同時，生產力局還相當重視面對面的溝通。

為進一步加強與不同行業的策略伙伴關係，生產力局於2009年6月成立了全新的跨行業業務諮詢平台 —「HKPC集思匯」，就有關香港工業的重要課題匯集業界意見，並向政府反映。

過去一年，「HKPC集思匯」舉行了兩次諮詢會，分別探討內銷市場和香港環保工業，而來年將繼續安排舉行不同主題的諮詢會。

While actively developing various advances in on-line communication tools, HKPC has never played down the importance of face-to-face communication.

To further boost our strategic partnerships with different industry sectors, a new cross-sector business consultation platform, the Hong Kong Industry Network Clusters (HK-INC) was set up in June 2009, to collect industry views on key issues in Hong Kong. The opinions collected will be compiled and reflected to the government for consideration.

During the year, two consultation meetings were held on topics related to the domestic sales market and the environmental industry in Hong Kong. Further consultations will be scheduled in the coming year.

工商業交流平台 THE CENTREPOINT

為推動工商業界的交流合作，生產力局於其總部設立了名為The Centrepoint的設施。目前，The Centrepoint共有25個商會成員和17個用戶，成為生產力局推動工商業界交流合作的旗艦平台。

HKPC established The Centrepoint at its headquarters, providing a physical platform where the business community can converge for networking purposes and the building of business synergies. This flagship platform currently serves 25 association members and 17 licensees.

去年，在The Centrepoint舉行了超過32場研討會和業務配對活動，吸引超過1860位參加者出席，締造不少業務合作機會。

Over 32 seminars and business-networking functions, attended by over 1860 participants, were held at The Centrepoint during the year, creating numerous opportunities for business collaboration.

創新科技署署長王榮珍到訪生產力局。
The Commissioner for Innovation and Technology, Miss Janet Wong, visits HKPC.

生產力局與now財經台合辦「企業峰會：升級轉型攻略」，與會講者強調港商應及早升級轉型，在逆境中創出新方向。
HKPC and now Business News Channel jointly organize an economic summit to explore the best strategies for SMEs to upgrade and transform.

企業傳訊 Corporate Communications

生產力局去年舉辦了多項新活動，以擴闊與工商業界和其他機構的接觸面。2009年4月，生產力局與now財經台展開合作，共同製作了一系列電視節目，包括一連十輯的「創富生產力」之「星級企業 • 升級檔案」，剖析本地企業提升競爭力的成功故事，以及在6月合辦的「企業峰會：升級轉型攻略」，探討在經濟氣候轉變之下，中小企業進行升級轉型的最佳策略。

為提高大眾對創新科技在日常生活應用的認識，生產力局於2009年6月聯同香港電台，製作了一系列科技節目在電台頻道中播放。

為了讓更多人士認識生產力局的使命和服務，生產力局安排了一套訪客計劃，透過到訪本局和其他相關工業支援機構，向本地、內地和海外代表團介紹其不同範疇的工業支援服務。在訪客計劃之下，年內共有4028位訪客及184個代表團到訪生產力局。

A host of new initiatives have been introduced in the past year to extend our reach to the business community and other commercial organizations. In April 2009, a joint project was launched with now Business News Channel. The project includes a 10-part TV series called "Star Companies Files", featuring the success stories of local businesses as well as the journeys undertaken to raise their competitiveness with our help. It also covered an economic summit, which was held in June, to explore the best strategies for SMEs to upgrade and transform their business amid the changing economic landscape.

To raise public awareness on new and innovative applications in daily life, the Council teamed up with Radio Television Hong Kong for the broadcast of a technology series in June 2009.

Communicating our mission and services to a wider audience, our visitor programme introduces our wide spectrum of industry support services to local, Mainland and overseas delegations both through visits to the Council as well as to other related industry support organizations. Under this programme, 4028 visitors and 184 delegations visited us during the year.

年內共有4,028位訪客及184個代表團到訪本局。

4,028 visitors and 184 delegations visited HKPC during the year.

以人為先
WE CARE

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

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

（左起）我們的同事駱佩傑、何綺嫦、鄭嘉恩及鄭宏熱心參與局內不同組織，以上下一心的團隊精神為同事服務。
(From left) Pokit Lok, Winnie Hoh, Erika Cheng and Gary Cheng actively participate in different internal groups, as they serve our colleagues with one heart.

「玩具銀行」展關愛
TOY STORY

作為積極提倡企業社會責任的機構，生產力局鼓勵員工參與社區服務，並將其專業知識回饋社會。生產力促進局義工隊得到本地工業界的支持成立「玩具銀行」，捐贈廠商送出的玩具，為弱勢社群的兒童及家庭帶來歡樂。

As a strong advocate of corporate social responsibility, HKPC encourages staff to participate in community services and apply their professional knowledge to good causes. HKPC's voluntary group, "HKPC Volunteers", successfully solicited the support of local industry to establish a toys bank in Hong Kong to bring fun and enjoyment to underprivileged children and their families.

義工隊與本地社會服務機構合辦一系列的活動，如舉辦遊戲日及戶外活動，將30間企業捐獻超過30,000件玩具派發給有需要的家庭。

Around 30,000 toys were collected from more than 30 companies and donated to underprivileged children and their families through a series of activities, such as fun days and outdoor excursions, which were organized jointly with local social service organizations.

生產力局與社福機構合辦遊戲日活動向弱勢社群送贈玩具。
HKPC co-organizes fun days with social service organizations, distributing toys to underprivileged children.

「1 Lift 日」鼓勵員工多行樓梯以節省能源。
"One Lift Day" encourages HKPC staff to save energy by using the stairs more.

綠色工作間 Greening Our Workplace

生產力局非常關注本身對氣候變化的企業社會責任，致力減低香港的碳及溫室氣體排放。在2008年12月，生產力局推出「智 • 惜 • 慳行動」，推動員工節約能源，並建立綠色企業文化。

「智 • 惜 • 慳行動」推出一系列改善工作，如在大樓裝設環保設施，以及採取優化工作流程措施，並於生產力大樓地下設立「環保廊」以發放環保信息，同時亦鼓勵員工減少使用紙杯及列印。生產力局亦積極參與主要的綠色活動，如世界環境日、綠色和平主辦的香港無車日、地球之友舉辦之「知慳惜電」節能比賽等。

生產力局的環境及流程改善專家為各部門檢討工序流程，以確定工作環境的節約能源和資源方案。通過此方案，電力、水及碳粉的損耗在2009年大幅減少，與2008年比較節省多約28萬元，令綠色工作文化成功在機構內植根。

HKPC is constantly aware of our corporate social responsibility to help reduce carbon emissions in Hong Kong. We thus launched our "Green Work Life Campaign" in December 2008 to motivate our staff not just to save energy, but also to foster an environmentally conscious work culture.

Improvements in building services installation and processes were introduced and a green corner was set up in our HKPC building to disseminate green tips to staff. Paper cups were no longer used in our offices, for example, and hard copies were only printed when necessary. HKPC also participated in major green group campaigns, including "World Environment Day", Green Peace's "HK Car Free Day" as well as Friends of the Earth Hong Kong's "Power Smart Energy Saving Contest".

Our environmental and process improvement specialists have carried out process reviews for our various divisions to identify potential energy and resource saving office practices. As a result of this campaign, reductions in electricity, water and toner consumption were achieved in 2009 as compared to 2008, leading to a saving of around $280,000 for the year. This "green work culture", which has grown from the "green measures" introduced, has successfully taken root throughout the organization.

生產力局積極參與綠色活動，例如「綠色和平」的「香港無車日」。
HKPC actively participates in major green campaigns such as the "HK Car Free Day" of Green Peace.

本局透過見習顧問計劃招募優秀的大學畢業生。
Our trainee consultants are recruited from top-notch university graduates.

培育團隊 Grooming Our Team

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

為配合生產力局長遠的發展，見習顧問計劃於去年正式推行，藉以招募優秀的大學畢業生。在計劃下，見習生將在不同的部門接受一年的專業在職培訓，並有機會履任助理顧問職務。

生產力局致力推行長遠及持續的人才發展，並鼓勵員工就讀生產力培訓學院及其他院校的公開培訓課程。在2009/10年度，生產力局為每一位員工設立超過5,000元的培訓資助，在一系列措施下，去年共計有15,000小時的培訓記錄。

為提升員工的學術資格以配合生產力局的專業支援和持續發展，學術培訓獎學金和資助計劃於2009年4月推出，藉以資助員工取得學士或以上的資格。

生產力局推出新的持續改善計劃，旨在鼓勵員工提出有關機構及跨部門的建設性改善方案，包括工作流程、節省成本、客戶服務及創意等範疇，藉以促進機構持續發展的文化。截至2010年3月，已收到超過191項與機構及跨部門有關的改善建議。

新員工參觀本局深圳的深港生產力基地。
New staff members visit SZ-HK Productivity Foundation.

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

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

HKPC is committed to the long-term growth and sustainable development of staff members. Staff are encouraged to participate in the many public programmes offered by our Productivity Training Institute and other external institutions. In 2009/10, HKPC allocated an average training budget of over HK$5,000 for each member of staff, resulting in an impressive total of about 15,000 training hours being carried out on behalf of staff.

Upgrading staff academic qualifications, both for their own personal development and the professional support and ongoing growth of HKPC, Academic Training Scholarship and Sponsorship programmes were introduced in April 2009 to cover Bachelor, Master or Doctorate Degree programmes undertaken by staff.

A focus on continuous improvement was introduced to motivate staff members to initiate constructive corporate-wide and cross-divisional suggestions in work flow improvements, cost reductions, customer service improvements and innovation, to create a culture of continuous improvement throughout the organization. At the end of March 2010, a total of 191 improvement suggestions at the corporate or cross-divisional level had been received from staff.

傑出員工獲管理層表揚。
Our best performers are commended by the management team.

上下一心
ONE COUNCIL ONE TEAM

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

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

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

SRC also mobilized staff's participation in external charity and community events, including Dress Special and Blood Donation Days. Sports and leisure activities, ranging from hiking, bowling and photography to sightseeing tours and cooking lessons were also organized to help staff attain a more balanced and healthy lifestyle.

星級講者 STAR speakers

職員康樂會每月舉行「名人午間聚會」，邀請本地名人主講不同課題：設計、政治、運動，以及創意文化等，讓員工增廣知識和擴闊視野。

SRC also organizes monthly staff luncheons, featuring prominent personalities as guest speakers to expand staff vision and broaden their horizons. Topics covered ranged from design, politics and sports to the arts and culture. The objective was to enrich staff with new knowledge and more diverse views.

曾繁光醫生
Dr Tsang Fan Kwong

陸恭蕙博士
Dr Christine Loh

陳方安生
Mrs Anson Chan

陳智思
Mr Bernard Chan

靳埭強
Mr Kan Tai Keung

李力持
Mr Lee Lik Chi

廖家俊博士
Dr Jack Lau

張瑪莉
Ms Mary Cheung

黃毓民議員
The Hon Mr Wong Yuk Man

黃英琦
Ms Ada Wong

羅傑承
Mr Stephen Lo

Meeting of the Hong Kong Productivity Council
• Matters Arising
• Report from the Staffing Committee
• Report from the Business Development Committee
• Report from the Finance Committee

企業管治

CORPORATE GOVERNANCE

企業管治
CORPORATE GOVERNANCE

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

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

理事會
The Council

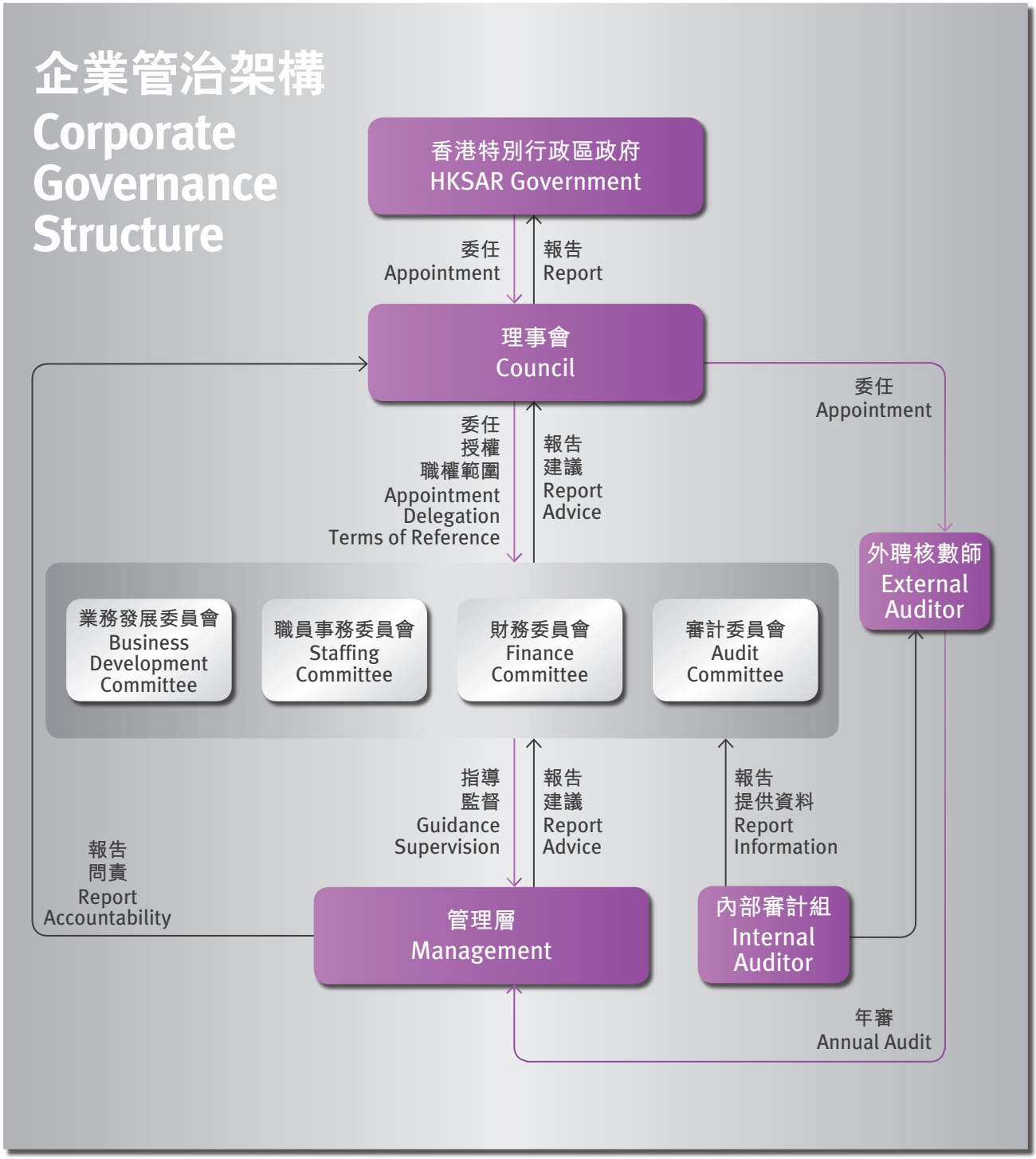
理事會是生產力局的管治組織，為生產力局履行職能提供策略性領導。

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，並於其餘資方、勞方及專業/學術界代表的理事會成員中委任1位主席及1位副主席。

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

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

企業管治架構
Corporate Governance Structure



理事會主席及其他委員均屬非執行性質。在本年度的首三個月，理事會主席由梁君彥議員出任。梁議員服務理事會六年半後離任。陳鎮仁先生由2009年7月1日起，出任理事會主席。年內，理事會召開了五次會議，就本年度如何在金融海嘯後支援工商企業，提供策略方向。各委員的會議出席記錄刊載於第105頁。

The Chairman, and other Members, of the Council are non-executive in nature. The Council was chaired by the Hon Andrew Leung for the first three months of the year under review, who retired from the Chairmanship after six and a half years of service. Mr Clement Chen assumed the new Chairmanship with effect from 1 July 2009. In the year under review, the Council has convened five meetings. It provided strategic guidance on how to chart the course of 2009-10 for the support of business enterprises in the aftermath of the financial tsunami. Attendance records of individual member are available on page 105.

理事會委員對帳目的責任
Council Members' Responsibility for the Accounts

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

生產力局核數師就本身對生產力局帳目審核報告的責任，刊載於第107頁的獨立核數師報告的聲明。

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

The statement of the Auditor of HKPC about their reporting responsibilities on the accounts of the HKPC is set out in the Independent Auditor's Report on page 107.

理事會委員會
Council's Committees

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

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

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.

審計委員會
Audit Committee

審計委員會負責在財務報告、風險管理、內部監控，及遵從相關法規等方面，進行監察並提出建議，從而提升生產力局的企業管治水平。理事會亦授權審計委員會，可就職責範圍內的任何相關事項進行調查。

除此之外，委員會亦會考慮有關委任外聘核數師事宜，並交由理事會審批。如有需要，委員會在審計程序開始前，與外聘核數師討論審計性質和範圍。委員會須檢視中期和全年財務報告，確保披露充足的資料，以及符合有關規則及標準的要求。此外，委員會亦會就全年審計報告的相關事宜，以及外聘核數師所提出的事項進行詳細討論。

年內，生產力局將其內部實務情況，與香港聯合交易所有限公司制定的《上市規則》附錄14所載之「企業管治常規守則」進行標準借鑑，並向委員會匯報比較結果。因應這份守則適用於生產力局的程度，並為增強企業管治對本局的重要性，生產力局將以這些基準為本，持續檢討和更新本局的企業管治常規。

審計委員會由一位理事會委員擔任主席，現時共有五位成員。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105頁。

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

Besides, the Committee considers the appointment of HKPC's external auditor for the Council's approval. It discusses the nature and scope of the audit with HKPC's external auditor before the audit commences, if necessary. The Committee reviews the annual financial statements to ensure adequate disclosure and compliance with relevant standards and regulations. Furthermore, it discusses problems and reservations arising from the final audit and any matters the HKPC's external auditor may wish to discuss.

During the year in review, HKPC reported to the Committee the benchmark results on its practices with the Code of Corporate Governance as set out by the Hong Kong Stock Exchange Limited in Appendix 14 to the Listing Rules. To the extent that they are applicable to HKPC and to reinforce the importance, which HKPC attaches to corporate governance, these benchmarks will provide a basis for HKPC to continually review and update our corporate governance practices.

The Audit Committee is chaired by a Council member and currently has five members. It met three times during the year under review. Attendance records of individual members are set out on page 105.

財務委員會 Finance Committee

財務委員會負責監督本局的財務表現，確保資金運用恰當。委員會亦審批生產力局的三年預算，並就期間的年度計劃和財政預算作出建議，以供理事會考慮。委員會並根據《香港生產力促進局條例》的要求，就生產力局的財務政策，以及不同開支總目之間的資金轉移等事項，向理事會提供意見。財務委員會亦會釐訂生產力局的服務收費水平。

生產力局理事會還定期檢討其委員會的職權範圍。在本年度內，理事會檢討並擴大了財務委員會的職權範圍，讓委員會有權就生產力局的採購、固定資產和大樓管理，批核相關政策和常規的重大修訂。

財務委員會由一位理事會委員擔任主席，現有六位成員。在本年度內，委員會其中二次會議與理事會一同進行，自2009年11月開始，委員會另外兩次會議與理事會分開進行。各成員的會議出席記錄刊載於第105頁。

The Finance Committee monitors the financial performance of HKPC and ensures that funds made available are properly accounted for. The Committee approves HKPC's three-year forecast and recommends an annual programme and estimates for consideration by the Council. The Committee advises the Council on matters relating to HKPC's financial policies and also on the transfer of funds between major heads of expenditure, as required by the HKPC Ordinance. The Finance Committee also determines the charging levels of HKPC's services.

The Council regularly reviews the terms of reference (TOR) of its committees. During the year in review, we have reviewed and expanded the TOR of the Finance Committee to enable the Committee to approve major changes to HKPC's procurement, fixed asset and building management policies and practices.

The Finance Committee, which is chaired by a Council member, currently has six members. During the year in review, it met four times concurrently with the Council and since November 2009, it has met twice separately from the Council. Attendance records of individual members are set out on page 105.

職員事務委員會 Staffing Committee

生產力局高級職員(總裁及高級副總裁除外)的委任及調升，均由職員事務委員會批核。委員會負責監督職員人手情況，並於有需要時向理事會提出修改建議。委員會亦向理事會提供有關人力資源發展政策的意見。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，並於有需要時向理事會提出修改建議。若員工對於服務條款和細則有所不滿，而且經磋商後仍無法解決問題，委員會可擔當局方及員方之間的溝通橋樑。

職員事務委員會由一位理事會委員擔任主席，現時共有九位成員。在本年度內，委員會召開了四次會議。各成員的會議出席記錄刊載於第105頁。

The Staffing Committee approves the appointment and promotion of senior staff, apart from the Executive Director and the Deputy Executive Director. 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 terms and conditions of service, in situations where they cannot be resolved by consultation.

The Staffing Committee is chaired by a Council member and currently has nine members. It met four times during the year in review. Attendance records of individual members are set out on page 105.

業務發展委員會 Business Development Committee

業務發展委員會負責監督生產力局附屬機構的表現、建議主席人選、審批年度財務報告，以及在有需要時向理事會推薦資助項目。該委員會須檢討業務情況及開拓新的業務發展機會，並因應生產力局在工業轉型中所擔當的角色，向理事會提供生產力局的業務發展意見。

業務發展委員會由一位理事會委員擔任主席，現時共有七位成員。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105頁。

The Business Development Committee monitors the performance of HKPC's subsidiary companies, recommends the appointment of Chairmen of the subsidiary companies, endorses annual budgets of the subsidiary companies and identifies their subvention implications (if any) for the approval of the Council. The Committee reviews business activities and 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 Business Development Committee is chaired by a Council member. It currently has seven members. During the year in review, it met three times. Attendance records of individual members are set out on page 105.

內部監控及風險管理
Internal Control and Risk Management

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。

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.

外部審計
External Audit

理事會委任畢馬威會計師事務所為外聘核數師，為本局財務報告進行審計。外聘核數師在審查年度會計的公正性方面，發揮了重要作用，而且沒有受聘於本局在香港的其他非審計工作；畢馬威中國內地附屬公司「畢馬威華振」則在本年報期內向本局提供內地稅務顧問服務。

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任何管理建議書，以及生產力局管理層的所有回應，均交由審計委員會審核。

The Council has appointed KPMG as the external auditor to conduct an audit of its financial statements. The external auditor plays an important role in reviewing the fairness of the annual accounts and was not employed for other non-audit work in Hong Kong during the reporting year, though KPMG's PRC subsidiary "KPMG Huazhen" did provide PRC tax advisory services during the reporting period.

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

內部審計
Internal Audit

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

在本年度內，內部審計組推行了9項審計方案，以及15項針對財務、採購、人力資源、行政管理及資訊科技等方面的合規審查。各項審計方案推行前，均經過審計委員會檢視和同意。

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

In the year under review, the Internal Audit Unit conducted nine audit programmes and 15 compliance checks in the financial, procurement, human resources, administration and information technology aspects. The audit programmes are reviewed and agreed by the Audit Committee in advance.

內部監控
Internal Control

為確保內部監控制度持之有效，管理層在本年報期內還執行了以下工作：

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

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

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;
- 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 Transparency

根據《香港生產力促進局條例》的規定，生產力局每年的年報連同財務報告，均須呈交立法會。為提高透明度，生產力局最高兩級行政人員的薪酬，詳列於第145頁的財務報表賬目附註16。

各理事會及委員會成員的會議出席記錄詳列於第105頁。

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

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

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

In accordance with the requirements of the HKPC Ordinance, the HKPC's Annual Report, with the statement of accounts, is tabled at the Legislative Council each year. To enhance transparency, the annual emoluments of each and every senior executive at the top two tiers of the HKPC management are disclosed under Note 16 to the financial statements on page 145.

The attendance of Members in Council and Committees is detailed on page 105.

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

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

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

理事會及常務委員會會議出席紀錄
Council and Standing Committee Meeting Attendance Record

4/2009 – 3/2010	理事會 Council	職員事務 SC	業務發展 BDC	財務 FC	審計 AC
梁君彥議員, SBS, JP(至30/6/2009) The Hon Andrew Leung, SBS, JP (till 30/6/2009)	1/1*			1/1*	
陳鎮仁先生, BBS, JP(由1/7/2009) Mr Clement Chen Cheng-jen, BBS, JP (from 1/7/2009)	4/4*			3/3*	
譚偉豪博士, JP Dr The Hon Samson Tam Wai-ho, JP	5/5		3/3*	4/4	2/2
區嘯翔先生(由1/1/2010) Mr Albert Au Siu-cheung (from 1/1/2010)	1/1				1/1
陳作基博士 Dr Cliff Chan Chok-ki	5/5		3/3		
陳煒文博士, JP Dr Raymond Chan, JP	2/5		0/1		
鄭文聰工程師, MH(由1/1/2010) Ir Daniel Cheng Man-chung, MH (from 1/1/2010)	0/1		1/1		
樊卓雄博士 Dr Fan Cheuk-hung	5/5	3/3			
郭振華先生, MH, JP Mr Jimmy Kwok Chun-wah, MH, JP	5/5		3/3		
李榮彬教授 Prof Lee Wing-bun	4/5	3/3*		3/4	2/3
羅富昌先生, JP Mr Lo Foo-cheung, JP	3/5		2/3		
麥業成先生(由1/1/2010) Mr Andrew Mak Yip-shing (from 1/1/2010)	1/1	1/1			
吳大釗博士(由1/1/2010) Dr David Ng Tai-chiu (from 1/1/2010)	1/1			1/1	
伍志強先生 Mr Victor CK Ng	5/5				3/3*
成小澄博士, BBS, JP Dr Elizabeth Shing Shiu-ching, BBS, JP	5/5	3/3			
邱霜梅博士, SBS, JP Dr Carrie Willis, SBS, JP	5/5	3/3			
孫啟烈先生, BBS, JP(至31/12/2009) Mr Cliff Sun Kai-lit, BBS, JP (till 31/12/2009)	2/4		1/2		
葉中賢博士(至31/12/2009) Dr Daniel Yip Chung-yin (till 31/12/2009)	4/4		2/2		
張麗霞女士(至31/12/2009) Ms Cheung Lai-ha (till 31/12/2009)	2/4	2/2	1/2		
段樵教授(24/8/2009辭任) Prof Tuan Chyau (resigned on 24/8/2009)	0/2		0/1		
蔡金華先生 Mr Choi Kam-wah	4/5	3/3			2/3
潘兆平先生, MH Mr Poon Siu-ping, MH	4/5	3/3			
鄧燕梨女士(由22/3/2010) Ms Marilyn Tang Yin-lee (from 22/3/2010)	1/1				
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 his alternative members	5/5				
創新科技署署長或其候補委員 Commissioner for Innovation and Technology or her alternative members	5/5	3/3	3/3	4/4	3/3
工業貿易署署長或其候補委員 Director-General of Trade and Industry or her alternative members	5/5				
勞工處副處長或其候補委員 Deputy Commissioner for Labour or his alternative members	4/5				
政府經濟顧問或其候補委員 Government Economist or her alternative members	5/5			4/4	
香港生產力促進局總裁 Executive Director of HKPC		3/3	3/3	4/4	2/3

* 委員會主席
* Chairman of the Committee

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

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獨立核數師報告致香港生產力促進局理事會各委員

(根據《香港生產力促進局條例》在香港註冊成立)

本核數師(以下簡稱「我們」)已審核列載於第109至155頁香港生產力促進局(以下簡稱「生產力局」)的綜合賬目,此綜合賬目包括於2010年3月31日的綜合及生產力局資產負債表與截至該日止年度的綜合及生產力局收支賬目、綜合全面收益表、綜合儲備變動表和綜合現金流量表,以及主要會計政策概要及其他附註解釋。

生產力局就賬目須承擔的責任

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

核數師的責任

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

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

INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL MEMBERS OF THE HONG KONG PRODUCTIVITY COUNCIL

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

We have audited the consolidated accounts of the Hong Kong Productivity Council ("the Council") set out on pages 109 to 155, which comprise the consolidated and Council balance sheets as at 31 March 2010, and the consolidated and Council income and expenditure account, the consolidated statement of comprehensive income, the consolidated statement of changes in reserves and the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

COUNCIL'S RESPONSIBILITY FOR THE ACCOUNTS

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

AUDITOR'S RESPONSIBILITY

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

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

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

我們相信，我們所獲得的審核憑證是充足和適當地為我們的審核意見提供基礎。

意見

我們認為，該等綜合賬目已根據《香港財務報告準則》真實而公平地反映生產力局及集團於2010年3月31日的事務狀況、生產力局及集團的盈餘以及截至該日止年度的現金流量，並已按照條例妥為編製。

畢馬威會計師事務所
執業會計師
香港中環
遮打道10號
太子大廈8樓

2010年8月3日

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

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

OPINION

In our opinion, the consolidated accounts give a true and fair view of the state of affairs of the Council and of the Group as at 31 March 2010 and of the Council's and the Group's surplus and the Group's cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards and have been properly prepared in accordance with the Ordinance.

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

3 August 2010

綜合資產負債表 CONSOLIDATED BALANCE SHEET

2010年3月31日（以港幣為單位）
at 31 March 2010 (Expressed in Hong Kong dollars)

		附註 Note	於2010年3月31日 At 31 March 2010	於2009年3月31日（重報） At 31 March 2009 (restated)	於2008年4月1日（重報） At 1 April 2008 (restated)
非流動資產	**Non-current assets**				
固定資產	Fixed assets	3	**$200,400,330**	$201,757,657	$200,286,401
於非受控制附屬公司的投資	Investments in non-controlled subsidiaries	4	**10,000**	10,000	10,001
聯營公司權益	Interest in an associate	5	**1,340,524**	1,339,097	1,265,627
			$201,750,854	$203,106,754	$201,562,029
流動資產	**Current assets**				
消耗品	Consumables		**$ –**	$89,175	$89,175
應收賬款、預付款項及按金	Accounts receivable, prepayments and deposits	6	**29,825,864**	24,944,110	39,644,706
銀行存款及現金	Cash at bank and in hand	7	**154,738,793**	147,499,697	114,228,454
			$184,564,657	$172,532,982	$153,962,335
流動負債	**Current liabilities**				
應付賬款及應計費用	Accounts payable and accruals	8	**$134,867,684**	$147,831,018	$141,696,548
應付非受控制附屬公司款項	Amount due to a non-controlled subsidiary	9	**361,306**	63,828	319,720
應付聯營公司款項	Amount due to an associate	9	**739,221**	733,321	687,097
政府貸款	Government loan	10	**13,025,403**	13,025,401	13,025,401
應付稅項	Tax payable	19 (c)	**–**	126,244	422,938
			$148,993,614	$161,779,812	$156,151,704
流動資產/(負債)淨值	**Net current assets / (liabilities)**		**$35,571,043**	$10,753,170	$(2,189,369)
總資產減流動負債	**Total assets less current liabilities**		**$237,321,897**	$213,859,924	$199,372,660
非流動負債	**Non-current liability**				
政府貸款	Government loan	10	**–**	13,025,403	26,050,804
淨資產	**NET ASSETS**		**$237,321,897**	$200,834,521	$173,321,856
生產力局應佔資本資助金及儲備	**Capital subvention fund and reserves attributable to the Council**		**$233,716,165**	$200,505,784	$172,792,611
少數股東權益	**Minority interests**		**3,605,732**	328,737	529,245
資本資助金及儲備	**CAPITAL SUBVENTION FUND AND RESERVES**	11	**$237,321,897**	$200,834,521	$173,321,856

生產力局於2010年8月3日核准並許可發出。
Approved and authorised for issue by the Council on 3 August 2010.

主席 Chairman

副主席 Deputy Chairman

第116至第155頁的附註屬本賬目的一部分。 The notes on pages 116 to 155 form part of these accounts.

資產負債表 BALANCE SHEET

2010年3月31日（以港幣為單位）
at 31 March 2010 (Expressed in Hong Kong dollars)

		附註 Note	於2010年3月31日 At 31 March 2010	於2009年3月31日（重報） At 31 March 2009 (restated)	於2008年4月1日（重報） At 1 April 2008 (restated)
非流動資產	**Non-current assets**				
固定資產	Fixed assets	3	**$200,037,980**	$201,251,514	$199,600,353
於附屬公司的投資	Investments in subsidiaries	4	**18,732,001**	18,732,001	20,020,001
			$218,769,981	$219,983,515	$219,620,354
流動資產	**Current assets**				
消耗品	Consumables		**$ –**	$89,175	$89,175
應收賬款、預付款項及按金	Accounts receivable, prepayments and deposits	6	**25,500,672**	24,073,057	36,103,719
應收附屬公司款項	Amounts due from subsidiaries	9	**4,522,536**	1,809,759	3,548,857
銀行存款及現金	Cash at bank and in hand	7	**143,282,686**	131,813,914	100,569,318
			$173,305,894	$157,785,905	$140,311,069
流動負債	**Current liabilities**				
應付賬款及應計費用	Accounts payable and accruals	8	**$130,844,098**	$139,812,510	$138,123,161
應付附屬公司款項	Amounts due to subsidiaries	9	**13,805,289**	12,487,167	10,919,503
政府貸款	Government loan	10	**13,025,403**	13,025,401	13,025,401
			$157,674,790	$165,325,078	$162,068,065
流動資產/(負債)淨額	**Net current assets / (liabilities)**		**$15,631,104**	$(7,539,173)	$(21,756,996)
總資產減流動負債	**Total assets less current liabilities**		**$234,401,085**	$212,444,342	$197,863,358
非流動負債	**Non-current liability**				
政府貸款	Government loan	10	**–**	13,025,403	26,050,804
淨資產	**NET ASSETS**		**$234,401,085**	$199,418,939	$171,812,554
資本資助金及儲備	**CAPITAL SUBVENTION FUND AND RESERVES**	11	**$234,401,085**	$199,418,939	$171,812,554

生產力局於2010年8月3日核准並許可發出。
Approved and authorised for issue by the Council on 3 August 2010.

主席 Chairman

副主席 Deputy Chairman

第116至第155頁的附註屬本賬目的一部分。 The notes on pages 116 to 155 form part of these accounts.

綜合收支賬目 CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

截至2010年3月31日止年度（以港幣為單位）
for the year ended 31 March 2010 (Expressed in Hong Kong dollars)

		附註 Note	2010	2009 （重報） (restated)
收入	**Income**			
經常活動的政府資助	Government subvention for recurrent activities	12	**$153,019,250**	$152,431,000
服務收入	Services income	13	**278,716,220**	279,469,780
其他收入	Other income	14	**8,139,178**	11,249,391
			$439,874,648	$443,150,171
支出	**Expenditure**			
職員薪俸	Staff emoluments	15	**(260,994,451)**	(258,607,060)
其他支出	Other expenses	18	**(178,546,002)**	(193,617,201)
應佔聯營公司虧損	Share of loss of an associate		**(9,302)**	(10,962)
			$324,893	$(9,085,052)
稅項	Taxation	19(a)	**(157,893)**	147,226
			$167,000	$(8,937,826)
轉自/(往)：	Transfer from/(to):			
– 與下列項目的相關費用配對的資本資助金	– Capital subvention fund to match with the related costs of			
– 處置固定資產虧損	– loss on disposal of fixed assets	11(a)	**1,194,548**	348,912
– 年內折舊費用	– depreciation charge for the year	11(a)	**18,463,854**	18,804,429
– 政府貸款利息支出	– interest expenses on government loan	11(a)	**1,467,107**	2,536,900
– 年內購置固定資產與資本資助的差異	– Difference between fixed assets purchased and capital subvention for the year	11(a)	**3,318,147**	(6,704,087)
– 少數股東權益	– Minority interests	11(d)	**(180,415)**	200,508
轉往收入資助儲備的淨盈餘	**Net surplus transfer to revenue subvention reserve**	11(b)	**$24,430,241**	$6,248,836

第116至第155頁的附註屬本賬目的一部分。 The notes on pages 116 to 155 form part of these accounts.

綜合全面收益表 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

截至2010年3月31日止年度（以港幣為單位）
for the year ended 31 March 2010 (Expressed in Hong Kong dollars)

		附註 Note	2010	2009（重報）(restated)
轉往收入資助儲備的淨盈餘	**Net surplus transfer to revenue subvention reserve**		**$24,430,241**	$6,248,836
年內少數股東權益	**Minority interests in the results for the year**		**180,415**	(200,508)
			$24,610,656	$6,048,328
年內其他全面收益	**Other comprehensive income for the year**			
換算中華人民共和國（「中國」）附屬公司賬目的匯兑差異	Exchange differences on translation of accounts of the People's Republic of China ("PRC") subsidiaries		**$159,868**	$743,388
年內全面收益	**Total comprehensive income for the year**		**$24,770,524**	$6,791,716
來自：	**Attributable to:**			
– 生產力局	– The Council		**$24,493,529**	$6,992,224
– 少數股東	– Minority interests		**276,995**	(200,508)
年內全面收益	**Total comprehensive income for the year**		**$24,770,524**	$6,791,716

第116至第155頁的附註屬本賬目的一部分。 The notes on pages 116 to 155 form part of these accounts.

收支賬目 INCOME AND EXPENDITURE ACCOUNT

截至2010年3月31日止年度（以港幣為單位）
for the year ended 31 March 2010 (Expressed in Hong Kong dollars)

		附註 Note	2010	2009 （重報） (restated)
收入	**Income**			
經常活動的政府資助	Government subvention for recurrent activities	12	**$153,019,250**	$152,431,000
服務收入	Services income	13	**270,252,856**	275,315,478
其他收入	Other income	14	**11,518,941**	11,476,292
			$434,791,047	$439,222,770
支出	**Expenditure**			
職員薪俸	Staff emoluments	15	**(259,498,303)**	(257,329,116)
其他支出	Other expenses	18	**(173,471,106)**	(189,994,372)
			$1,821,638	$(8,100,718)
轉自/(往)：	Transfer from/(to):			
– 與下列項目的相關費用配對的資本資助金	– Capital subvention fund to match with the related costs of			
– 處置固定資產虧損	– loss on disposal of fixed assets	11(a)	**1,194,548**	348,912
– 年內折舊費用	– depreciation charge for the year	11(a)	**18,463,854**	18,804,429
– 政府貸款利息支出	– interest expenses on government loan	11(a)	**1,467,107**	2,536,900
– 年內購置固定資產與資本資助的差異	– Difference between fixed assets purchased and capital subvention for the year	11(a)	**3,318,147**	(6,704,087)
轉往收入資助儲備的淨盈餘	**Net surplus transfer to revenue subvention reserve**	11(b)	**$26,265,294**	$6,885,436

第116至第155頁的附註屬本賬目的一部分。 The notes on pages 116 to 155 form part of these accounts.

綜合現金流量表 CONSOLIDATED CASH FLOW STATEMENT

截至2010年3月31日止年度（以港幣為單位）
for the year ended 31 March 2010 (Expressed in Hong Kong dollars)

		附註 Note	2010	2009
營運活動	**Operating activities**			
營運現金流入淨額	Net cash inflow from operations	20	**$7,042,058**	$31,784,023
已付中國企業所得稅	PRC Corporate Income Tax paid		**(284,137)**	(149,468)
營運活動的現金流入淨額	**Net cash inflow from operating activities**		**$6,757,921**	$31,634,555
投資活動	**Investing activities**			
已收利息	Interest received		**$306,084**	$1,517,172
新增三個月以上定期存款	Increase in fixed deposits with maturity over 3 months at acquisition		**(32,568,570)**	–
處置固定資產所得款項	Proceeds from disposal of fixed assets		**19,662**	166,096
購入固定資產	Purchase of fixed assets		**(18,594,383)**	(21,025,396)
投資活動的現金流出淨額	**Net cash outflow from investing activities**		**$(50,837,207)**	$(19,342,128)
融資活動	**Financing activities**			
用作購入固定資產的政府資助	Government subvention for purchase of fixed assets		**$18,668,000**	$17,748,000
政府貸款資助	Government loan subvention		**13,025,401**	13,025,401
償還政府貸款	Government loan repayment		**(13,025,401)**	(13,025,401)
有關政府貸款利息的政府資助	Government subvention on government loan interest		**1,467,107**	2,536,900
已付政府貸款利息	Interest paid on government loan		**(1,467,107)**	(2,536,900)
購入固定資產從製衣工藝示範中心(「CTDC」)所得款項	Proceeds from Clothing Technology Demonstration Centre Company Limited ("CTDC") fund for purchase of fixed assets		–	2,396,802
融資所得的現金流入淨額	**Net cash inflow from financing activities**		**$18,668,000**	$20,144,802
現金及現金等價物（減少）/增加	**Net (decrease) / increase in cash and cash equivalents**		**$(25,411,286)**	$32,437,229
於4月1日的現金及現金等價物	**Cash and cash equivalents at 1 April**		**147,499,697**	114,228,454
匯率變動的影響	**Effect of foreign exchange rate changes**		**81,812**	834,014
於3月31日的現金及現金等價物	**Cash and cash equivalents at 31 March**	7	**$122,170,223**	$147,499,697

第116至第155頁的附註屬本賬目的一部分。 The notes on pages 116 to 155 form part of these accounts.

綜合儲備變動表 CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

截至2010年3月31日止年度（以港幣為單位）
for the year ended 31 March 2010 (Expressed in Hong Kong dollars)

			來自生產力局 Attributable to the Council					
		附註 Note	資本資助金 Capital subvention fund	收入資助儲備 Revenue subvention reserve	換算儲備 Exchange reserve	總額 Total	少數股東權益 Minority interests	儲備總額 Total reserves
於2008年4月1日的結餘	**Balance at 1 April 2008**							
– 上年度報告	– As previously reported		$183,182,087	$(4,540,512)	$1,283,366	$179,924,941	$529,245	$180,454,186
– 前期調整（參閱附註11(e)）	– Prior period adjustments (see note 11(e))		–	(7,132,330)	–	(7,132,330)	–	(7,132,330)
– 重報	– As restated		$183,182,087	$(11,672,842)	$1,283,366	$172,792,611	$529,245	$173,321,856
年內全面收益	Total comprehensive income for the year		–	6,248,836	743,388	6,992,224	(200,508)	6,791,716
資本資助金淨變動	Net movement in capital subvention fund	11(a)	20,720,949	–	–	20,720,949	–	20,720,949
於2009年3月31日的結餘	**Balance at 31 March 2009**		$203,903,036	$(5,424,006)	$2,026,754	$200,505,784	$328,737	$200,834,521
於2009年4月1日的結餘	**Balance at 1 April 2009**							
– 上年度報告	– As previously reported		$203,903,036	$4,399,159	$2,026,754	$210,328,949	$328,737	$210,657,686
– 前期調整（參閱附註11(e)）	– Prior period adjustments (see note 11(e))		–	(9,823,165)	–	(9,823,165)	–	(9,823,165)
– 重報	– As restated		$203,903,036	$(5,424,006)	$2,026,754	$200,505,784	$328,737	$200,834,521
年內全面收益	Total comprehensive income for the year		–	24,430,241	63,288	24,493,529	276,995	24,770,524
資本資助金淨變動	Net movement in capital subvention fund	11(a)	8,716,852	–	–	8,716,852	–	8,716,852
來自少數股東的資本	Capital contribution from minority shareholder		–	–	–	–	3,000,000	3,000,000
於2010年3月31日的結餘	**Balance at 31 March 2010**		**$212,619,888**	**$19,006,235**	**$2,090,042**	**$233,716,165**	**$3,605,732**	**$237,321,897**

第116至第155頁的附註屬本賬目的一部分。 The notes on pages 116 to 155 form part of these accounts.

1 香港生產力促進局的狀況

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

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

2 主要會計政策

(a) 遵例聲明

本賬目是按照香港會計師公會頒布的所有適用的《香港財務報告準則》（此統稱包含所有適用的《香港財務報告準則》、《香港會計準則》和詮釋）、香港公認會計原則及《香港生產力促進局條例》的規定編製。以下是集團採用的主要會計政策概要。

香港會計師公會頒布了若干新訂和經修訂的《香港財務報告準則》。這些準則在集團及生產力局的當前會計期間首次生效或可供提早採納。除了在採納《香港會計準則》第1號（2007年修訂）—「財務報表的列報」後需要符合其列報要求外，採納新訂和經修訂的《香港財務報告準則》並無對截至2010年3月31日止年度的賬目構成重大影響。

由於採納了《香港會計準則》第1號（2007年修訂），於期內因與權益股東進行交易而產生的儲備變動詳情，已在經修訂的綜合儲備變動表中與所有其他收入及支出分開呈列。其他收入及支出項目若在期內確認為盈餘或虧損，則全部在綜合收支賬目中呈列；否則在一份新的主要報表（綜合全面收益表）中呈列。相應金額已予重列以符合新的列報方式。這項呈列方式的變動並無影響任何列報期間已呈列的盈餘或虧損、總收入及支出或資產淨值。

集團並無採用任何在當前會計期間尚未生效的新準則或詮釋（參閱附註24）。

1 STATUS OF THE COUNCIL

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

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

2 SIGNIFICANT ACCOUNTING POLICIES

(a) Statement of compliance

These accounts have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards ("HKFRSs"), which collective term includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("HKASs") and Interpretations issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"), accounting principles generally accepted in Hong Kong and the requirements of the Hong Kong Productivity Council Ordinance. A summary of the significant accounting policies adopted by the Group is set out below.

The HKICPA has issued certain new and revised HKFRSs that are first effective or available for early adoption for the current accounting period of the Group and the Council. The adoption of the new and revised HKFRSs has no significant impact on the accounts for the year ended 31 March 2010, except for the presentation requirements following the adoption of HKAS 1 (revised 2007), *Presentation of financial statements*.

As a result of the adoption of HKAS 1 (revised 2007), details of changes in reserves during the period arising from transactions with equity shareholders in their capacity as such have been presented separately from all other income and expenditure in a revised consolidated statement of changes in reserves. All other items of income and expenditure are presented in the consolidated income and expenditure account, if they are recognised as part of surplus or deficit for the period, or otherwise in a new primary statement, the consolidated statement of comprehensive income. Corresponding amounts have been restated to conform to the new presentation. This change in presentation has no effect on reported surplus or deficit, total income and expenditure or net assets for any period presented.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period (see note 24).

2 主要會計政策(續)

(b) 賬目編製基準

本賬目是按照《香港生產力促進局條例》第17條編製。截至2010年3月31日止年度的綜合賬目涵蓋生產力局和若干附屬公司(參閱附註4)和集團的聯營公司權益。

賬目的計算基準為歷史成本會計法。管理層需在編製符合《香港財務報告準則》的賬目時作出對會計政策應用，以及資產、負債、收入和支出的報告數額構成影響的判斷、估計和假設。這些估計和相關假設是根據以往經驗和管理層因應當時情況認為合理的多項其他因素作出的，其結果構成了管理層在無法依循其他途徑即時得知資產與負債的賬面值時所作出判斷的基礎。實際結果可能有別於估計數額。

管理層會不斷審閱各項估計和相關假設。如果會計估計的修訂只是影響某一期間，其影響便會在該期間內確認；如果修訂對當前和未來期間均有影響，則在作出修訂的期間和未來期間確認。

(c) 附屬公司及少數股東權益

附屬公司是指受集團控制的公司。當集團有權直接或間接支配附屬公司的財務及經營政策，並藉此從其活動中取得利益，則該附屬公司被視為受集團控制。現有可行使的潛在性投票權也是釐定控制存在的因素。

於附屬公司的投資由控制開始當日至控制終止當日在綜合賬目中合併計算。集團內部往來的結餘和交易，以及集團內部交易所產生的任何未變現利潤，會在編製綜合賬目時全數抵銷。集團內部交易所引致未變現虧損的抵銷方法與未變現收益相同，但抵銷額只限於沒有證據顯示已出現減值的部分。

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

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(b) Basis of preparation of the accounts

The accounts have been prepared in accordance with section 17 of the Hong Kong Productivity Council Ordinance. The consolidated accounts for the year ended 31 March 2010 comprise the Council and certain of its subsidiaries (see note 4) and the Group's interest in an associate.

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

(c) Subsidiaries and minority interests

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

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

Minority interests represent the portion of the net assets of subsidiaries attributable to interests that are not owned by the Council, whether directly or indirectly through subsidiaries, and in respect of which the Group has not agreed any additional terms with the holders of those interests which would result in the Group as a whole having a contractual obligation in respect of those interests that meets the definition of a financial liability. Minority interests are presented in the consolidated balance sheet within reserves, separately from reserves attributable to the Council. Minority interests in the results of the Group are presented on the face of the consolidated income and expenditure account as an allocation of the total surplus or deficit and total comprehensive income for the year between minority interests and the Council.

2 主要會計政策（續）

(c) 附屬公司及少數股東權益（續）

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

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

(d) 聯營公司

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

於聯營公司的投資是按權益法記入綜合賬目。根據權益法，投資以成本初始入賬，然後就集團所佔該聯營公司淨資產的收購後變動及與該投資有關的減值虧損作出調整（參閱附註2(g)）。綜合收支賬目反映年內集團所佔聯營公司的收購後除稅後業績及減值虧損，綜合全面收益表反映年內集團所佔聯營公司的收購後除稅後其他全面收益及減值虧損。

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

集團與聯營公司之間交易所產生的未變現損益，均按集團於聯營公司所佔的權益比率抵銷，但如有未變現虧損證明已轉讓資產出現減值，則會即時在收支賬目中確認。

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

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Subsidiaries and minority interests (continued)

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

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

(d) Associates

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

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 and adjusted thereafter for the post-acquisition changes in the Group's share of the associate's net assets and any impairment loss relating to the investment (see note 2(g)). 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, where the Group's share of the post-acquisition, post-tax items of the other comprehensive income is recognised in the consolidated statement of comprehensive income.

When the Group's share of losses exceeds its interest in the associate, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal and constructive obligations or made payments on behalf of the associate. For this purpose, the Group's interest in the associate is the carrying amount of the investment under the equity method together with the Group's long-term interests that in substance form part of the Group's net investment in the associate.

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

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

2 主要會計政策(續)

(e) 固定資產

固定資產以成本減去累計折舊和減值虧損後記入資產負債表。

固定資產的折舊是將固定資產的成本減其估計剩餘價值(如有),在估計可用年限內以直線法計算:

香港生產力促進局大樓(「生產力大樓」)	50年
租賃樓宇改良工程	
– 辦公室	10年
– 非辦公室	3年
傢具及設備	3至10年

生產力局會每年審閱固定資產的可用年限和殘值(如有)。

固定資產的賬面金額會於各結算日予以審閱是否存在減值跡象。倘某一資產或其所屬的現金產出單元的賬面金額高於其可收回金額,則會確認為減值虧損。資產或其所屬的現金產出單元的可收回金額乃指其公允價值減去出售成本與使用價值兩者中的較高者。在評估使用價值時,預計未來現金流量會按照能反映當時市場對貨幣時間價值及資產特有風險的評估的稅前折現率,折現至其現值。如果用以確定可收回金額的估計數額出現正面的變化,有關的減值虧損便會轉回。

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

(f) 租賃資產

租賃安排指集團於一宗交易或一系列相關交易,被賦予權利可於同意的期間內透過付款或支付一系列款項而使用資產。釐定一項安排是租賃與否乃基於該安排之本質而不基於該安排之法律形式。

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(e) Fixed assets

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

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

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

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

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

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

(f) Leased assets

An arrangement, comprising a transaction or a series of transactions, is or contains a lease if the Group determines that the arrangement conveys a right to use a specific asset or assets for an agreed period of time in return for a payment or a series of payments. Such a determination is made based on an evaluation of the substance of the arrangement and is regardless of whether the arrangement takes the legal form of a lease.

2 主要會計政策（續）

(f) 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，但無法在租賃開始時將其公允價值與建於其上的建築物的公允價值分開計量的土地是按以融資租賃持有方式入賬；但清楚地以經營租賃持有的建築物除外。就此而言，租賃的開始時間是指集團首次訂立租賃時，或自前承租人接收建築物時。

(ii) 經營租賃費用

如果集團是以經營租賃獲得其他資產的使用權，則根據租賃作出的付款會在租賃期所涵蓋的會計期間內，以等額在收支賬目中列支；但如有其他基準能更清楚地反映租賃資產所產生的收益模式則除外。租賃所涉及的激勵措施均在收支賬目中確認為租賃淨付款總額的組成部分。或有租金在其產生的會計期間內在收支賬目中列支。

以經營租賃持有土地的收購成本是按直線法在租賃期內攤銷。

(g) 資產減值

(i) 應收賬款的減值

集團在每個結算日審閱應收賬款，以確定是否有客觀的減值證據。客觀的減值證據包括集團注意到的有關以下一宗或多宗損失事件的可觀察數據：

– 債務人出現重大的財務困難；

– 違反合約，如拖欠利息或本金付款；

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(f) Leased assets (continued)

(i) Classification of assets leased to the Group

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.

(g) Impairment of assets

(i) Impairment of accounts receivable

Accounts receivable is reviewed at each balance sheet date to determine whether there is objective evidence of impairment. Objective evidence of impairment includes observable data that comes to the attention of the Group about one or more of the following loss events:

– significant financial difficulty of the debtor;

– a breach of contract, such as a default or delinquency in interest or principal payments;

2 主要會計政策(續)

(g) 資產減值(續)

(i) 應收賬款的減值(續)

– 債務人很可能面臨破產或其他財務重組;以及

– 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。

如有任何這類證據存在,倘若折現影響重大,減值虧損便會以資產的賬面金額與以金融資產的初始實際利率(即在初始確認有關資產時計算的實際利率)所折現的預計未來現金流量的現值之間的差額計量。按攤銷成本列賬的金融資產凡有類似風險特徵,如過往欠付狀況相似,而並無於減值時進行個別評估,即共同進行此評估。共同評估減值的金融資產的未來現金流量,根據信貸風險特徵與該集合組別類似的資產的過往虧損情況計算。

如果減值虧損在其後的期間減少,而且客觀上與減值虧損確認後發生的事件有關,則應通過收支賬目轉回減值虧損。減值虧損的轉回不應使資產的賬面金額超過其在以往年度沒有確認任何減值虧損的情況下而確定的金額。

(ii) 其他資產的減值

集團在每個結算日審閱內部和外來的信息,以確定以下資產是否出現減值跡象,或是以往確認的減值虧損已經不再存在或可能已經減少:

– 固定資產;及

– 於附屬公司及聯營公司的投資。

如果出現任何這類跡象,便會估計資產的可收回金額。

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(g) Impairment of assets (continued)

(i) Impairment of accounts receivable (continued)

– it becoming probable that the debtor will enter bankruptcy or other financial reorganisation; and

– significant changes in the technological, market, economic or legal environment that have an adverse effect on the debtor.

If any such evidence exists, any impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition of these assets), where the effect of discounting is material. This assessment is made collectively where financial assets carried at amortised cost share similar risk characteristics, such as similar past due status, and have not been individually assessed as impaired. Future cash flows for financial assets which are assessed for impairment collectively are based on historical loss experience for assets with credit risk characteristics similar to the collective group.

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

(ii) Impairment of other assets

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

– fixed assets; and

– investments in subsidiaries and an associate.

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

2 主要會計政策（續）

(g) 資產減值（續）

(ii) 其他資產的減值（續）

– 計算可收回金額
資產的可收回金額是其公允價值減去出售成本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）。

– 轉回減值虧損
如果用以釐定可收回數額的估計數額出現正面的變化，有關的減值虧損便會轉回。

所轉回的減值虧損以在以往年度沒有確認任何減值虧損而應已釐定的資產賬面金額為限。所轉回的減值虧損在確認轉回的年度內計入收支賬目中。

(h) 消耗品

消耗品包括化學品及工具，並以成本列賬。

當消耗品耗用時，其賬面金額會於消耗的年度內確認為支出。

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(g) Impairment of assets (continued)

(ii) Impairment of other assets (continued)

– 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.

– 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.

(h) Consumables

Consumables comprise chemicals and tools and are stated at cost.

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

2 主要會計政策(續)

(i) 應收賬款

應收賬款按公允價值初始確認，其後按攤銷成本減去對呆賬減值的準備後所得數額入賬(參閱附註2(g))。

(j) 附息借貸

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

(k) 應付賬款及應計款項

應付賬款及應計款項按公允價值初始確認，其後按攤銷成本入賬；但如折現影響並不重大，則按成本入賬。

(l) 現金及現金等價物

現金及現金等價物包括銀行存款及現金、存放於銀行及其他財務機構的活期存款，以及短期和高流動性的投資。這些投資可以隨時換算為已知的現金額、價值變動方面的風險不大，並在購入後三個月內到期。

(m) 僱員福利

(i) 短期僱員福利及界定供款退休計劃的供款

薪金、年度獎金、有薪年假、界定供款計劃的供款及非金錢福利成本在僱員提供相關服務的年度內計提。如果延遲付款或結算會造成重大的影響，則這些數額會以現值列賬。

(ii) 辭退福利

辭退福利只會在集團有正式的具體辭退計劃並且沒有撤回該計劃的現實可能性時，以表明集團決意終止僱用或因僱員自願接受精減而提供辭退福利時確認。

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(i) Receivables

Receivables are initially recognised at fair value and thereafter stated at amortised cost less allowance for impairment of doubtful debts (see note 2(g)).

(j) Interest-bearing borrowings

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

(k) Accounts payable and accruals

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

(l) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition.

(m) Employee benefits

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

Salaries, annual bonuses, paid annual leave, contributions to defined contribution retirement plans and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees. Where payment or settlement is deferred and the effect would be material, these amounts are stated at their present values.

(ii) Termination benefits

Termination benefits are recognised when, and only when, the Group demonstrably commits itself to terminate employment or to provide benefits as a result of voluntary redundancy by having a detailed formal plan which is without realistic possibility of withdrawal.

2 主要會計政策（續）

(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，但在其他全面收益或直接在儲備中確認的相關項目，則在其他全面收益或儲備中確認。

當期所得稅是按本年度應稅所得，根據已執行或在結算日實質上已執行的稅率計算的預期應付稅項，加上以往年度應付稅項的任何調整。

遞延所得稅資產與負債分別由可抵扣和應稅暫時差異產生。暫時差異是指資產與負債在財務報表上的賬面金額跟這些資產與負債的計稅基礎的差異。遞延所得稅資產也可以由未利用可抵扣虧損和未利用稅款抵減產生。

除了初始確認資產與負債所產生的差異外，所有遞延所得稅負債和遞延所得稅資產（只限於很可能獲得能利用該遞延所得稅資產來抵扣的未來應稅利潤）都會確認。

已確認遞延所得稅額是按照資產與負債賬面金額的預期實現或結算方式，根據已執行或在結算日實質上已執行的稅率計量。遞延所得稅資產與負債均不折現計算。

(o) 準備及或有負債

如果集團或生產力局須就已發生的事件承擔法律或推定義務，因而預期會導致含有經濟效益的資源外流，在可以作出可靠的估計時，集團或生產力局便會就該時間或數額不定的負債計提準備。如果貨幣時間值重大，則按預計所需支出的現值計提準備。

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

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(n) Income tax

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.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax assets and liabilities arise from deductible and taxable temporary differences respectively, being the differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. Deferred tax assets also arise from unused tax losses and unused tax credits.

Apart from differences which arise on initial recognition of assets and liabilities, all deferred tax liabilities, and all deferred tax assets to the extent that it is probable that future taxable profits will be available against which the asset can be utilised, are recognised.

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date. Deferred tax assets and liabilities are not discounted.

(o) Provisions and contingent liabilities

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

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

2 主要會計政策(續)

(p) 收入資助儲備

根據香港特別行政區政府(「政府」)與生產力局在2003年3月22日簽訂的《行政安排備忘錄》(「備忘錄」)第8節，生產力局可以將每年度政府資助(包括收入資助及用於購入固定資產的資本資助)中節省的金額保留作儲備。不論在任何時間，儲備水平均不得高於生產力局有關財政年度資助額的15%。2009/2010年度的總資助額為1.717億元(2008/2009年度：1.702億元)；按此計算，備忘錄所允許的收入資助儲備上限為2,580萬元(2008/2009年度：2,550萬元)。

(q) 收入確認

收入以已收或應收的報酬的公允值計量。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：

(i) 政府資助

政府資助包括經常活動的收入資助，以及購入固定資產和政府貸款與利息還款的資本資助。當可以合理地確定集團履行收入資助的附帶條件並會收到資助時，便會在收支賬目內將收入資助確認為收入。確認為收入的資本資助只限於年內產生的相關支出。財政年度內有關經常活動及購入固定資產的未動用政府資助將由生產力局保留作儲備；儲備上限(參閱附註2(p))由生產力局與政府協定。超出上限的數額將於下一個財政年度退還予政府。

(ii) 提供服務的收入

提供服務的收入於提供相關服務時入賬。

(iii) 經營租賃的租金收入

經營租賃的應收租金收入在租賃期所涵蓋的期間內均等地在收支賬目中確認；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。

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(p) Revenue subvention reserve

In accordance with section 8 of the Memorandum of Administrative Arrangement ("MAA") dated 22 March 2003 signed between the Government of the Hong Kong Special Administrative Region (the "Government") and the Council, the Council is allowed to keep any savings from its annual block grant (revenue subvention and capital subvention for purchase of fixed assets) as reserves. At any one point in time the level of reserve shall not exceed 15% of the Council's annual block grant in the current financial year. The total block grant for the year of 2009/2010 was $171.7 million (2008/2009: $170.2 million) and based on this, the maximum level of revenue subvention reserve allowed under the MAA is $25.8 million (2008/2009: $25.5 million).

(q) 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:

(i) Government subventions

Government subventions consist of revenue subventions for recurrent activities and capital subventions for fixed asset purchases and government loan and interest repayments. Revenue subventions are recognised as income in the income and expenditure account when there is reasonable assurance that the Group will comply with the conditions attaching with them and that the subvention will be received. Capital subventions are recognised as income to the extent of the related expenditure incurred during the year. Unspent subventions for recurrent activities and fixed assets purchases arising in the financial year will be retained by the Council as reserves up to a limit as agreed with the Government (see note 2(p)). Amount in excess of the limit will be returned to the Government in the following financial year.

(ii) Income from provision of services

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

(iii) Rental income from operating leases

Rental income receivable under operating leases is recognised in 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.

2 主要會計政策（續）

(q) 收入確認（續）

(iv) 利息收入

利息收入按實際利息法累計確認。

(v) 銷售貨品

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

(r) 外幣換算

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

香港境外經營的業績按與交易日的外幣匯率相若的匯率換算為港幣。資產負債表項目則按結算日的外幣匯率換算為港幣。所產生的匯兑差額在其他全面收益中確認。處置香港境外經營時，已在儲備中確認並與該經營有關的累計匯兑差額會在確認盈虧的同時，從儲備中重新歸類至收支賬目內。

(s) 借貸成本

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

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(q) Income recognition (continued)

(iv) Interest income

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

(v) Sale of goods

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

(r) Translation of foreign currencies

Foreign currency transactions during the year are translated at the foreign exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the foreign exchange rates ruling at the balance sheet date. Exchange gains and losses are recognised in the income and expenditure account.

The results of operations outside Hong Kong are translated into Hong Kong dollars at the exchange rates approximating the foreign exchange rates ruling at the dates of the transactions. Balance sheet items are translated into Hong Kong dollars at the foreign exchange rates ruling at the balance sheet date. The resulting exchange differences are recognised in other comprehensive income and accumulated 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.

(s) Borrowings costs

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

2 主要會計政策(續)

(t) 有關連人士

就本賬目而言，以下人士被視為集團之有關連人士：

(i) 該名人士有能力在財務和經營政策決策上直接或間接透過一位或多位中介人士控制集團或對集團作出重大影響，或共同控制集團；

(ii) 集團與該名人士均受制於共同控制；

(iii) 該名人士是集團的聯營公司；

(iv) 該名人士是集團之主要管理人員，或其關係密切的家族成員，或一個實體受該名人士控制，共同控制或作出重大影響；

(v) 該名人士為(i)所述關係密切的家族成員或一個實體受該名人士控制、共同控制或作出重大影響；或

(vi) 該名人士為就集團或集團有關連人士任何實體之員工福利的退休福利計劃中的一方。

關係密切的家族成員指能在其家族成員公司內的交易有影響作用。

2 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(t) Related parties

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

(i) the party has the ability, directly or indirectly through one or more intermediaries, to control the Group or exercise significant influence over the Group in making financial and operating policy decisions, or has joint control over the Group;

(ii) the Group and the party are subject to common control;

(iii) the party is an associate of the Group;

(iv) the party is a member of key management personnel of the Group, or a close family member of such an individual, or is an entity under the control, joint control or significant influence of such individuals;

(v) the party is a close family member of a party referred to in (i) or is an entity under the control, joint control or significant influence of such individuals; or

(vi) the party is a post-employment benefit plan which is for the benefit of employees of the Group or of any entity that is a related party of the Group.

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

3 固定資產

(a) 集團

3 FIXED ASSETS

(a) The Group

		租賃土地及生產力大樓 Leasehold land and HKPC Building	租賃樓宇改善工程 Leasehold improvements	傢具及設備 Furniture and equipment	總額 Total
原值：	**Cost:**				
於2009年4月1日	At 1 April 2009	$267,784,136	$33,841,897	$142,217,353	$443,843,386
匯兑差額	Exchange adjustments	–	–	14,312	14,312
添置	Additions	–	2,290,355	16,304,028	18,594,383
處置	Disposals	–	(737,117)	(20,543,048)	(21,280,165)
於2010年3月31日	At 31 March 2010	$267,784,136	$35,395,135	$137,992,645	$441,171,916
累計折舊：	**Accumulated depreciation:**				
於2009年4月1日	At 1 April 2009	$100,287,860	$30,466,537	$111,331,332	$242,085,729
匯兑差額	Exchange adjustments	–	–	10,240	10,240
年度折舊	Charge for the year	5,355,683	1,515,349	11,868,418	18,739,450
處置	Written back on disposals	–	(711,061)	(19,352,772)	(20,063,833)
於2010年3月31日	At 31 March 2010	$105,643,543	$31,270,825	$103,857,218	$240,771,586
賬面淨值：	**Net book value:**				
於2010年3月31日	At 31 March 2010	$162,140,593	$4,124,310	$34,135,427	$200,400,330

3 固定資產(續)

(a) 集團(續)

3 FIXED ASSETS (CONTINUED)

(a) The Group (continued)

		租賃土地及生產力大樓 Leasehold land and HKPC Building	租賃樓宇改善工程 Leasehold improvements	傢具及設備 Furniture and equipment	總額 Total
原值：	**Cost:**				
於2008年4月1日	At 1 April 2008	$267,784,136	$31,608,236	$131,028,402	$430,420,774
匯兑差額	Exchange adjustments	–	–	108,671	108,671
添置	Additions	–	2,233,661	18,791,735	21,025,396
處置	Disposals	–	–	(7,711,455)	(7,711,455)
於2009年3月31日	At 31 March 2009	$267,784,136	$33,841,897	$142,217,353	$443,843,386
累計折舊：	**Accumulated depreciation:**				
於2008年4月1日	At 1 April 2008	$94,932,177	$26,902,618	$108,299,578	$230,134,373
匯兑差額	Exchange adjustments	–	–	62,517	62,517
年度折舊	Charge for the year	5,355,683	3,563,919	10,165,684	19,085,286
處置	Written back on disposals	–	–	(7,196,447)	(7,196,447)
於2009年3月31日	At 31 March 2009	$100,287,860	$30,466,537	$111,331,332	$242,085,729
賬面淨值：	**Net book value:**				
於2009年3月31日	At 31 March 2009	$167,496,276	$3,375,360	$30,886,021	$201,757,657

3 固定資產（續）

3 FIXED ASSETS (CONTINUED)

(b) 生產力局

(b) The Council

		租賃土地及生產力大樓 Leasehold land and HKPC Building	租賃樓宇改善工程 Leasehold improvements	傢具及設備 Furniture and equipment	總額 Total
原值：	**Cost:**				
於2009年4月1日	At 1 April 2009	$267,784,136	$33,841,897	$140,438,555	$442,064,588
添置	Additions	–	2,290,355	16,174,175	18,464,530
處置	Disposals	–	(737,117)	(20,498,516)	(21,235,633)
於2010年3月31日	At 31 March 2010	$267,784,136	$35,395,135	$136,114,214	$439,293,485
累計折舊：	**Accumulated depreciation:**				
於2009年4月1日	At 1 April 2009	$100,287,860	$30,466,537	$110,058,677	$240,813,074
年度折舊	Charge for the year	5,355,683	1,515,349	11,592,822	18,463,854
處置	Written back on disposals	–	(711,061)	(19,310,362)	(20,021,423)
於2010年3月31日	At 31 March 2010	$105,643,543	$31,270,825	$102,341,137	$ 239,255,505
賬面淨值：	**Net book value:**				
於2010年3月31日	At 31 March 2010	$162,140,593	$4,124,310	$33,773,077	$200,037,980

3 固定資產(續)

(b) 生產力局(續)

3 FIXED ASSETS (CONTINUED)

(b) The Council (continued)

		租賃土地及生產力大樓 Leasehold land and HKPC Building	租賃樓宇改善工程 Leasehold improvements	傢具及設備 Furniture and equipment	總額 Total
原值：	**Cost:**				
於2008年4月1日	At 1 April 2008	$267,784,136	$31,608,236	$129,413,073	$428,805,445
添置	Additions	–	2,233,661	18,736,937	20,970,598
處置	Disposals	–	–	(7,711,455)	(7,711,455)
於2009年3月31日	At 31 March 2009	$267,784,136	$33,841,897	$140,438,555	$442,064,588
累計折舊：	**Accumulated depreciation:**				
於2008年4月1日	At 1 April 2008	$94,932,177	$26,902,618	$107,370,297	$229,205,092
年度折舊	Charge for the year	5,355,683	3,563,919	9,884,827	18,804,429
處置	Written back on disposals	–	–	(7,196,447)	(7,196,447)
於2009年3月31日	At 31 March 2009	$100,287,860	$30,466,537	$110,058,677	$240,813,074
賬面淨值：	**Net book value:**				
於2009年3月31日	At 31 March 2009	$167,496,276	$3,375,360	$30,379,878	$201,251,514

(c) 持作自用的租賃土地及生產力大樓均位於香港，並以中期租賃形式持有。

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

4 附屬公司投資

4 INVESTMENTS IN SUBSIDIARIES

		集團 The Group		生產力局 The Council	
		於2010年3月31日 At 31 March 2010	於2009年3月31日 At 31 March 2009	**於2010年3月31日 At 31 March 2010**	於2009年3月31日 At 31 March 2009
非上市股份，按成本值計算	Unlisted shares, at cost	**$10,000**	$10,000	**$20,022,000**	$20,022,000
減值虧損	Impairment loss	**–**	–	**(1,289,999)**	(1,289,999)
		$10,000	$10,000	**$18,732,001**	$18,732,001

集團及生產力局的附屬公司於2010年3月31日的詳情如下：

Details of the Group's and the Council's subsidiaries as at 31 March 2010 are as follows:

名稱 Name	註冊成立及營運地點 Place of incorporation and operations	已發行及繳足資本 Particulars of issued and paid up capital	所有權比率 Proportion of ownership interest: 集團實際權益 Group's effective interest	由生產力局持有 held by the Council	由附屬公司持有 held by subsidiaries	主要業務 Principal activities
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 @	香港 Hong Kong	港幣HKD 10,000元	100%	100%	–	研究及發展 Research and development
生產力大樓管理有限公司 BMM Limited	香港 Hong Kong	港幣HKD 2,000元	100%	100%	–	大廈管理 Building management
生產力科技(控股)有限公司 HKPC Technology (Holdings) Company Limited	香港 Hong Kong	港幣HKD 10,000元	100%	100%	–	生產力局專利及項目成果商品化 Commercialisation of patents project and 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

4 附屬公司投資(續)

集團及生產力局的附屬公司於2010年3月31日的詳情如下：(續)

名稱 Name	註冊成立及營運地點 Place of incorporation and operations	已發行及繳足資本 Particulars of issued and paid up capital	所有權比率 Proportion of ownership interest: 集團實際權益 Group's effective interest	由生產力局持有 held by the Council	由附屬公司持有 held by subsidiaries	主要業務 Principal activities
生產力(深圳)諮詢有限公司 Productivity (Shenzhen) Consulting Co. Ltd.	中國 PRC	港幣HKD 1,610,000元	100%	–	100%	顧問及培訓服務 Consultancy and training services
深圳深港生產力基地有限公司 Shenzhen SZ – HK Productivity Foundation Co. Ltd.	中國 PRC	人民幣RMB 1,540,000元	64.94%	–	64.94%	顧問及培訓服務 Consultancy and training services
深圳深港生產力基地培訓中心 Shenzhen SZ – HK Productivity Foundation Training Institute	中國 PRC	人民幣RMB 50,000元	64.94%	–	100%	培訓服務 Training services
力偉照明科技有限公司 ECO LED Lighting Technology Limited	香港 Hong Kong	港幣HKD 6,122,400元	51%	–	51%	設計及銷售發光二極管照明系統 Designing and trading of LED lighting systems

@ 這家附屬公司是為特定目的註冊成立，並且獨立地管理，其營運獲政府直接資助。因此，這家附屬公司的財務業績並沒有包括在生產力局的綜合賬目內，因為生產力局對附屬公司的財務及經營政策並無控制權及重大影響。生產力局認為該附屬公司的財務業績對生產力局的綜合賬目影響並不重大。

於2008年，生產力局同意CTDC自動清盤，有關清盤已在2008年10月28日完成。CTDC結束時，因清算盈餘資產產生了500萬元，這筆款項經政府批准作為剩餘款項的一部分，資助生產力局進行為期兩年的製衣業提升服務特別計劃，其中的240萬元和80萬元已在2009年內分別用作購入固定資產和根據特別計劃推出與紡織有關的項目。餘下的180萬元已在本年度內用作特別計劃所推出與紡織有關的項目的開支。

所有附屬公司都不是由畢馬威會計師事務所審核。並非由畢馬威會計師事務所審核的附屬公司賬目所反映的淨資產總額及收入總額分別佔相關綜合數額約14%及5%。

4 INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Details of the Group's and the Council's subsidiaries as at 31 March 2010 are as follows: (continued)

@ This subsidiary was incorporated for a specific purpose and was managed independently and its operation is directly subvented by the Government. Accordingly, the financial result of this subsidiary is not included in the consolidated accounts of the Council as the Council does not have control nor significant influence over the financial and operating policies of the subsidiary. The financial result of the subsidiary not dealt with in the consolidated accounts of the Council is not considered to be material by the Council.

The Council agreed to a voluntary winding up of CTDC which was completed on 28 October 2008. Upon the closure of CTDC, $5.0 million was derived from liquidation of surplus assets which form part of the residual money approved by the Government for the Council to carry out a 2-year special programme of enhanced services for the clothing industry. Out of the $5.0 million, $2.4 million and $0.8 million were used for purchasing fixed assets and for delivering textile related projects under the special programme respectively in 2009. The remaining balance of $1.8 million has been fully used in this year to match with expenses incurred in connection with textile related projects under the special programme.

All the subsidiaries are not audited by KPMG. The accounts of the subsidiaries not audited by KPMG reflect total net assets and total income constituting approximately 14% and 5% respectively of the related consolidated totals.

5 聯營公司權益

5 INTEREST IN AN ASSOCIATE

		集團 The Group	
		於2010年3月31日 At 31 March 2010	於2009年3月31日 At 31 March 2009
應佔淨資產	Share of net assets	**$1,340,524**	$1,339,097

聯營公司於2010年3月31日的詳情如下：

Details of the associate as at 31 March 2010 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 PRC	人民幣RMB 3,000,000元	40%	顧問及培訓服務 Consultancy and training services

該聯營公司並非由畢馬威會計師事務所進行審核。

The associate is not audited by KPMG.

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 Loss**
2010	**2010**					
100%	100 per cent	**$3,723,799**	**$(372,490)**	**$3,351,309**	**$ –**	**$(23,254)**
集團實際權益	Group's effective interest	**1,489,520**	**(148,996)**	**1,340,524**	**–**	**(9,302)**
2009	2009					
100%	100 per cent	$3,717,276	$(369,533)	$3,347,743	$ –	$(27,407)
集團實際權益	Group's effective interest	1,486,910	(147,813)	1,339,097	–	(10,962)

6 應收賬款、預付款項及按金

6 ACCOUNTS RECEIVABLE, PREPAYMENTS AND DEPOSITS

		集團 The Group		生產力局 The Council	
		於2010年3月31日 At 31 March 2010	於2009年3月31日 At 31 March 2009	**於2010年3月31日 At 31 March 2010**	於2009年3月31日 At 31 March 2009
應收賬款	Accounts receivable	**$18,077,364**	$18,160,296	**$17,447,666**	$17,782,833
呆賬準備	Allowance for doubtful debts	**(50,000)**	(142,200)	**(50,000)**	(142,200)
		$18,027,364	$18,018,096	**$17,397,666**	$17,640,633
預付款項、按金和其他應收款項	Prepayments, deposits and other receivables	**8,798,500**	6,926,014	**5,103,006**	6,432,424
應收少數股東款項	Amount due from minority shareholder	**3,000,000**	–	**3,000,000**	–
		$29,825,864	$24,944,110	**$25,500,672**	$24,073,057

所有應收賬款、預付款項及按金均預期於一年內收回或確認為支出。應收少數股東款項是無抵押、不帶息的，並已於2010年6月全數收回。

All of the accounts receivable, prepayments and deposits are expected to be recovered or recognised as expenditure within one year. Amount due from minority shareholder is unsecured, interest free and has been fully settled in June 2010.

(a) 應收賬款減值

應收賬款的減值虧損以準備賬記錄。除非集團認為能收回有關數額的可能性極低，否則減值虧損會直接沖銷應收賬款（參閱附註2(g)(i)）。

下表概述對呆賬的減值虧損的變動：

(a) Impairment of accounts receivable

Impairment losses in respect of accounts receivable are recorded using an allowance account unless the Group is satisfied that recovery of the amount is remote, in which case the impairment loss is written off against accounts receivable directly (see note 2(g)(i)).

The movement in the allowance for doubtful debts during the year is as follows:

		集團及生產力局 The Group and the Council	
		2010	2009
於4月1日	At 1 April	**$142,200**	$ –
已確認的減值虧損	Impairment loss recognised	**–**	142,200
已註銷的未收回金額	Uncollectible amounts written off	**(92,200)**	–
於3月31日	At 31 March	**$50,000**	$142,200

6 應收賬款、預付款項及按金（續）

(a) 應收賬款減值（續）

於2010年3月31日，集團及生產力局將為數50,000元（2009年：142,200元）的應收賬款個別評定為已減值。這些已個別評定為減值的應收賬款與陷入財困的客戶有關，管理層經評估後預期將無法收回該等應收賬款。因此，生產力局已確認呆賬準備50,000元（2009年：142,200元）。集團並無就該等結餘持有任何抵押品。

(b) 並無減值的應收賬款

應收賬款及應收票據均於發票日起計30天內到期。有關生產力局的信貸政策的進一步詳情載列於附註22(a)。

非個別或共同地被認為已減值的應收賬款及應收票據的賬齡分析如下：

		集團 The Group		生產力局 The Council	
		於2010年3月31日 At 31 March 2010	於2009年3月31日 At 31 March 2009	**於2010年3月31日 At 31 March 2010**	於2009年3月31日 At 31 March 2009
非逾期或減值	Neither past due nor impaired	**$13,285,638**	$8,673,737	**$13,228,167**	$8,296,274
逾期一個月內	Less than1 month past due	**$1,796,618**	$3,850,280	**$1,796,618**	$3,850,280
逾期一至三個月	1 to 3 months past due	**1,410,320**	4,592,516	**1,237,906**	4,592,516
逾期三個月以上	More than 3 months past due	**1,534,788**	901,563	**1,134,975**	901,563
		$4,741,726	$9,344,359	**$4,169,499**	$9,344,359
		$18,027,364	$18,018,096	**$17,397,666**	$17,640,633

未逾期或減值的應收款與多名近期並無拖欠還款記錄的不同類型客戶有關。

逾期未收回但並無減值的應收款與生產力局許多擁有良好往績記錄的獨立客戶有關。根據以往經驗，由於信貸素質並無重大變動，而且管理層認為該等結餘仍可全數收回，因此管理層相信並無需要就該等結餘計提減值準備。集團並無就該等結餘持有任何抵押品。

6 ACCOUNTS RECEIVABLE, PREPAYMENTS AND DEPOSITS (CONTINUED)

(a) Impairment of accounts receivable (continued)

At 31 March 2010, the Group's and the Council's accounts receivable of $50,000 (2009: $142,200) were individually determined to be impaired. The individually impaired receivables related to customers that were in financial difficulties and management assessed that the receivables are not expected to be recovered. Consequently, allowance for doubtful debts of $50,000 (2009: $142,200) was recognised. The Group does not hold any collateral over these balances.

(b) Accounts receivable that is not impaired

Accounts receivable is due within 30 days from the date of billing. Further details on the Council's credit policy are set out in note 22(a).

The ageing analysis of accounts receivable that is neither individually nor collectively considered to be impaired is as follows:

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

Receivables that were past due but not impaired relate to a number of independent customers that have a good track record with the Group. Based on past experience, management believes that no impairment allowance is necessary in respect of these balances as there has not been a significant change in credit quality and the balances are still considered fully recoverable. The Group does not hold any collateral over these balances.

7 銀行存款及現金

7 CASH AT BANK AND IN HAND

		集團 The Group		生產力局 The Council	
		於2010年3月31日 At 31 March 2010	於2009年3月31日 At 31 March 2009	**於2010年3月31日 At 31 March 2010**	於2009年3月31日 At 31 March 2009
三個月後到期的定期存款	Fixed deposits with maturity over 3 months at acquisition	**$32,568,570**	$ –	**$32,568,570**	$ –
銀行存款	Cash at bank	**$121,780,009**	$147,128,980	**$110,434,208**	$131,509,696
現金	Cash in hand	**390,214**	370,717	**279,908**	304,218
		$122,170,223	$147,499,697	**$110,714,116**	$131,813,914
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 sheet	**$154,738,793**	$147,499,697	**$143,282,686**	$131,813,914
三個月後到期的定期存款	Fixed deposits with maturity over 3 months at acquisition	**(32,568,570)**	–		
綜合現金流量表內銀行存款和現金總額	Cash and cash equivalents in the consolidated cash flow statement	**$122,170,223**	$147,499,697		

於2010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11,115,669元（2009年：15,416,297元）及276,281元（2009年：376,402元），這些存款的匯款手續須按照中國政府相關的外匯控制法規進行。

Cash at bank of the Group and the Council as at 31 March 2010 includes $11,115,669 (2009: $15,416,297) and $276,281 (2009: $376,402) 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.

8 應付賬款及應計費用

8 ACCOUNTS PAYABLE AND ACCRUALS

		集團 The Group			生產力局 The Council		
		於2010年3月31日 At 31 March 2010	於2009年3月31日（重報） At 31 March 2009 (restated)	於2008年4月1日（重報） At 1 April 2008 (restated)	**於2010年3月31日 At 31 March 2010**	於2009年3月31日（重報） At 31 March 2009 (restated)	於2008年4月1日（重報） At 1 April 2008 (restated)
應付賬款	Trade payables	**$15,706,047**	$19,643,251	$18,752,415	**$15,706,047**	$19,643,251	$16,806,263
預收賬款	Receipts in advance	**57,441,911**	75,262,414	68,944,674	**54,240,564**	68,520,784	68,427,971
年假補償撥備 *	Provision for annual leave compensation *	**24,214,858**	28,071,846	30,063,396	**24,111,120**	28,038,302	30,063,396
應計費用及其他應付款	Accruals and other payables	**37,504,868**	24,853,507	23,936,063	**36,786,367**	23,610,173	22,825,531
		$134,867,684	$147,831,018	$141,696,548	**$130,844,098**	$139,812,510	$138,123,161

所有應收賬款、應計費用及其他應付款均預期於一年內清償。

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

* 年假補償撥備

* Provision for annual leave compensation

		集團 The Group	生產力局 The Council
於2009年4月1日	At 1 April 2009	$28,071,846	$28,038,302
已作出的額外撥備	Additional provision made	629,037	558,843
已動用的撥備	Provision utilised	(4,486,025)	(4,486,025)
於2010年3月31日	At 31 March 2010	$ 24,214,858	$24,111,120

根據香港《僱傭條例》，服務滿一整年的僱員可享有至少七天年假（包括星期日及公眾假期），且該七天年假須為在某一公曆年內的連續日子。如任何僱員離職，均可享有年假補償金，收取所賺取但未使用的年假薪酬的現金款項，款額視乎僱員的最後薪金及於結算日剩餘的年假日數而定。

Under the Hong Kong Employment Ordinance, staff members who have completed a full year of services are entitled to take at least seven days of leave (including Sundays and Public Holidays) consecutively within one calendar year. Any staff member who leaves his or her employment is entitled to annual leave compensation. She/he is entitled to receive in cash the annual leave pay earned but not utilised. The balance is dependent on the employees' final salary and annual leave days remaining at the balance sheet date.

9 應付非受控制附屬公司款項、應付聯營公司款項及應收/付附屬公司款項

9 AMOUNT DUE TO A NON-CONTROLLED SUBSIDIARY, AMOUNT DUE TO AN ASSOCIATE AND AMOUNTS DUE FROM/TO SUBSIDIARIES

應付非受控制附屬公司款項、應付聯營公司款項及應收/付附屬公司款項均為無抵押、不帶息，並可按要求隨時償還。

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

10 政府貸款

集團及生產力局

		於2010年3月31日 At 31 March 2010	於2009年3月31日 At 31 March 2009
本金	Principal	**$249,425,000**	$249,425,000
資本化利息	Capitalised interest	**18,385,117**	18,385,117
		$267,810,117	$267,810,117
以往年度已償還數額	Amounts repaid in prior years	**(241,759,313)**	(228,733,912)
本年度償還的數額	Amount repaid in the current year	**(13,025,401)**	(13,025,401)
		$13,025,403	$26,050,804
包括在「流動負債」內的一年內到期數額	Amount due within one year and included under "current liabilities"	**(13,025,403)**	(13,025,401)
包括在「非流動負債」內的一年以上到期的數額	Amount due more than one year and included under "non-current liability"	**$ –**	$13,025,403

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

本金及資本化利息分20年，每年償還一期，最後一期還款於2010年12月到期。每年分期償還的款項由政府每年資助。

10 GOVERNMENT LOAN

The Group and the Council

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

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

11 資本資助金及儲備

		集團 The Group			生產力局 The Council		
		於2010年3月31日 At 31 March 2010	於2009年3月31日（重報） At 31 March 2009 (restated)	於2008年4月1日（重報） At 1 April 2008 (restated)	於2010年3月31日 At 31 March 2010	於2009年3月31日（重報） At 31 March 2009 (restated)	於2008年4月1日（重報） At 1 April 2008 (restated)
資本資助金（附註(a)）	Capital subvention fund (note(a))	**$212,619,888**	$203,903,036	$183,182,087	**$212,619,888**	$203,903,036	$183,182,087
收入資助儲備（附註(b)）	Revenue subvention Reserve (note(b))	**19,006,235**	(5,424,006)	(11,672,842)	**21,781,197**	(4,484,097)	(11,369,533)
		$231,626,123	$198,479,030	$171,509,245	**$234,401,085**	$199,418,939	$171,812,554
外匯儲備（附註(c)）	Exchange reserve (note(c))	**2,090,042**	2,026,754	1,283,366			
		$233,716,165	$200,505,784	$172,792,611			
少數股東權益（附註(d)）	Minority interests (note(d))	**3,605,732**	328,737	529,245			
		$237,321,897	$200,834,521	$173,321,856			

11 資本資助金及儲備（續）

(a) 資本資助金

集團及生產力局

11 CAPITAL SUBVENTION FUND AND RESERVES (CONTINUED)

(a) Capital subvention fund

The Group and the Council

		2010	2009
於4月1日	At 1 April	**$203,903,036**	$183,182,087
用作購入固定資產的政府資助	Government subvention for purchase of fixed assets		
– 已動用款項	– funds spent	**15,349,853**	17,748,000
– 未動用款項	– funds unspent	**3,318,147**	–
用作償還政府貸款的政府資助	Government subvention for repayment of government loan		
– 本金（參閱附註10）	– principal (see note 10)	**13,025,401**	13,025,401
– 利息	– interest	**1,467,107**	2,536,900
購入固定資產的CTDC款項 *	CTDC fund for purchase of fixed assets *	**–**	2,396,802
轉（往）/自收支賬目以配對下列項目的相關費用	Transfer (to)/from income and expenditure account to match with the related costs of		
– 處置固定資產虧損	– loss on disposal of fixed assets	**(1,194,548)**	(348,912)
– 年度折舊費用（參閱附註3(b)）	– depreciation charge for the year (see note 3(b))	**(18,463,854)**	(18,804,429)
– 政府貸款利息支出	– interest expenses on government loan	**(1,467,107)**	(2,536,900)
轉（往）/自收支賬目	Transfer (to) / from income and expenditure account	**(3,318,147)**	6,704,087
		$8,716,852	$20,720,949
於3月31日	At 31 March	**$212,619,888**	$203,903,036

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

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

* 生產力局獲政府批准使用結束CTDC後的剩餘款項，進行為期兩年的製衣業提升服務特別計劃。這筆CTDC款項已用作購入特別計劃所需的固定資產。

* The Council has obtained the Government's approval to use the residual money from closure of CTDC to carry out a 2-year special programme of enhanced services for the clothing industry. The CTDC fund was used for purchasing fixed assets under the special programme.

11 資本資助金及儲備(續)

(b) 收入資助儲備

		集團 The Group		生產力局 The Council	
		2010	2009 (重報) (restated)	**2010**	2009 (重報) (restated)
於4月1日	At 1 April	**$(5,424,006)**	$(11,672,842)	**$(4,484,097)**	$(11,369,533)
轉自收支賬目	Transfer from income and expenditure account	**24,430,241**	6,248,836	**26,265,294**	6,885,436
於3月31日	At 31 March	**$19,006,235**	$(5,424,006)	**$21,781,197**	$(4,484,097)

收入資助儲備是為了記錄生產力局及集團的累計盈餘/(虧損)而產生。

(c) 外匯儲備

		集團 The Group	
		2010	2009
於4月1日	At 1 April	**$2,026,754**	$1,283,366
換算中國附屬公司賬目的匯兑差異	Exchange difference on translation of accounts of PRC subsidiaries	**63,288**	743,388
於3月31日	At 31 March	**$2,090,042**	$2,026,754

外匯儲備包括換算香港境外業務賬目而產生的所有外匯差額，並已按照附註2(r)所載的會計政策處理。

11 CAPITAL SUBVENTION FUND AND RESERVES (CONTINUED)

(b) Revenue subvention reserve

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

(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 notes 2(r).

11 資本資助金及儲備(續)

(d) 少數股東權益

11 CAPITAL SUBVENTION FUND AND RESERVES (CONTINUED)

(d) Minority interests

		集團 The Group	
		2010	2009
於4月1日	At 1 April	**$328,737**	$529,245
來自少數股東的資本	Capital contribution from minority shareholder	**3,000,000**	–
應佔附屬公司的外匯儲備	Share of exchange reserve in a subsidiary	**96,580**	–
年度應佔（虧損）/利潤	Share of (loss) / profit for the year	**180,415**	(200,508)
於3月31日	At 31 March	**$3,605,732**	$328,737

(e) 前期調整

在本年度內，政府審計署(「審計署」)對生產力局進行了一項衡工量值式審計，並在《審計署署長第五十三號報告書》(「報告書」)中公布審計結果及建議。報告書提及生產力局管理，並由創新科技署轄下的創新及科技基金所資助的項目，並指出生產力局進行的若干創新及科技基金資助項目(在2009年3月31日已完成或進行中)並無全面符合創新科技署發出的《創新及科技基金指南》(《基金指南》)。就此，審計署建議生產力局檢討所有創新及科技基金項目，並對項目賬目作出所需的相應調整及/或就生產力局退還創新及科技基金的任何款項(「退還創新及科技基金款項」)取得創新科技署的批准。

生產力局管理層已按照審計署的建議檢討所有創新及科技基金項目，以及這些項目在符合《基金指南》方面的情況。由於先前對《基金指南》就若干費用是否記入項目賬目的詮釋不同，若干創新及科技基金資助項目在以往的會計期間未有全面符合《基金指南》。

(e) Prior period adjustments

During the year, the Audit Commission of the Government ("Audit Commission") carried out a value for money audit of the Council and published its findings and recommendations in the Director of Audit's Report No. 53 (the "Report"). The Report highlighted the management of projects of the Council funded by the Innovation and Technology Fund ("ITF") as administered by the Innovation and Technology Commission ("ITC") and stated that the Guide to the ITF ("ITF Guide") issued by the ITC had not been strictly complied with for certain ITF projects (which had been completed or were in progress as of 31 March 2009) carried out by the Council. In this regard, a review of all ITF projects was recommended, and necessary consequential adjustments to the project accounts should be made and/or approval from the ITC should be obtained for any amount of refund to the ITF ("ITF Refund") by the Council.

The management of the Council have followed the recommendations of the Audit Commission and performed a review of all ITF projects and their compliance with the ITF Guide. It was identified that the ITF Guide had not been strictly complied with for certain ITF projects in prior accounting periods due to the interpretation of the ITF Guide on certain costs charged to project accounts.

11 資本資助金及儲備(續)

(e) 前期調整(續)

在考慮到截至該等賬目發出日期可取得的所有資料後，生產力局已就退還創新及科技基金款項，對集團及生產力局截至2009年3月31日止年度的賬目進行前期調整。調整詳情概述如下：

(i) 對截至2009年3月31日止年度集團綜合收支賬目及生產力局收支賬目的影響

		集團及生產力局 The Group and the Council
		截至2009年3月31日止年度 For the year ended 31 March 2009
服務收入減少	Decrease in services income	$(2,690,835)
轉往收入資助儲備的淨盈餘減少	Decrease in net surplus transfer to revenue subvention reserve	(2,690,835)

(ii) 對於2009年3月31日及2008年4月1日綜合及生產力局資產負債表的影響

		集團及生產力局 The Group and the Council	
		於2009年3月31日 At 31 March 2009	於2008年4月1日 At 1 April 2008
應付賬款及應計費用增加	Increase in accounts payable and accruals	$9,823,165	$7,132,330
淨資產減少	Decrease in net assets	(9,823,165)	(7,132,330)
生產力局應佔資本資助金及儲備減少	Decrease in capital subvention fund and reserves attributable to the Council	(9,823,165)	(7,132,330)

(f) 資本管理

集團所界定的「資本」包括資本資助金及儲備的所有組成部分。集團不會將因與其他集團公司進行交易業務所產生的交易結餘視為資本。

集團管理資本的主要目標是保障集團持續經營的能力以及確保集團能於可見未來支付到期的負債。

集團按照集團的資本管理規定定期審閱及管理集團的資本結構。生產力局及其任何附屬公司概無受到外來施加的資本規定所規限。

11 CAPITAL SUBVENTION FUND AND RESERVES (CONTINUED)

(e) Prior period adjustments (continued)

Taking into account all the information available up to the date of issue of these accounts, prior period adjustments arising from the ITF Refund have been made to the Group's and the Council's accounts for the year 31 March 2009. Details of the adjustments are summarised as below:

(i) Effect on the Group's consolidated and the Council's income and expenditure accounts for the year ended 31 March 2009

		The Group and the Council
		For the year ended 31 March 2009
服務收入減少	Decrease in services income	$(2,690,835)
轉往收入資助儲備的淨盈餘減少	Decrease in net surplus transfer to revenue subvention reserve	(2,690,835)

(ii) Effect on the Group's consolidated and the Council's balance sheets as at 31 March 2009 and 1 April 2008

		The Group and the Council	
		At 31 March 2009	At 1 April 2008
應付賬款及應計費用增加	Increase in accounts payable and accruals	$9,823,165	$7,132,330
淨資產減少	Decrease in net assets	(9,823,165)	(7,132,330)
生產力局應佔資本資助金及儲備減少	Decrease in capital subvention fund and reserves attributable to the Council	(9,823,165)	(7,132,330)

(f) Capital management

The Group defines "capital" as including all components of capital subvention fund and reserves. Trading balances that arise as a result of trading transactions with other group companies are not regarded by the Group as capital.

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to enable the Group to meet its liabilities as they fall due for the foreseeable future.

The Group's capital structure is regularly reviewed and managed with due regard to the capital management practices of the Group. Neither the Council nor its subsidiaries are subject to externally imposed capital requirements.

12 政府資助

集團及生產力局

12 GOVERNMENT SUBVENTION

The Group and the Council

		2010	2009
經常活動的資助	Subvention for recurrent activities	**$153,019,250**	$152,431,000

13 服務收入

13 SERVICES INCOME

		集團 The Group		生產力局 The Council	
		2010	2009（重報）(restated)	**2010**	2009（重報）(restated)
顧問服務	Consultancy	**$215,259,751**	$208,485,346	**$209,385,910**	$206,469,861
培訓	Training	**29,855,017**	33,346,417	**28,786,388**	33,029,986
製造業支援服務	Manufacturing support	**24,603,798**	28,320,966	**24,603,798**	28,320,966
銷售刊物及廣告	Publications and advertising	**914,758**	1,539,482	**914,758**	1,539,482
展覽會及考察團	Exhibitions and study mission	**8,082,896**	7,777,569	**6,562,002**	5,955,183
		$278,716,220	$279,469,780	**$270,252,856**	$275,315,478

14 其他收入

14 OTHER INCOME

		集團 The Group		生產力局 The Council	
		2010	2009	**2010**	2009
租金	Rental income	**$6,473,594**	$5,079,133	**$6,695,294**	$5,269,033
利息	Interest income	**306,084**	1,517,172	**258,417**	1,417,951
其他	Others	**1,359,500**	4,653,086	**4,565,230**	4,789,308
		$8,139,178	$11,249,391	**$11,518,941**	$11,476,292

15 職員薪俸

15 STAFF EMOLUMENTS

		集團 The Group		生產力局 The Council	
		2010	2009	**2010**	2009
薪金及津貼	Salaries & allowances	**$216,970,508**	$215,181,816	**$215,474,360**	$213,903,872
約滿酬金	Gratuities	**870,463**	677,807	**870,463**	677,807
總裁級職員旅費	Directorate passages	**447,117**	385,812	**447,117**	385,812
超時工作、膳食及其他津貼	Overtime, subsistence and other allowances	**568,944**	587,723	**568,944**	587,723
職員住屋及傢具津貼	Staff housing and furniture allowances	**8,813,425**	8,330,673	**8,813,425**	8,330,673
職員教育津貼	Staff education allowances	**1,648,941**	1,797,537	**1,648,941**	1,797,537
退休金計劃供款	Retirement schemes contribution	**25,761,227**	25,601,016	**25,761,227**	25,601,016
醫療福利計劃	Medical benefits scheme	**5,913,826**	6,044,676	**5,913,826**	6,044,676
		$260,994,451	$258,607,060	**$259,498,303**	$257,329,116

註：

(a) 生產力局的臨時僱員支出合計港幣4,221,781元(2009年：港幣4,538,574元)，已計入一般及行政支出(附註18)。

(b) 項目僱員支出合計港幣9,446,780元(2009年：港幣6,580,513元)及港幣4,919,715元(2009年：港幣3,737,187元)，已分別計入集團及生產力局的項目相關支出(附註18)。

Notes:

(a) Temporary staff costs of the Council amounting to $4,221,781 (2009: $4,538,574) have been charged to general and administrative expenses under note 18.

(b) Project staff costs amounting to $9,446,780 (2009: $6,580,513) and $4,919,715 (2009: $3,737,187) have been charged to project related expenses of the Group and the Council respectively under note 18.

16 高級管理人員薪酬

高級管理人員於其在任期間就其向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：

16 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 during the period of their directorship are listed as follows:

		集團及生產力局 The Group and the Council	
		2010	2009
馮永業，總裁	Wilson Fung, Executive Director	**$3,024,016**	$3,016,994
李錫勳，副總裁（科技發展）	Stephen Lee, Director (Technology Development)	**1,726,245**	2,682,173
潘永生，副總裁（科技發展）	Joseph Poon, Director (Technology Development)	**364,205**	–
宋兆麟，副總裁（企業管理）	Edmund Sung, Director (Business Consulting)	**2,199,668**	2,204,200
林植廷，副總裁（機構事務）	Tony Lam, Director (Corporate Services)	**1,668,558**	–
		$8,982,692	$7,903,367

17 生產力局理事會各委員的薪酬

於本年內，生產力局主席及理事會各委員均無就其向生產力局提供服務收取任何薪酬(2009年：零)。

17 COUNCIL MEMBERS' REMUNERATION

During the year, the Chairman and members of the Council did not receive any remuneration for their services rendered to the Council (2009: $Nil).

18 其他支出

18 OTHER EXPENSES

		集團 The Group		生產力局 The Council	
		2010	2009	**2010**	2009
一般及行政支出	General and administrative expenses	**$34,263,100**	$34,597,354	**$32,592,451**	$36,579,856
項目相關支出	Project related expenses	**109,411,137**	121,087,009	**106,105,445**	115,529,645
處置固定資產虧損	Loss on disposal of fixed assets	**1,196,670**	348,912	**1,194,548**	348,912
折舊	Depreciation	**18,739,450**	19,085,286	**18,463,854**	18,804,429
政府貸款利息支出	Interest expenses on government loan	**1,467,107**	2,536,900	**1,467,107**	2,536,900
其他支出	Other expenses	**13,468,538**	15,961,740	**13,647,701**	16,194,630
		$178,546,002	$193,617,201	**$173,471,106**	$189,994,372

19 稅項

(a) 綜合收支賬目所示的稅項為：

19 TAXATION

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

		2010	2009
本期稅項 — 海外	Current tax – Overseas		
年度稅項	Taxation for the year	**$157,893**	$215,988
以往年度準備多提	Over-provision in respect of prior years	**–**	(363,214)
		$157,893	$(147,226)

由於生產力局獲稅務局根據香港《稅務條例》第87條豁免繳納所有香港稅項，因此毋須繳納任何香港利得稅。

The Council is not subject to any Hong Kong Profits Tax as the Council has been granted exemption from all Hong Kong taxes by the Inland Revenue Department under Section 87 of the Inland Revenue Ordinance.

由於香港附屬公司本年度錄得稅項虧損，故不需要作香港利得稅準備。

No provision for Hong Kong Profits Tax for Hong Kong subsidiaries has been made as they sustained losses during the year for taxation purposes.

中國附屬公司的稅項是按相關省分的適當現行稅率計徵。

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

19 稅項(續)

(b) 稅務支出/(抵免)與會計盈餘/(虧損)以適用稅率作出的對賬：

19 TAXATION (CONTINUED)

(b) Reconciliation between tax expenses/(credit) and accounting surplus/(deficit) at applicable tax rates:

		2010	2009 (重報) (restated)
除稅前盈餘/(虧損)	Surplus / (deficit) before taxation	**$324,893**	$(9,085,052)
按適用稅率計算除稅前盈餘/(虧損)的名義稅項	Notional tax on surplus / (deficit) before tax, calculated at applicable rates	**$(227,246)**	$(674,191)
非應稅收益的稅項影響	Tax effect of non-taxable revenue	**–**	(6,256)
不可扣減開支的稅項影響	Tax effect of non-deductible expenses	**297,168**	413,665
未確認和未利用稅項虧損的稅項影響	Tax effect of unused tax losses not recognised	**140,159**	482,770
以往年度已利用稅項虧損的稅項影響	Tax effect of prior years' tax losses utilised	**(52,188)**	–
上年度準備多提	Over-provision in prior years	**–**	(363,214)
實際稅項支出/(抵免)	Actual tax expense / (credit)	**$157,893**	$(147,226)

(c) 綜合資產負債表所示的本期稅項為：

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

		於2010年3月31日 At 31 March 2010	於2009年3月31日 At 31 March 2009
中國企業所得稅準備	Provision for PRC Corporate Income Tax	**$ –**	$126,244

(d) 遞延稅項資產與負債：

集團於2010年和2009年3月31日並無須予確認的重大遞延稅項資產或負債。

(d) Deferred tax assets and liabilities:

The Group has no material deferred tax assets or liabilities requiring recognition as at 31 March 2010 and 2009.

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

20 綜合現金流量表附註

年度除税前盈餘/（虧損）與營運活動的現金流入淨額的對賬：

20 NOTE TO THE CONSOLIDATED CASH FLOW STATEMENT

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

		2010	2009（重報）(restated)
在綜合收支賬目處理的除税前盈餘/（虧損）	Surplus / (deficit) before taxation dealt with in the consolidated income and expenditure account	**$324,893**	$(9,085,052)
消耗品減少	Decrease in consumables	**89,175**	–
應收賬款、預付款項及按金（增加）/減少	(Increase) / decrease in accounts receivable, prepayments and deposits	**(1,881,754)**	14,878,116
應付非受控制附屬公司款項增加/（減少）	Increase / (decrease) in amount due to a non-controlled subsidiary	**297,478**	(255,892)
應付聯營公司款項增加	Increase in amount due to an associate	**–**	46,224
應付賬款及應計費用（減少）/增加	(Decrease) / increase in accounts payable and accruals	**(12,963,334)**	5,814,750
利息收入	Interest income	**(306,084)**	(1,517,172)
處置固定資產虧損	Loss on disposal of fixed assets	**1,196,670**	348,912
生產力局固定資產折舊	Depreciation on fixed assets of the Council	**18,463,854**	18,804,429
附屬公司固定資產折舊	Depreciation on fixed assets of subsidiaries	**275,596**	280,857
應收賬款減值	Impairment of accounts receivable	**–**	142,200
政府貸款利息支出	Interest expenses on government loan	**1,467,107**	2,536,900
應佔聯營公司虧損	Share of loss of an associate	**9,302**	10,962
匯率差異	Exchange differences	**69,155**	(221,211)
營運現金流入淨額	Net cash inflow from operations	**$7,042,058**	$31,784,023

21 經營租賃安排

(a) 作為承租人

於2010年3月31日，集團及生產力局根據不可撤銷的經營租賃於未來應付的最低租賃總額如下：

土地及建築物	Land and buildings	集團 The Group		生產力局 The Council	
		2010	2009	**2010**	2009
第一年內	Within 1 year	**$1,670,946**	$686,507	**$211,944**	$117,143
第二至第五年內	After 1 year but within 5 years	**1,414,881**	308,806	**24,600**	1,500
		$3,085,827	$995,313	**$236,544**	$118,643

本年度，於綜合收支賬目中被確認為土地租賃及建築物的費用為1,772,989元（2009年：691,985元）。

這些租賃一般為期一至五年，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) 作為出租人

於2010年3月31日，集團及生產力局根據不可撤銷的經營租賃於未來應收的最低租賃總額如下：

土地及建築物	Land and buildings	集團 The Group		生產力局 The Council	
		2010	2009	**2010**	2009
第一年內	Within 1 year	**$995,028**	$995,028	**$1,151,496**	$1,151,496
第二至第五年內	After 1 year but within 5 years	**–**	995,028	**–**	1,151,496
		$995,028	$1,990,056	**$1,151,496**	$2,302,992

這些租賃一般為期兩年，並且有權選擇續期，屆時所有條款均可重新商定。各項租賃均不包含或有租金。

21 OPERATING LEASE ARRANGEMENTS

(a) As lessee

At 31 March 2010, the Group and the Council had future aggregate minimum lease payments under non-cancellable operating leases as follows:

During the year, $1,772,989 (2009: $691,985) was recognised as an expense 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

At 31 March 2010, the Group and the Council had future aggregate minimum lease receivables under non-cancellable operating leases as follows:

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

22 金融風險管理

生產力局的正常業務過程中會產生信貸、流動資金、利率及外幣風險。這些風險是按照集團的財務管理政策及原則加以管理，具體如下：

(a) 信貸風險

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

於2008年10月14日，政府宣布參照《存款保障計劃》的原則，運用外匯基金即時為存放於香港特別行政區所有認可機構的客戶存款提供擔保，直至2010年底。於2010年3月31日，集團及生產力局分別於上述的認可機構存放為數143,232,910元和142,726,497元(2009年：131,712,683元和131,133,294元)的銀行結餘，因此根據上述計劃獲得保障。

於結算日，生產力局出現的信貸風險集中情況，相當於應收集團五大客戶的應收賬款、預付款項及按金總額的20%(2009年：33%)。

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

關於集團受到的來自于應收賬款的信貸風險的數量分析，列示于附註6。

22 FINANCIAL RISK MANAGEMENT

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Council'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.

On 14 October 2008, the Government announced the use of the exchange fund to immediately guarantee repayment of all customer deposits held with authorised institutions in Hong Kong Special Administrative Region following the principles of the Deposit Protection Scheme, until the end of 2010. The Group's and the Council's bank balances of $143,232,910 and $142,726,497 (2009: $131,712,683 and $131,133,294) respectively at 31 March 2010 are kept in the said authorised institutions and are therefore protected under the said scheme.

At the balance sheet date, the Group had a concentration of credit risk as 20% (2009: 33%) of total accounts receivable was due from the Group's five largest customers.

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

Further quantitative disclosures in respect of the Group's exposure to credit risk arising from accounts receivable are set out in note 6.

22 金融風險管理(續)

(b) 流動資金風險

集團的政策是定期監控流動資金需求，以確保維持充足的現金儲備，應付合約性及合理可預見的負債於到期償還時所需。

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

集團

22 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Liquidity risk

The Group's policy is to regularly monitor its liquidity requirements to ensure that it maintains sufficient reserves of cash to satisfy its contractual and reasonably foreseeable obligations as they fall due.

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

The Group

		2010				
		資產負債表賬面金額 Balance sheet carrying amount	合約未折現現金流量總額 Total contractual undiscounted cash outflow	一年內或按要求 Within 1 year or on demand	超過一年但少於兩年 More than 1 year but less than 2 years	超過兩年但少於五年 More than 2 years but less than 5 years
應付賬款及應計費用	Accounts payable and accruals	**$134,867,684**	**$134,867,684**	**$134,867,684**	**$ –**	**$ –**
應付非受控制附屬公司款項	Amount due to a non-controlled subsidiary	**361,306**	**361,306**	**361,306**	**–**	**–**
應付聯營公司款項	Amount due to an associate	**739,221**	**739,221**	**739,221**	**–**	**–**
政府貸款	Government loan	**13,025,403**	**14,045,893**	**14,045,893**	**–**	**–**
		$148,993,614	**$150,014,104**	**$150,014,104**	**$ –**	**$ –**

		2009				
		資產負債表賬面金額 Balance sheet carrying amount	合約未折現現金流量總額 Total contractual undiscounted cash outflow	一年內或按要求 Within 1 year or on demand	超過一年但少於兩年 More than 1 year but less than 2 years	超過兩年但少於五年 More than 2 years but less than 5 years
應付賬款及應計費用	Accounts payable and accruals	$147,831,018	$147,831,018	$147,831,018	$ –	$ –
應付非受控制附屬公司款項	Amount due to a non-controlled subsidiary	63,828	63,828	63,828	–	–
應付聯營公司款項	Amount due to an associate	733,321	733,321	733,321	–	–
政府貸款	Government loan	26,050,804	28,591,650	14,458,195	14,133,455	–
		$174,678,971	$177,219,817	$163,086,362	$14,133,455	$ –

22 金融風險管理（續）

(b) 流動資金風險（續）

生產力局

22 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Liquidity risk (continued)

The Council

		2010				
		資產負債表賬面金額 Balance sheet carrying amount	合約未折現現金流量總額 Total contractual undiscounted cash outflow	一年內或按要求 Within 1 year or on demand	超過一年但少於兩年 More than 1 year but less than 2 years	超過兩年但少於五年 More than 2 years but less than 5 years
應付賬款及應計費用	Accounts payable and accruals	$130,844,098	$130,844,098	$130,844,098	$ –	$ –
應付附屬公司款項	Amount due to subsidiaries	13,805,289	13,805,289	13,805,289	–	–
政府貸款	Government loan	13,025,403	14,045,893	14,045,893	–	–
		$157,674,790	$158,695,280	$158,695,280	$ –	$ –

		2009				
		資產負債表賬面金額 Balance sheet carrying amount	合約未折現現金流量總額 Total contractual undiscounted cash outflow	一年內或按要求 Within 1 year or on demand	超過一年但少於兩年 More than 1 year but less than 2 years	超過兩年但少於五年 More than 2 years but less than 5 years
應付賬款及應計費用	Accounts payable and accruals	$139,812,510	$139,812,510	$139,812,510	$ –	$ –
應付附屬公司款項	Amount due to subsidiaries	12,487,167	12,487,167	12,487,167	–	–
政府貸款	Government loan	26,050,804	28,591,650	14,458,195	14,133,455	–
		$178,350,481	$180,891,327	$166,757,872	$14,133,455	$ –

(c) 利率風險

集團的借款是由政府發放，詳情載列於賬目的附註10。生產力局認為目前並無重大利率風險，因為每年分期償還的款項（包括利息付款）均由政府每年資助。

(c) Interest rate risk

The Group's borrowing is advanced from the Government, as disclosed in note 10 to the accounts. The Council considers that there is no exposure to significant interest rate risk as the funding for the payment of the annual instalment including the interest payment, is obtained by an annual government subvention.

(d) 外幣風險

集團須就以美元、人民幣、日圓及歐元計值的部分收入及成本承擔外幣風險。由於港元與美元掛鈎，集團認為港元兌美元的匯率出現波動的風險不大。就以人民幣、日圓及歐元計值的收入及成本而言，如果出現短期的失衡情況，集團會在必要時按現貨匯率買賣外幣，以確保將淨風險額度維持在可接受的水平。

(d) Foreign currency risk

The Group is exposed to currency risks through certain income and cost that are denominated in United States dollars ("USD"), Renminbi ("RMB"), Japanese Yen ("JPY") and Euro ("EUR"). As the Hong Kong dollars ("HKD") are pegged to the USD, the Group considers the risk of movements in exchange rates between the HKD and the USD to be insignificant. For income and cost denominated in RMB, JPY and EUR, the Group ensures that the net exposure is kept to an acceptable level by buying or selling foreign currencies at spot rates where necessary to address short-term imbalances.

22 金融風險管理(續)

(d) 外幣風險(續)

(i) 外幣風險額度

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

集團

		外幣風險額度 Exposure to foreign currencies							
		2010				2009			
		美元 USD	人民幣 RMB	日圓 JPY	歐元 EUR	美元 USD	人民幣 RMB	日圓 JPY	歐元 EUR
應收賬款、預付款項及按金	Accounts receivable, prepayment and deposits	–	1,107,644	–	–	–	761,013	–	–
銀行存款及現金	Cash at bank and in hand	16,738	9,825,854	88,171	2,055	6,853	13,267,917	208,749	2,063
應付賬款及應計費用	Accounts payable and accruals	(97,045)	(3,666,419)	(321,230)	(1,290)	(112,438)	(7,031,020)	(9,671,884)	(34,051)
淨外幣風險額度	Net exposure to currency risk	(80,307)	7,267,079	(233,059)	765	(105,585)	6,997,910	(9,463,135)	(31,988)

生產力局

		外幣風險額度 Exposure to foreign currencies							
		2010				2009			
		美元 USD	人民幣 RMB	日圓 JPY	歐元 EUR	美元 USD	人民幣 RMB	日圓 JPY	歐元 EUR
銀行存款及現金	Cash at bank and in hand	16,738	278,128	88,171	2,055	6,853	47,057	208,749	2,063
應付賬款及應計費用	Accounts payable and accruals	(97,045)	(307,656)	(321,230)	(1,290)	(112,438)	(122,375)	(9,671,884)	(34,051)
淨外幣風險額度	Net exposure to currency risk	(80,307)	(29,528)	(233,059)	765	(105,585)	(75,318)	(9,463,135)	(31,988)

22 FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Foreign currency risk (continued)

(i) Exposure to currency risk

The following table details the Group's and the Council's exposure at the balance sheet date to currency risk arising from recognised assets or liabilities denominated in a currency other than the Group's functional currency.

The Group

The Council

22 金融風險管理（續）

(d) 外幣風險（續）

(ii) 敏感度分析

假設於2010年3月31日有關的外幣升值/貶值5%（2009年3月31日：5%），而這項變動已應用於集團各家實體於該日已存在並以有關實體的功能貨幣以外的貨幣計值的金融工具之外匯風險，在所有其他可變因素維持不變的情況下，預計這對集團本年度的盈餘和儲備結餘總額不會構成重大影響。

上文提及的集團實體所承受的外匯風險指管理層對由結算日直至下一年度結算日止期間可能發生的合理匯率變動所進行的評估。

23 重大關聯方交易

除本賬目另有披露的交易及結餘外，集團曾經進行以下重大關聯方交易：

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

22 FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Foreign currency risk (continued)

(ii) Sensitivity analysis

Assuming that the relevant foreign currencies had strengthened / weakened by 5% (31 March 2009: 5%) at 31 March 2010 and the changes had been applied to each of the group entities' exposure to foreign exchange risk for financial instruments denominated in a currency other than the functional currency of the entity to which they relate and in existence at that date, with all other variables held constant, the impact on the Group's surplus for the year and total reserves is not expected to be material.

The group entities' exposures to foreign currency risk, as stated above, represent management's assessment of a reasonably possible change in foreign exchange rates during the period from the balance sheet date until the next annual balance sheet date.

23 MATERIAL RELATED PARTY TRANSACTIONS

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

(i) Council Membership of the Council is appointed by Chief Executive of the Government. The Government has significant influence over the Council and transactions between the Council and the Government are considered to be related party transactions and are identified separately in these accounts. During the year, the Council has had the following material related party transactions with the Government:

		2010	2009
償還政府貸款及利息	Repayment of government loan and interest	**$14,492,508**	$15,562,301
收取政府資助，用於：	Receipt of government subvention used for:		
– 購入固定資產	– purchase of fixed assets	**18,668,000**	17,748,000
– 償還政府貸款及利息	– repayment of government loan and interest	**14,492,508**	15,562,301
– 經常活動	– recurrent activities	**153,019,250**	152,431,000

23 重大關聯方交易(續)

(ii) 集團其他重大關聯方交易：

23 MATERIAL RELATED PARTY TRANSACTIONS (CONTINUED)

(ii) Other material related party transactions of the Group entered into during the year:

		附註 Note	2010	2009
向非受控制附屬公司收取的服務收入	Service income earned from a non-controlled subsidiary	(1)	**$17,519,403**	$13,357,144
向非受控制附屬公司收取的租金收入	Rental income received from a non-controlled subsidiary	(2)	**1,576,920**	1,473,000

附註：

(1) 向非受控制附屬公司收取的服務收入與所提供的服務有關，並按照生產力局與其他客戶交易的類似條款計算。

(2) 向非受控制附屬公司收取的租金收入與租賃協議的條款有關，並按照生產力局與其他客戶交易的類似條款計算。

Notes:

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

(2) Rental income received from a non-controlled subsidiary relates to tenancy agreement with terms based on similar terms as the Council's transactions with other customers.

24 已頒布但在截至2010年3月31日止會計年度尚未生效的修訂、新準則及詮釋可能帶來的影響

截至本賬目刊發日，香港會計師公會已頒布多項在截至2010年3月31日止會計年度尚未生效，亦沒有在本賬目採用的修訂、新準則及詮釋。

集團現正評估這些修訂、新準則及新詮釋預期於最初應用期間產生的影響。目前的結論是，集團的營運業績及財政狀況受到重大影響的機會不大。

24 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE ANNUAL ACCOUNTING YEAR ENDED 31 MARCH 2010

Up to the date of issue of these accounts, the HKICPA has issued a number of amendments, new standards and interpretations which are not yet effective for the year ended 31 March 2010 and which have not been adopted in these accounts.

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

25 比較數字

由於採用了《香港會計準則》第1號(2007年修訂)—「財務報表的列報」，故若干比較數字已作出調整，以符合本年度的列報方式。有關這些準則變化的其他詳情載於附註2(a)。

此外，若干比較數字已由於前期調整而予以調整，詳情載於附註11(e)。

25 COMPARATIVE FIGURES

As a result of the application of HKAS 1 (revised 2007), Presentation of financial statements, certain comparative figures have been adjusted to conform to the current year's presentation. Further details of this development are disclosed in note 2(a).

In addition, certain comparative figures have been adjusted as a result of the prior period adjustments, details of which are set out in note 11(e).

管理層
SENIOR MANAGEMENT

林植廷
MR TONY LAM

署理總裁
副總裁(機構事務)
Executive Director (Acting)
Director, Corporate Services

林植廷曾於私人機構服務，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，他的經驗涵蓋衞生保健，市政服務和公共安全政策。此外，他亦曾參與工業、貿易、創新和科技發展的政策工作。

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

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

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

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

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

宋兆麟
MR EDMUND SUNG

副總裁(企業管理)
Director, Business Consulting

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

宋先生自2000年獲行政長官委任為中小型企業委員會委員及現為創意智優計劃及專業服務發展資助計劃評審委員會成員。宋先生亦為香港工商業獎生產力及品質類別籌委會及評審委員會委員、香港管理顧問學會公認院士、香港品質管理協會資深會員及榮譽顧問、粵港科技產業促進會副會長，以及香港大學工程舊生會前會長(2004-5)。

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

Edmund Sung has over 30 years of working experience in management positions in both the private and public sectors. His engagement has mainly been in assisting enterprises and organizations in the manufacturing and service industries as well as the government and

林植廷
Mr Tony Lam

宋兆麟
Mr Edmund Sung

潘永生
Mr Joseph Poon

NGOs of Hong Kong and Mainland China to gain global competitive advantages through productivity and quality excellence.

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

Mr Sung holds both a Bachelor and Master Degree in Industrial Engineering from the University of Hong Kong and a Post Graduate Diploma in Management Studies from the Hong Kong Polytechnic University. He has been with HKPC since 1981.

潘永生
MR JOSEPH POON
副總裁(科技發展)
Director, Technology Development

潘永生具30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、深港生產力基地有限公司董事、力偉照明科技有限公司主席，以及汽車零部件研發中心技術商品化委員會委員。潘先生亦在籌備成立汽車零部件研發中心上擔當重要角色。

潘先生畢業於英國倫敦大學，獲機械工程學士學位，其後獲英國斯特拉斯克萊德大學生產管理及製造科技理學碩士學位。潘先生於1986年加入香港生產力促進局。

Joseph Poon has 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; Director of the SZ-HK Productivity Foundation Co Ltd; as well as Chairman of EcoLED Lighting Technology Ltd, and the member of the Commercialization Committee of the Automotive Parts and Accessories R&D Centre where he played a pivotal role in its establishment.

Mr Poon obtained a Bachelor's degree in Mechanical Engineering from the University of London, UK and a Master of Science Degree in Production Management and Manufacturing Technology from Strathclyde University, UK. Mr Poon joined HKPC in 1986.

部門主管
DIVISION HEADS

（左起）	(from left)
潘世華 *流程管理部總經理*	Mr Jeremy Poon, *General Manager, Process Management*
楊利堅 *材料科技部總經理*	Dr L K Yeung, *General Manager, Materials Technology*
曾錦林 *環境管理部總經理*	Mr K L Tsang, *General Manager, Environmental Management*
區明標 *創新及知識產權部總經理*	Mr M P Au, *General Manager, Innovation & IP*
李利民 *製造科技部總經理*	Mr L M Li, *General Manager, Manufacturing Technology*
梁偉明 *汽車及電子部總經理*	Mr Frank Leung, *General Manager, Automotive & Electronics*
何富豪 *企業傳訊部總經理*	Mr Jonathan Ho, *General Manager, Corporate Communications*
容啟泰 *資訊科技業發展部總經理*	Mr K T Yung, *General Manager, IT Industry Development*
鄭偉文 *企業管理部總經理*	Mr Raymond Cheng, *General Manager, Business Management*

機構簡介 CORPORATE PROFILE

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

香港生產力促進局(生產力局)於1967年依法成立，擁有多元化的專業技術知識。本局使命是透過提供橫跨價值鏈的綜合支援服務，協助香港企業達到卓越生產力，從而更有效地運用資源，提高產品和服務的附加值，以及加強國際競爭力。

生產力局的工作由理事會管轄，成員包括一名主席及22名代表資方、勞方、學術界、專業界別和有關政府部門的委員。生產力局的經費部份來自政府資助，其餘來自服務收費。

位於九龍塘的生產力大樓，設有先進的製造及測試設施、展覽廳及一系列培訓設施。生產力局在廣州、東莞及深圳設有三家全資附屬公司，以服務珠三角的香港廠商。

生產力局及附屬公司超過二百位專業顧問，致力為工商各界提供技術轉移、顧問、培訓及各項支援服務，涵蓋生產科技、資訊科技、環境科技及管理系統等範疇，以協助工業界發展高增值業務。

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

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

HKPC is governed by a Council comprising a Chairman and 22 members. This Council represents managerial, labour, academic and professional interests, as well as related government departments in Hong Kong. HKPC's operations are supported by fee income from its services and government subventions.

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

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

附屬公司
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

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

經過廣泛諮詢業界及學術界，中心制訂了科技發展藍圖，重點發展四個科技範疇：電子及軟件、安全系統、新材料及工序，以及混合動力、電力及環保科技。在內地與香港各研發機構與業界伙伴的合作下，中心正推行多個研發項目。隨著項目的完成，中心將致力推動研發成果商品化。

為加強與業界之聯繫，中心舉辦技術研討會，參與本地商會的論壇及考察團，並訪問內地主要汽車及零件廠，收集市場資訊，並在不同的汽車工業活動舉行簡報會。中心亦推出網站及會員計劃，為六百多位業界會員提供最新的工業資訊、報告及國際標準。

Automotive Parts and Accessory Systems R&D Centre Limited (APAS) was established on March 31, 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 APAS industry. APAS is hosted by HKPC.

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

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

董事局：
Board of Directors:

伍達倫(董事局主席)、陳其鏕、陳仁錠、陳偉聰、鍾志平、馮永業、許浩明、李德志、李耀祥、呂新榮、伍偉雄、孫國華、陶偉洪及王榮珍。

Dr TL Ng (Chairman of the Board), Prof KB Chan, Mr Gordon Chan, Mr Ricky Chan, Dr Roy Chung, Mr Wilson Fung, Dr Herbert Hui, Prof Lee Tak Chi, Mr Brian Li, Dr SW Lui, Mr WH Ng, Mr Peter Sun, Mr To Wai Hung, and Miss Janet Wong.

生產力大樓管理有限公司
BMM Limited

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

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

董事局：
Board of Directors:

林植廷（董事局主席）、區明標及羅洪偉。

Mr Tony Lam (Chairman of the Board), Mr MP Au, and Mr Sam Law.

生產力科技(控股)有限公司
HKPC Technology (Holdings) Company Limited

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。

年內，生產力科技(控股)有限公司與一家本地電子公司成立合資公司，將生產力局開發的LED通用照明技術商品化，推動LED綠色照明技術的廣泛應用，為本地及海外市場開發商業樓宇及住宅適用的LED產品。

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

During the year, HKPCT set up a joint venture company with a local electronics company to commercialize an LED general lighting technology development created by HKPC. The JV company, ECO LED Lighting Technology Limited, will promote this LED lighting as an environmentally friendly technology, developing suitable LED lighting products for commercial and residential consumers both in Hong Kong and throughout the region.

董事局：
Board of Directors:

譚偉豪（董事局主席）、鄭文聰、馮永業、羅富昌及王榮珍。

Dr The Hon Samson Tam (Chairman of the Board), Ir Daniel Cheng, Mr Wilson Fung, Mr Lo Foo Cheung, and Miss Janet Wong.

生產力(控股)有限公司及珠三角的獨資企業

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

生產力(控股)有限公司成立於2003年7月28日，為珠三角區內港資企業提供橫跨價值鏈的綜合支援，協助企業更有效地運用資源，提高產品和服務的附加值，從而加強國際競爭力。

為了達成上述目標，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。

Productivity (Holdings) Limited was established on 28 July 2003, aiming 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 has been achieved through the incorporation of three Wholly Foreign Owned Enterprises (WFOEs) in the PRD – Productivity (Guangzhou) Consulting Co., Ltd., Productivity (Dongguan) Consulting Co., Ltd., and Productivity (Shenzhen) Consulting Co., Ltd. in 2003 and 2004.

生產力(控股)有限公司
Productivity (Holdings) Limited

董事局：

Board of Directors:

陳鎮仁(董事局主席)、譚偉豪、李榮彬、王榮珍及馮永業。

Mr Clement Chen (Chairman of the Board), Dr The Hon Samson Tam, Prof Lee Wing Bun, Miss Janet Wong, and Mr Wilson Fung

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
Productivity (Guangzhou) Consulting Co., Ltd.
Productivity (Dongguan) Consulting Co., Ltd.
Productivity (Shenzhen) Consulting Co., Ltd.

董事局：

Board of Directors:

羅洪偉(董事局主席)、馮永業、宋兆麟、潘永生、潘世華及譚錫榮。

Mr Sam Law (Chairman of the Board), Mr Wilson Fung, Mr Edmund Sung, Mr Joseph Poon, Mr Jeremy Poon, and Mr Alfonso Tam.

截至2010年3月31日 As at 31 March 2010

組織架構
ORGANIZATION STRUCTURE

鳴謝
Acknowledgement

生產力局感謝香港城市大學、香港寶石學協會、深圳市冠旭電子有限公司、中山市鴻光製衣有限公司及 Victoria's Secret Production 為本年報製作提供協助。

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