Connecting the Dots

Connect • Collaborate • Catalyse
Hong Kong Science & Technology Parks Corporation (HKSTP) is a statutory body dedicated to building a vibrant innovation and technology ecosystem to connect stakeholders, nurture technology talents, facilitate collaboration, and catalyse innovations to deliver social and economic benefits to Hong Kong and the region. Since its establishment in 2001, HKSTP has been entrusted with the mission to strengthen Hong Kong’s position as a regional technology hub by promoting innovation, technology development and commercialisation of five technology clusters: Biomedical Technology, Electronics, Green Technology, Information & Communications Technology, and Material & Precision Engineering.

HKSTP manages Hong Kong Science Park, InnoCentre and the three Industrial Estates located respectively in Tai Po, Tseung Kwan O and Yuen Long. Hong Kong Science Park, the core facility of HKSTP, provides purpose-built R&D office space, advanced laboratories and technical support services to technology companies with the aim of bolstering HKSAR’s stature so as to rival the best R&D centres in the region.

HKSTP offers full service Incubation Programmes to cater to the needs of different technology start-ups. Our Incubation Programmes enable innovative ideas to mature into award-winning, practical and market-oriented products and services. Throughout the past decade, HKSTP has nurtured hundreds of start-ups to flourish and grow, attracted top-notch international companies to share their knowledge, and built a critical mass of innovative companies which deliver inventions that address societal needs. With this critical mass, the Corporation has embarked on another stage of its journey to connect the dots and reach out to all our stakeholders in the community to drive for stronger momentum of growth amongst industries that build upon innovation and technology.

Under our renewed strategy, which is encapsulated in 3Cs – Connect, Collaborate, Catalyse, we connect innovators in our ecosystem with the Government funding and investors, as well as with industrialists for adoption and application of new innovations. We also foster collaboration between companies, universities, and research institutes across technological disciplines, and we catalyse the development of innovation by creating an inspiring environment with comprehensive value-added services to meet the needs of innovators.

We at HKSTP firmly believe that the grand issues facing our society such as improving elderly care and preserving our environment are better addressed when technological resources and expertise are synergised, and hence we focus on key technology clusters to drive development for maximum impact. We also believe that design-led and technology-led innovations applied to industries will lead to strong momentum to facilitate re-industrialisation and economic diversification in Hong Kong.

Over the years, the Corporation has laid a solid foundation on which we shall step up effort to nurture and advance technological development in Hong Kong.

As of 31 March 2015, HKSTP has attracted more than 510 technology companies, both local and international, which employ a workforce of close to 11,300 in Science Park.
MANAGEMENT REPORT

THE YEAR AT A GLANCE

87
local and international
technology companies
moved to Science Park
Phase 3

173 Incubatees
joined HKSTP’s ecosystem

HKSTP
Launch of our
new brand identity
“Connecting
the Dots”

HK$200M
Seed and Series A funding raised
by incubatees and graduates
representing a 7 fold
year-on-year increase

1
59 Awards won
by incubatees and graduates

&
29 Awards won
by partner companies

42
patents
registered by
incubatees for
new technology
innovations

Over 5,500
guests from more than
15 countries attended
thematic conferences
hosted by HKSTP

Over 9,400
man hours of
professional
training provided
41
International universities, R&D institutions and start-ups explored collaboration opportunities in Hong Kong through our Soft Landing Programme.

50,000
Parents and students served through weekend workshops and Science Explorer programme.

168,700
Parents and students engaged through community outreach roadshows on innovations.

Supported
66 partner companies and incubatees for product launch and promotional events.

Spearheaded the launch of TechnoPreneur Partnership Programme (TPP) with 19 partners, including 13 start-up organisations and 6 local universities.

Close to
11,300 workforce at Science Park and over 510 technology companies.

34,112
square feet of space available for meeting and conventions in Hong Kong Science Park.

50%
of Science Park communities signed up for community club SPARK.

11Data Centres at Tseung Kwan O Industrial Estates form the largest hub in Asia.
The Honourable
Mrs Fanny Law
Fan Chiu Fun
GBS, JP
Chairperson
I wish to begin with my heartfelt tribute to the years of dedication and service of my predecessor Mr Nicholas Brooke. Thanks to his professionalism and leadership, HKSTP has built a strong foundation and is well-prepared to leap forward and harness what the future has in store for Hong Kong and the world.

We are in a fast-paced, deeply-connected and globalised economy. HKSTP and Hong Kong must prepare for a very different future where the only way to remain sustainable and competitive is through continuous innovation and self-reinvention. That is the environment today – a testing one, but one that presents immense opportunities for Hong Kong’s emerging technology businesses and its evolving role as Asia’s R&D hub.

Since joining the HKSTP Board, I have been continually struck by the conjunction between the economic environment today and what was envisaged 15 years ago when HKSTP was established. In my former capacity as the Secretary for Education and Manpower, my colleagues and I saw that the world had changed and knew we had to prepare citizens for an economy driven by knowledge acquisition and utilisation, and where solutions to complex problems would require imagination and collaboration.

This is all about a change of mindset – something that requires lifelong learning, an open mind and willingness to jump out of the comfort zone. This is the kernel of the education reform initiated in 2000. I am thrilled to see this spirit become more and more prominent in our incubatees and the start-ups in general across Hong Kong.

To steer Hong Kong’s economic development forward through maximising its potential in R&D and innovation, we see that the territory’s technopreneurs have played their part vigorously and fruitfully. Our challenge is to mobilise various stakeholders from different segments in Hong Kong to actively rethink Hong Kong’s role and their part in this changing game plan. We have been accustomed to relying on our traditional economic pillars such as logistics, tourism and financial services, but there is a clear need for diversification.

By building new industries in innovation and technology, we can strengthen our economic base and offer broader and more rewarding career paths for our young people. Many of our youth are interested in science and excel in international competitions. It is disheartening that many of them have been unable to take up science-based professions because of insufficient career opportunities. As Mainland China places an increasing emphasis on innovation and technology and in promoting entrepreneurship, Hong Kong is well-positioned to capitalise on the opportunities that arise.
BUILDING A VIBRANT ECOSYSTEM WITH 3Cs

HKSTP has been doing its part to nurture technology start-ups over the past 10 plus years. We are not a research institution, but the Corporation and Hong Kong Science Park have become a centrepiece in Hong Kong’s innovation system. We are in our own way demonstrating what a vibrant ecosystem is like. We have coined the phrase ‘3Cs’ to encapsulate our role in the innovation process – we connect, we collaborate and we catalyse.

We have groomed hundreds of start-ups companies and around 80% of our graduates are still in business today. In Hong Kong Science Park, we have more than 500 technology companies in five key technology clusters. A number of them are regional research centres. We connect them both horizontally and vertically. Horizontal networks share knowledge and content and bring in investment and talent. Vertical connections cover the entire value chain, from R&D and product design to branding and production. We connect our partner companies to investors, talents, customers and R&D institutions, and link them to the Mainland and international markets.

These all condensed into “Connect, Collaborate, Catalyse” – the 3 “Cs” framework and strategic direction which we launched in the beginning of 2015. This is a roadmap governing how we would like to accelerate forward to enable how each stakeholder in the community can participate to ensure Hong Kong reinvents itself amidst the macro challenges.

WELL-POSITIONED FOR GROWTH

We are not content with simply nurturing individual companies. In the future we intend to foster new industries, bringing together the incubation and talent development in Science Park with the industrial estates’ production capacity. We are working towards reindustrialisation of the city’s economy by revitalising the industrial estates, pitching at high-end manufacturing. As young companies in Science Park grow in scale, they are ideal new tenants for our revamped industrial estates.

We are targeting and reaching out to companies and talents outside Hong Kong to invite them here to add to our key technology clusters. The city is well-positioned to be an effective bridge between Mainland China and the rest of the world, both for foreign companies wishing to adapt themselves to the region before entering the Mainland market, and for Mainland firms coming here to explore international markets.

One of the encouraging developments has been the sharp growth in the level of investment attracted by our technopreneurs. Venture capitalists and angel investors are recognising the vibrancy of our ecosystem and the fast-growing start-up community.
in Hong Kong. Another gratifying sign is that some of the city’s major corporations have expressed interest in investing in start-ups and procuring their technology.

These indicators suggest that our innovation ecosystem is on the way to becoming self-sustaining. While 2014 was a year of change for HKSTP, what doesn’t change is that people are the key, regardless of our strategic focus. We continue to put integrity and the drive for excellence as our top priorities. We firmly believe that the proactive and collaborative approach of our team members, and the enterprising spirit of our front end staff, spur even stronger momentum for growth and development of our ecosystem.

With the enormous progress we have made in the past 12 months, HKSTP and its impressive and dedicated staff can take great confidence into the new year and beyond as we strive to create a strong innovation and technology sector in Hong Kong.

In the future we intend to foster new industries, bringing together the incubation and talent development in Science Park with the industrial estates’ production capacity. We are working towards reindustrialisation of the city’s economy by revitalising the industrial estates, pitching at high-end manufacturing.

The Honourable
Mrs Fanny Law Fan Chiu Fun
GBS, JP
Chairperson
Mr Allen Ma
Chief Executive Officer
2014-15 has seen a lot of exciting developments in HKSTP. We have embarked on our biggest ever transformation, aiming to accelerate the pace and scale of technology innovation in Hong Kong.

Since the establishment of the Corporation in 2001, we have hosted hundreds of businesses and fostered the careers of tens of thousands of professionals. We have helped build a vibrant city-wide innovation ecosystem that has increasingly attracted attention, investment and talent.

All these success stories compel us to do even more as we believe Hong Kong possesses all that is needed to transform itself into a knowledge-based economy where innovation and technology is the key engine. Hence we spent a good deal of time in 2014 rethinking and revitalising our strategy. We engaged the services of respected global consulting firms to assist in the process as we deliberated our future role and objectives. We examined the macro technology trends and opportunities and our own strengths to consider how we can best support economic diversification and the broader Hong Kong society.

SPEARHEADING A NEW ECONOMIC PILLAR

Our objective is to spearhead the development of Hong Kong as an innovation and technology hub. This additional pillar will diversify our economic base, enabling the economy to deliver social and economic benefits on a sustainable basis.

We also aim to double the number of start-ups at Science Park, attract leading science and technology talents and accelerate the inflow of investment funds to fuel their growth.

Our charter is to reinvigorate our economic and industrial base by developing core technology clusters in Biomedical Technology, Electronics, Green Technology, Information & Communications Technology, and Material & Precision Engineering. We will also leverage the growing technology depth of Science Park companies to build three platforms: smart city applications; healthy ageing solutions that enable the growing elderly population to enjoy quality living; and deployment of advanced robotics for both industrial and consumer applications.
LETTER FROM THE CEO

One part of this is to reinvent the role and physical attributes of our industrial estates to facilitate modern industries development. The estates were designed and built as industrial premises for businesses that could not be accommodated in ordinary multi-storey industrial and commercial buildings. We have sought permission from the Government in 2015 to revise the Industrial Estate policy to enable the development of specialised multi-storey buildings that can house hi-tech companies. We will also strive to enable traditional industries to leverage technology advancement to create new possibilities.

CONNECTING OUR STAKEHOLDERS

This also means a change to the way the organisation operates. Instead of our traditional focus on managing and hosting infrastructure, we will build on our value-added service capabilities to better support our partner companies and incubatees in order to provide stronger connections between companies, industries and entrepreneurs, and between the innovation process and industry. The spirit of such is embodied in our new corporate brand identity of ‘Connecting the Dots’ that we launched in February 2015.

We have been making encouraging progress in each of the above strategic directions in 2014. But this strategy is by no means about the Corporation alone. We have important partners and stakeholders, such as the Government, academia and industrial leaders, whose support to Hong Kong’s innovation and technology development is essential. We also need the cooperation of R&D centres and university entrepreneurship centres to facilitate more young students and researchers to join us in driving the development forward.

Externally, we believe we can derive great value from our proximity to Mainland China and in particular to the Pearl River Delta (PRD) Economic Zone. There is a significant degree of complementarity between the Hong Kong and PRD. The PRD is the global electronics and ICT manufacturing hub and is also growing its own research and design capabilities. Hong Kong can play a role as a partner and collaborator through our strengths in brand-building, our strong legal system and ability to attract foreign talent.
BUILDING ON SOLID ACHIEVEMENTS

While the strategy work was a major part of our efforts in 2014, it was also a year of achievement in other ways. We completed work on the first three buildings of our Science Park Phase 3 development, expanding the gross floor area to the Park by around 800,000 square feet. 50% of it has been taken up by new partner companies such as Infineon, Gold Peak and TCL. The final part of Phase 3, due to open in 2016, is on schedule progressing.

Internally, we need to make sure the Corporation is on a sound financial footing. Our approach is that every dollar spent must produce value for us, and we will continue to practise prudent financial management to help ensure our long-term sustainable growth.

Beyond all of these important business initiatives, I must stress that the Corporation’s wider responsibility is to serve the needs of Hong Kong society. It is part of our charter to harness science and innovation to make Hong Kong a better place for all. We believe the development and application of technologies such as the smart devices, advanced food testing, IoT and robotics can address issues such as sustainable development, food safety and elderly care.

Under our renewed vision, the Corporation will continue to play its role in connecting, collaborating and catalysing innovation, entrepreneurs and markets. As our innovation ecosystem gathers momentum and scale, we are well-positioned to seize the exciting opportunities ahead of us.

Mr Allen Ma
Chief Executive Officer
VISION, MISSION, CORE VALUES

VISION
Create a vibrant innovation and technology ecosystem to deliver social and economic benefits to Hong Kong and the region.

MISSION
Connect stakeholders, facilitate knowledge transfer and nurture talents to accelerate technological innovation and commercialisation.
**CORE VALUES**

**EXCELLENCE**
We drive for excellence in our operation. We execute with focus and agility to drive for sustainable growth and development; and we put safety and quality as our highest priorities.

**COLLABORATIVE**
We facilitate collaboration that maximises synergy. We understand the needs of our stakeholders and are proactive in orchestrating partnerships that drive growths.

**PROACTIVE**
We are proactive in engaging our stakeholders. We understand their needs and will take the initiative to better serve them to create a brighter future for all.

**INTEGRITY**
We run our operation with integrity. We always act ethically, treating everyone with honesty and respect, and we follow through on commitments we make.

**ENTERPRISING**
We embrace an enterprising spirit. We think big and are bold in driving towards new horizons. We are innovative in fostering entrepreneurs to develop products and services that will benefit our society.
02
OPERATION PERFORMANCE
Technology clusters are at the heart of our programmes. We grow the Hong Kong economy through innovation and technology and revitalise our industries through the five technology clusters where we have significant strengths to leverage. HKSTP provides a range of services and support to companies within these vertical streams and across clusters.

The five clusters are:

**Biomedical Technology** - connecting the dots to encourage collaborations, providing laboratory space and research facilities to life science and biomedical companies to enable innovations in medical devices, diagnostics, therapeutics, personal care, as well as regenerative and traditional Chinese medicine.
Electronics – facilitating R&D and rapid prototyping to speed up the process from design to production and commercialisation, saving costs and accelerating time-to-market for new products.

Green Technology – Science Park serves as a living laboratory where green technology solutions can be developed, tested and launched to help create a more sustainable economy.

Information & Communications Technology – enabling cloud computing, big data analytics, IOT, and 5G wireless technology to create intelligent solutions for our smart city.

Material and Precision Engineering – exploring the use of new materials and precision engineering that can support the launch of innovative products for consumer and industrial markets.

In addition to the five clusters we are also pursuing three over-arching cross-disciplinary platforms.

The first is Healthy Ageing, which has become a major market with strong potential. It includes intelligent home care, regenerative medicine, home care robotics, IoT and big data analytics for healthcare management. All these leverage a diverse set of technologies to enrich the quality of life for the growing ageing population.

Another is Robotics, which is destined to impact our world and extend beyond industrial robots to embrace medical and ICT areas such as edutainment, surgical robots, assistive devices and many others.

The third is Smart City, an important government initiative to enhance the livelihood of all citizens by enhancing services in transport, energy, healthcare, environment, and the household settings.

There is room to create and leverage synergies between the technology clusters and platforms, offering rich potential for collaboration among Science Park companies and industries along the value chain in our ecosystem.
HKSTP delegation explored collaboration opportunities at Barcelona Mobile World Congress

Distribution of partner companies by technology cluster:
- Biomedical Technology: 9%
- Electronics: 25%
- Green Technology: 14%
- Information & Communications Technology: 34%
- Material and Precision Engineering: 13%
- Professional Services: 5%
Scania inaugurated its regional R&D headquarter in Science Park.

Mr Allen Ma shared his views on Hong Kong as a leading technology hub in the region.

We are constantly expanding our innovation ecosystem. Over the past year, we have welcomed 86 new partner companies to join our clusters and enrich the ecosystem.

Swedish auto firm Scania chose Science Park as its first R&D centre in Asia. It has developed a GPS-based smart transport system that tracks bus and truck fleets across Hong Kong and southern China. The company also looks to further its R&D using the lab facilities in Science Park to support the development of new vehicle concepts such as bio-fuel and inductive charging electrical vehicles.

Infineon, a world leader in the manufacturing of semiconductors and systems for automotives, industrial and multimarket segments, has entered into a partnership with ASTRI and HKSTP in thermal management solutions to enhance system performance and energy efficiency in high power applications. The collaboration will facilitate Hong Kong’s R&D activities and enhance local capability on power management technology in the fields of telecommunications, energy storage system, solar conversion, and motor drive industries.

Gold Peak Electronics, a market leader in advanced audio products, has joined the Park with their renowned brand names such as KEF and CELESTION for the R&D of premium consumer speakers and professional speaker drivers.

Distribution of partner companies by places of origin

- Asia Pacific: 64%
- Europe: 11%
- Hong Kong: 10%
- Mainland China: 8%
- US & Canada: 7%
RADIUS OFFICE LAUNCH

Radius, a global innovation strategy and product development company, moved its operations to Science Park in February 2015 to support its continued growth, global talent recruitment and, ultimately, better service for Asian clients. The space has been carefully designed to include an open studio, engineering and prototype lab and state-of-the-art IT systems. As a leading global innovation and product development company, Radius is ready to serve the over 500 technology and R&D firms at the Park as well as those in our three Industrial Estates and the community of broader Hong Kong and Asian industries.

“We are thrilled with our new space at Science Park. Radius now has the ability to grow our core capabilities of research and discovery, innovative design and mechanical/electromechanical engineering in China and wider Asia.”

– Mr Kevin Ko, Managing Director, China Region, Radius

DJi, the world’s biggest maker of consumer unmanned aerial vehicles, has set up a research branch in Science Park and employed a team of top notch researchers and developers.

Kuang Chi Science, which is aiming to revolutionise communications with its small, affordable and reusable aerial platform, settled at Science Park to carry out research.

As we celebrate the arrival of major global technology players, we are also excited by the growth of home-grown companies in the past 12 months. Megasoft [Myndar] which collected ten industry awards in 2014 for their innovative RFID solutions in tracking and enhancing retail efficiency, expanded its operations and moved into Science Park Phase 3. Madhead, a graduate from our incubation programme, grew its team from 16 to 148 and took on a whole floor in the new Phase 3. Their stunning office design has become a magnet for multimedia developers.
CLUSTER VALUE ADDED SERVICES

- **Business Support**
  - Business matching
  - Cross-cluster events
  - Collaboration platforms
  - Lead industrialisation

- **Talent**
  - Sources R&D talent
    - Internships
    - Talent pool platform
    - Career fairs

- **R&D Resources**
  - University R&D and IP
    - IP services
    - Laboratories

- **Recognition**
  - Innovation heroes
    - Media coverage
    - Product launch
    - Award nominations

- **Funding Support**
  - Investors
    - Corporate Venture Fund

  - Mentorship & training
    - Soft landing centre
    - One-stop service

  - Business matching
    - Collaboration platforms
    - Global market access

  - Thought leadership
    - Competitor benchmarking
    - Professional conferences
    - Market research

  - **Market Intelligence**
    - Grant application support
    - IPO support

TRI-PARTY PARTNERSHIP WITH INFINEON AND ASTRI

HKSTP, Infineon Technologies and Hong Kong Applied Science and Technology Research Institute (ASTRI) inked an MOU in December 2014 to establish long-term collaboration for the development of advanced thermal management solutions for high power density applications for the Mainland and Hong Kong markets. The strategic partnership will leverage the research, testing and package development capabilities of ASTRI and HKSTP and the product and system know-how of Infineon. The research is expected to lead to thermal management solutions that support applications across different industries such as telecommunications, energy storage system and solar conversion.

HKSTP delivers a chain of value-added services to ensure Science Park companies can connect with potential partners, collaborate on R&D and catalyse the launch of ground-breaking innovations that will benefit our community.

“We strongly believe in the value-added to our business through this tri-party partnership. Our establishment in the research and development community within Science Park will enhance our ability to further develop technological innovations that will raise the bar for serving customer and market needs. This will establish our R&D activities in Hong Kong as an essential element of our power management capability in the region.”

– Andrew Chong, Regional President and Managing Director of Infineon Technologies Asia Pacific Pte Ltd.
HKSTP teams have worked tirelessly to expand market outreach for Science Park companies. Over the past year, our cluster teams have led numerous trade missions to connect our partner companies with buyers, distributors, research partners and investors in key markets. Such missions are also important opportunities for us to demonstrate the strength of Hong Kong innovation and to attract more world-class technology companies to our ecosystem.

We worked closely with Hong Kong Trade Development Council on the Think Asia Think HK missions. Our symposium at the Tech Forum in Paris in October 2014 attracted hundreds of guests, where experts from Hong Kong’s medical, healthcare device and biotech sectors shared insights into the Greater China market and discussed possible R&D collaboration with the Atlanpole Science Park in Nantes and Medicen Association in Paris.

Last year, we joined hands with OGCIO to take eight Park companies to the 18th China International Software Expo in Beijing in May, and organised a Hong Kong Pavilion in the GSMA Mobile Asia Expo in Shanghai with Cyberports and 12 companies in June.

**DRIVING CLUSTER ENGAGEMENTS**

In January 2015 our Electronics cluster team led seven companies to the Las Vegas Consumer Electronics Show (CES), America’s biggest
electronics trade show that attracted over 170,000 visitors. The team also led a delegation of 14 partner companies and representatives from Hong Kong Electronics Industry Association to host a Pavilion at CeBIT, one of Europe’s largest electronics and ICT show in Hannover, which was attended by 200,000 visitors.

The ICT cluster team took five partner companies to the Mobile World Congress in Barcelona in March 2015, where 93,000 visitors converged at the world’s biggest telecommunications show.

Our Green Tech cluster team led five companies to speed networking sessions at the CleanTech Conference in San Francisco in March 2015 where they pitched to 600 potential investors and collaborators. Over 35 potential deals and partnerships were generated from the event.

For our Biomedical Technology cluster, the highlight of the year was the delegation to JP Morgan Healthcare Conference in San Francisco in January 2015, an invitation-only event attended by 4,000 top industry leaders and investors. As the only delegation from a science park present at this conference, HKSTP team enjoyed high visibility and generated enormous interest from leading pharmaceutical companies and investors.

**CLUSTER CONNECT**

To better serve the community in Science Park, we held a series of ClusterConnect with C-level executives from each technology vertical. This was an excellent platform for them to share their latest business development directions and their concerns and areas where they need support.

More than 80 C-level executives attended the four Connect events where companies in different stages of growth shared their respective needs in talent recruitment, R&D, partners identification, marketing and branding. These provide valuable insights as to how HKSTP should further enrich our value added services to serve their needs.

The events also proved an effective channel for the senior executives to meet and share ideas and experiences with each other and explore opportunities for collaboration.
2014/15 Incubation Programmes graduates pledged to deliver a better tomorrow through their innovations
Our start-up programmes continue to make impressive progress. This year has been our best ever, in terms of attracting investment, gaining awards and attention from the wider community. The number of incubatees in Programmes increased nearly 30% to 173 from 135, a result of expanded pipelines from universities and other partners as well as the higher recognition of Hong Kong Science Park and of the technology sector in general. The cumulative survival rate of HKSTP incubatees also climbed to nearly 80%, demonstrating the value of our programmes and the strong momentum of the innovation and technology industry.

INCUBATION PROGRAMMES

Entrepreneurial spirit is part of Hong Kong’s DNA. At HKSTP, we are here to help technopreneurs pursue their dreams.

For start-ups entering our Incubation Programmes we provide support that includes office and laboratory use, business consultancy, university collaboration for technology transfer, talent recruitment, technical and management training, legal consultation, investment matching events, financial aid, as well as marketing and promotion support. All these are crucial to young firms striving to catalyse their inventions and grow their businesses.

INCUBATEES AND GRADUATES STATISTICS

Cumulative 2003/04 – 2014/15 (unless specified)

- Incubatee graduates since the programmes’ inception: 354
- Incubatee graduates still in business since the programmes’ inception: 280
- IPO/Merger & Acquisition/Joint venture/Spin-off transactions since the programmes’ inception: 20
- IP registration applications filed: 796
- Technical/design and management awards obtained: 316
- Number of Angel/Venture capital investments: 160
## Operation Performance

### Groom Start-ups

A momentous celebration with all award-winning incubatees and partner companies in 2014/15

<table>
<thead>
<tr>
<th>Current Incubatees</th>
<th>Incu-Tech/Incu-Bio</th>
<th>Incu-App</th>
<th>Total</th>
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<td>173</td>
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<th>Incubates admitted to the programmes during the fiscal year</th>
<th>Incu-Tech/Incu-Bio</th>
<th>Incu-App</th>
<th>Total</th>
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<td>47</td>
<td>89</td>
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<tr>
<th>Number of Angel/Venture capital investments attracted by incubatees or graduates (Amount of investment awarded)</th>
<th>Incu-Tech/Incu-Bio</th>
<th>Incu-App</th>
<th>Total</th>
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<td>16 (HK$115M)</td>
<td>4 (HK$85M)</td>
<td>20 (HK$200M)</td>
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<tr>
<th>Technical/design and management awards obtained</th>
<th>Incu-Tech/Incu-Bio</th>
<th>Incu-App</th>
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<th>IP registration applications filed</th>
<th>Incu-Tech/Incu-Bio</th>
<th>Incu-App</th>
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### Distribution of Incubatees by Technology Cluster

- **Biotechnology**: 36%
- **Electronics**: 14%
- **Green Technology**: 7%
- **Information & Communications Technology**: 31%
- **Incubatees**: 6%
- **Precision Engineering**: 6%

Total incubatees: 173
Humanoids developed at Science Park are set to change tomorrow’s world – Hanson Robotics, an incubatee since 2014

**GOING FROM STRENGTH TO STRENGTH**

Among the 173 incubatees in the programmes this year were prominent companies such as Hanson Robotics, which leverages advanced artificial intelligence and new materials to create a series of humanoids with extraordinarily life-like facial features and expressions.

**7 Fold Increase in Investments**

We offer investment advisory services to incubatees and partner companies to help them raise funds and connect to the investment community through our Venture Capital Partnership Programme. Coupled with our joint effort with Hong Kong Business Angel Network and from other sources of funding, our incubatees and graduates attracted a total investment of HK$200 million in 2014/15.

**Expand Our Mentors Network**

To further enrich the mentorship pool, we invited successful executives and entrepreneurs to serve as mentors and share their experience and insights with our incubatees. In addition, we also partnered with the Hong Kong Computer Society’s talent cultivation unit to recruit CIOs and senior IT executives from leading Hong Kong organisations as mentors.

**MINGLE and Learn**

We organised “MINGLE” sessions every six weeks to provide our incubatees with exposure to the start-up community, and to get insights from successful business leaders. For example, successful technology entrepreneurs such as Mr Matthew Man, CEO and founder of Megasoft Ltd., spoke about his start-up journeys and lessons learned, while executives from companies such as PayPal and Google provided advice on leveraging social media and cloud platforms for business success.

**Accelerate Business Momentum**

The Airport Authority Hong Kong sealed their partnership with HKSTP on the “Technologies from Science Park” Programme and stated their intent to explore adoption of innovations from incubatees and partner companies for the airport’s development. Hong Kong Quality Assurance Agency also signed up as our strategic partner to provide consultancy and support to help our incubatees enhance service and product quality as well as to connect them to relevant business partners across different industries.
We are delighted to partner with HKSTP to contribute to their Incubation Programmes. HKSTP offers comprehensive support to the incubatees during their inception stage, while HKQAA promotes international advanced management concepts to enhance their management performance. This collaboration will generate synergy that fosters incubatee development and improves the industry competitiveness in the long run. HKQAA will continue to work closely with HKSTP.

– Dr Michael Lam, Chief Executive Officer, Hong Kong Quality Assurance Agency

“We hope that mentors could lead the incubatees of HKSTP to explore ICT and facilitate their personal growth in order to maintain a sustainable talent cultivation ecosystem. This would definitely help nurture our younger generations and contribute to the future development of ICT industry.”

– Mr Andy C Bien, Vice President (Membership), Hong Kong Computer Society

“We are glad to join the ‘Technologies from Science park’ programme. We hope some collaborations with the local start-up community can be established soon and we look forward to tapping the ‘brains’ of Hong Kong to further enhance our airport services.”

– Mr Ricky Leung, General Manager, Technical Services, Airport Authority Hong Kong

EXPANDING OUR NETWORK WITH TPP

Our work is not confined within the boundaries of Science Park. We believe that our start-up community will benefit more if we extend our services and support to those beyond the Park.

In November 2014 we launched the Technopreneur Partnership Programme (TPP), joining forces with 13 co-working space operators and the entrepreneurship centres at six local universities.
TechnoPreneur Partnership Programme pulls together major stakeholders from Hong Kong’s innovation ecosystem to accelerate the city’s knowledge-based economic development.

Under this Programme, HKSTP will extend its support and services to technology start-ups of TPP partners, while enterprises in the Park will be able to access the resources provided by TPP partners. The programme creates greater synergy through resource sharing and provides services that are crucial for early stage start-ups, such as investment and fundraising, business development and laboratory support.

Since the launch of TPP, we have seen early collaboration in knowledge sharing and networking among the Park’s companies, our partners and potential investors.

We have also partnered with Nest in supporting the AIA Accelerator Programme which selected eight smart healthcare device start-ups from around the world to be hosted at Science Park’s Soft Landing Centre for 16 weeks. The programme provides the eight companies with valuable exposure to meet mentors and industry leaders who in return assist them to sharpen their inventions and hone their business pitching skills.
“By launching the TPP, we are building one of the most extensive networks for technology entrepreneurs in Hong Kong. This marks a great leap forward for the Corporation. Through connecting the industry, fostering collaboration and nurturing talents, Science Park is no longer just a technology hub, but a robust core of the vibrant innovation and technology ecosystem and a key support to the entire start-up community. This is crucial to accelerate our city’s technological advancement and enhance our competitiveness.”

– Mr Allen Ma, CEO, HKSTP

LEAP

We have seen significant development for the four members of LEAP (Leading Enterprise Acceleration Programme), which is established to spur the growth of promising start-ups.

AdvanPro secured significant investment from their Series A fund raising, and Optical Sensing has expanded its footprint to Malaysia, Middle East and Mainland China. Trinity Photonics tripled its

Soft smart sensing technologies developed by AdvanPro Limited will empower everyone to monitor their health anywhere anytime - AdvanPro Limited, a member company of LEAP since 2014
Using highly sensitive optical sensing systems, Distributed Temperature Sensing (DTS) solutions ensure stable electrical power supplies and prevent fire hazards for any target places where optical fibers passing through - Optical Sensing Limited, a member company of LEAP since 2014.

Themed “Innovation for Good”, the one-week product showcase put on display the novel inventions developed by the graduates of the Incubation Programmes.

business turnover, while AppTech broadened their business through successful collaboration with industry partners.

**Innovation for Good** was the theme for this year’s 45 graduating incubatees. The graduation showcase featured companies in Healthcare, Business Solutions, Entertainment, Lifestyle, Digital Media and E-Learning segments and demonstrated how their innovations are bringing positive impact to Hong Kong.
“We are glad to have joined the Incu-Tech Programme at Science Park in 2013 – a decision which heralded accelerated progress in our R&D, product concept validation and funding initiatives.

We benefit from the advanced lab facilities in Science Park like the 3D printing lab, which enables us to produce component moulds for ‘B-Free Chair’ at a snap and greatly condensed our R&D cycle. Just like the others under the Incu-Tech Programme, we enjoy comprehensive mentoring in the areas which are critical for a technology start-up to take off. As I look back, it is amazing for a small start-up like us to have done so much in just one year. I believe there will be more excitements to come for us, and they will happen quickly.”

– Mr Alan Lee, Founder and Chief Designer, B-Free Technology Ltd.

“We returned from the US to Hong Kong to anchor our nano bio-testing project in Science Park four years ago. Since then it has been a very fruitful journey. We benefited a lot from the dynamic R&D ecosystem in Science Park, having widened our network and connected to different collaborators in the academic, the Government and public sectors, as well as funding experts. In particular, HKSTP has given us enormous support to our product trial, assisting us to build the marketing strategy and develop product messages. Now we have graduated but we have decided to stay in Science Park as we believe being part of this dynamic ecosystem gives us invaluable access to opportunities and growth potential.”

– Ms Winnie Lun, Chief Executive Officer, eNano Health Limited (right)
“If we did not have access to Science Park’s advanced lab facilities, a start-up like ours without sufficient financial backup would never be able to begin the development of our technology, as our research requires the use of advanced laboratory. HKSTP helped us make our very important first step. Apart from technological support, we also received a lot of advice on networking, marketing and PR from HKSTP. Vitargent has become ‘famous’ because HKSTP has arranged countless opportunities for us to share our life-changing technology with various stakeholders. We are grateful to have become a member of this dynamic R&D ecosystem and hence we have decided to station the headquarters of our company here in Science Park even though Vitargent is now ready to enter into the global market.”

– Mr Eric Chen, Founder, Vitargent (International) Biotechnology Ltd. (2nd left)

“Our company has been headquartered in Hong Kong Science Park since 2005 when we joined HKSTP’s Incubation Programme. We started our operation with a team of two, but then we quickly developed into a sizable company. In Science Park I have come across outstanding research experts and met with a number of scientists with similar aspirations through the networking service provided by HKSTP. This expedited the R&D of our innovation and in just 18 months we were able to complete the whole development and validation process of our new product – ‘MJ Antipruritic Hydrogel’. The launch was done impressively and attracted attention from local and Mainland media. We have already graduated from the Incubation Programme and we would like to settle in Science Park as there would not be another place for innovation and R&D better than here.”

– Dr Benjamin Lee, President, Comprehensive Drugs Enterprise Ltd.
Support from HKSTP has helped catalyse the rapid growth of our company in just a few years’ time! The comprehensive facilities in Science Park provide great convenience for our R&D projects. We enjoy the ease of building networks and connections with the industry, as well as raising capital.

The Programme has offered us the opportunities to gain media exposure and has connected us with wonderful partners, peers and investors!

We find the recruitment matching service particularly impressive as it enables us to hire high calibre young talents who have been driving our growth with passion.

The Incubation Programme has helped me realise my entrepreneurial dream! With comprehensive support such as mentorship programme, seminars and investment matching sessions, we get connected with business partners and angel investors, enabling us to explore more opportunities and bring our business to new heights.
We are much grateful for the support offered by the incubation programme! It helps us extend our business network and expand into the international markets through participating renowned industry exhibitions and contests. All of these are important in catalysing our business growth.

Playnote Limited
Mr Eric Yung, Founder and CEO

The incubation programme has provided us with all the necessary resources and network to grow. We sincerely wish that more innovation and technology companies could also benefit from the Programme and make their presence in the market!

Lirico Technologies Limited
Mr KC Li, Executive Director

We are much grateful for the support offered by the incubation Programme! It helps us extend our business network and expand into the international markets through participating renowned industry exhibitions and contests. All of these are important in catalysing our business growth.

Mr KC Li, Executive Director

The professional team of HKSTP has been the driving force behind our business growth, especially during our inception stage. We would like to thank everyone from the Incubation Programme for their continuous support, advice and guidance, and most important of all, their friendship!

Prologue Limited
Mr Tommie Lo, Founder and CEO

Thanks to the Incubation Programme, we have enjoyed office space, networking opportunities and funding support which catalyse our business growth. We have now developed into a world-class software engineering team with cutting-edge web development technologies.

Potato Technology Company
Mr Wilson Tse, Co-founder (left), Mr Samuel Lee, Co-founder (right)
FOSTER INDUSTRY COLLABORATION

A core part of our mission is to connect Science Park companies with industry members from all parts of the value chain to enable collaborations and partnerships. This includes those within Hong Kong as well as those in Mainland China and overseas.

At the same time we are also focused on supporting the notion of reindustrialisation of Hong Kong. Though Hong Kong may not have the land resources for large scale manufacturing, it can play a role as an ecosystem hub where design, research and high-end production take place and where innovators, investors and manufacturers can connect and collaborate.

INDUSTRY CONNECT

Innovation and technology offer a path to revitalise Hong Kong’s traditional industries. With more than 500 technology companies covering five key clusters, we believe the inventions developed at Science Park and the talents it attracts can greatly benefit Hong Kong’s industrial sector.

HKSTP has worked actively to forge links between Science Park companies, our innovation ecosystem and the broader business and industrial community. Over the past year our senior executives have addressed important audiences at the Chinese Manufacturers’ Association of Hong Kong, the Hong Kong General Chamber of Commerce, the British Chamber of Commerce, the Federation of Hong Kong Industries, Hong Kong Young Industrialists Council, the Hong Kong Chinese Importers’ and Exporters’ Association, the Canadian Chamber of Commerce in Hong Kong, the Dutch Chamber of Commerce in Hong Kong, the Swiss Chamber of Commerce in Hong Kong and etc.
Representatives from food and beverage industry met with the Park's technology companies to identify collaboration opportunity.

We also held a series of IndustryConnect events for associations including Hong Kong Toy Council, Toys Manufacturers’ Association of Hong Kong, Hong Kong Electronics Industry Association, Federation of Hong Kong Industries, and Hong Kong Federation of Restaurants and Related Trades. More than 160 Science Park companies took part in the forums and presented their technologies that will help enhance operation efficiency and drive business development.

TECHNOLOGIES FROM SCIENCE PARK

We facilitated one-on-one business matching for corporations who are interested in pursuing more in-depth relations with Science Park companies. For large organisations like Airport Authority Hong Kong which are looking for innovative ways to enhance their operations, we organised forums where they can share their plan with incubatees and partner companies, who in return respond with tailored proposals and recommendations.

We see more and more leading organisations are supporting Hong Kong inventions and seeking locally-sourced innovation in their procurement process. These are strong signs of their confidence in the development of Hong Kong’s innovation and technology industry.

INDUSTRY COLLABORATION

Beyond business matching, we also leveraged our industry knowledge to facilitate the development of high potential industries. Our executives have been working with Hong Kong Medical and Healthcare Device Industries Association to jointly develop a roadmap for industry development.

We also co-organised the CSIA-ICCAD with China Semiconductor Industry Association in December, where we welcomed over 1,000 IC industry leaders to Science Park to chart the course for the industry. As recognised by the Ministry of Science and Technology, HKSTP’s status as a “Hong Kong National High-Tech Industrialisation Partner Base for Integrated Circuits” has further demonstrated our role in fostering the growth in semiconductor industry.
Facilitate Knowledge Transfer

Access to industry knowledge and trends is essential for businesses in the fast-changing technology field. One of our prime roles is to assist our partner companies and industry stakeholders to gain market intelligence about developments that are shaping their industries, to foster knowledge exchange and to secure partnerships to catalyse innovation.

**APAC Innovation Summit**

The APAC Innovation Summit, our annual flagship event, was held in December, with record high attendance of 3,000 attendees from 25 countries discussing issues ranging from Asian innovation and urban development to university-industry collaboration. Among the 170 speakers were former NBA star and philanthropist Dr Yao Ming, Schneider Electric Chairman and CEO Mr Jean-Pascal Tricoire, Xiaomi Co-Founder Mr Lin Bin and TCL Chairman and CEO Mr Li Dongsheng.

The Summit also hosted the Hong Kong Tech Showcase, where six universities and five R&D centres joined hands with Science Park companies to highlight more than 200 local innovations, attracting 5,300 visitors.

The IoT Symposium, the first of the Summit Series for 2015, was attended by nearly 500 participants from around the world. Experts in the field of IoT and big data shared their insights in the Symposium while HKSTP incubatees and partner companies demonstrated their idea or inventions through onsite exhibition. They all indicated that the impact of IoT has already applied to all industries and area of the community, especially the building of Smart Cities. At HKSTP, we have identified Smart City as one of three cross-disciplinary platforms around which we shall build a synergistic cluster of companies to innovate and develop technologies, devices and applications that would help enhance the efficiency and competitiveness of Hong Kong, as well as improve the quality of life for our citizens.
12 technology companies from Israel congregated at Science Park to explore partnership possibility with local business leaders and innovators.

Senior executives of HKSTP met with representatives from Karolinska Institute for biotechnology collaboration.
FACILITATE KNOWLEDGE TRANSFER

INTERATIONAL KNOWLEDGE EXCHANGE

The international outreach for knowledge exchange is another important HKSTP role. The HKSTP executive team met with dozens of potential overseas partners to share with them Hong Kong’s strengths, to gain insights into world-leading technologies, and to encourage knowledge sharing between leading scientists and technologists with the Hong Kong innovation community.

HKSTP executives joined the government delegation to Sweden in May 2014 to explore collaboration with potential partners, including Vinnova, the Karolinska Institute and the KTH Royal Institute of Technology. A mission to four universities in Scotland led to a collaboration with the Edinburgh Research and Innovation Limited (ERI) and the Edinburgh Centre for Carbon Innovation. The team also explored potential collaboration on a biofuel pilot facility with the Biofuel Research Centre of Edinburgh Napier University.

Our executives joined InvestHK in a delegation to Israel for knowledge exchange in biomedical and cloud and data technologies. The team visited the IDC Herzliya and Weizmann Institute of Science to gain insights into their successful model of technology transfer, in particular their focus on biotechnology and drugs development.
During our mission to the Bio International Convention in San Diego in June 2014 HKSTP sealed a memorandum of understanding with Pfizer Inc. for future collaboration on drug testing; and discussed with various parties the possibility of engaging in latest stem cell technology research in Hong Kong.

A study mission to Osaka enabled eight partner companies in July 2014 to connect with over 30 businesses at the Osaka Innovation Hub, Kyoto Research Parks and Knowledge Capital. The mission to Switzerland in September 2014 enabled the team to strike collaboration agreements with ETH Zurich, EPFL Lausanne for robotics and quantum computing through the Soft Landing Programme.

**TECHNOLOGY SOFT LANDING PROGRAMME**

The Technology Soft Landing Programme was launched in 2014 with the aim of helping leading international and local universities and industries connect with top minds and talents.

The Programme extends to 41 universities, technology transfer offices, R&D centres and start-ups from nine countries or regions, including major research institutions such as University of Oxford, Imperial College, Princeton University, ETH Zurich and others. The Programme provides a platform for these international experts to present their technology projects for sharing with our local stakeholders.

Under the programme, delegations presented their innovations and research to local technopreneurs and businesses, generating more than 100 business matching opportunities. The interactions also enabled international innovators to gain a much better appreciation of what Hong Kong has to offer. Those interested in setting up a base at Science Park to commercialise or localise their innovations can take advantage of our Soft Landing offices, which give them an easy access base and support while they explore opportunities in Hong Kong and Mainland China.
Currently some 60 projects are being canvassed, with approximately ten in advanced discussion. The projects being explored are related to green tech, electronics and biotech.

**BUSINESS MATCHING WITH ISRAEL DELEGATES**

Israel’s highly successful technology sector and start-up scene have long attracted international attention. In partnership with the Innovation and Technology Commission and the Israel Consulate in Hong Kong and Macau, HKSTP arranged 12 technology companies from Israel to meet with local business leaders and innovators to explore collaboration. Senior executives from Hong Kong’s telecommunications, property development, logistics and trading industries joined the business matching sessions, where each of the 12 companies took turns in hosting 20-minute pitches. A total of 42 local companies joined the event, of which 12 were from the Park. For the Israeli visitors, the mission offered them a valuable opportunity to reach potential customers, investors, distributors and R&D partners.

“We are pleased to partner with the Innovation and Technology Commission and HKSTP once again in this business matching event for Israel and Hong Kong companies. Israel and Hong Kong signed the Memorandum of Understanding on bi-lateral co-operation in industrial research and development last year, and we are working hard to implement it, providing a platform for companies from both sides to team up in collaborations.”

– Mr Sagi Karni, Israel’s Consul General in Hong Kong and Macau

**OVERSEAS OUTREACH**

Global exposure is important for companies, especially for start-ups. HKSTP is keen to take companies at the Park to various overseas technology events so as to meet VCs, angel investors and potential business collaborators, etc.

**TechCrunch Beijing 2014**

The 11 Park companies that joined gave very positive feedback about the exhibition. They identified and contacted potential buyers/partners. The event also helped the companies gain deep insight on technology trend, particularly in smart wearable devices. The participating companies built over 200 business contacts through the event for further development.

**APEC Accelerator Network Summit and Challenge, Taiwan (6-7 August 2014)**

The Challenge seeks to connect entrepreneurs with needs for disruptive innovation, build international business relationships, and facilitate fundraising activities.
between investors and startups across Asia-Pacific region.

Neo Mechanics, one of our incubatees, participated in the event. The company was the only finalist from Hong Kong for this regional event and had a chance to be on-stage pitching to panel of heavy weight investors including Siemens and Intel.

After the pitching session, Neo Mechanics was approached by Siemens and one of the judges, Dr Harold Raveche. He referred Neo Mechanics to a well-known Taiwan company, Kymco, leading to a subsequent technology trial.

ICT Mission to Seoul, Korea (24-26 November 2014)

Three companies from the Park (Sengital, Marvel Digital, WeSoft) paid a visit to Seoul and met prominent local corporations, including Naver, Samsung Delight, Woowahan Brothers as well as networked with Korea Electronics Association. They also joined business matching session with multiple Korean companies to explore ways of entering into the sophisticated Korean market.
CATALYSE R&D AND INNOVATIONS
Strong R&D support is critical to improve Hong Kong’s technology competitiveness, not only as a basic platform for innovation, but also to ensure a shorter development cycle, greater product reliability and quicker time to market. HKSTP provides laboratories and technical support to serve our partner companies, incubatees and R&D efforts from industries and academia.

11 STATE OF THE ART LABORATORIES

1) **Integrated Circuits Design Centre (ICDC)**
   - ICDC offers cost-effective EDA tool licensing and Secure Virtual IP Chamber services to facilitate design hosting, development and IP evaluation, all complying with the Information Security Management System (ISO27001) standards, and all within a highly Secure Virtual IP Chamber (SViPC).
   - SViPC was enhanced in 2014 to support Windows and Linux R&D Cloud Computer Farm.

2) **Intellectual Property Servicing Centre (IPSC)**
   - During the year, the IPSC completed nine design tapeouts and a design service project for partner companies.
   - IPSC offers a wide range of IP services including licensing, hardening and integration at the prototyping stage of IC development.

3) **Probe and Test Development Centre (PTDC)**
   - PTDC has advanced automatic test systems and experienced engineers to support IC industries in bringing new products to market. Customers we served are from Mainland China and European companies as well as those from the Park.

4) **3D System in Package (SiP) Laboratory**
   - 3D SiP Lab provides advance IC packaging R&D and small volume pilot production to the industry.

5) **Integrated Circuits Failure Analysis Laboratory (ICFAL)**
   - ICFAL is equipped with sophisticated analytical equipment, including Focused Ion Beam (FIB), Enhanced Lock-in Thermal Emission (ELITE), Emission Microscope (EMMI), Laser Scanning Microscope (LSM), ESD/Latch-up Tester, Scanning Acoustics Microscope and Reactive Ion Etcher.

6) **Reliability Laboratory (RL)**
   - RL provides supplementary IC product qualification support and environmental qualification tests for electronic products. It also supports local PCB companies with temperature stress tests.

7) **Rapid Prototyping Laboratory (RPL)**
   - Provides 3D printing facilities
   - Enable rapid prototyping of components and designs

8) **Material Analysis Laboratory (MAL)**
   - Provides surface structural and materials analysis support to the industry.
   - Services support in lithium battery, EV and other green energy development areas.
9) **Wireless Communications Test Laboratory (WCTL)**

- WCTL provides 3GPP and RF services.
- WCTL, through collaboration with professional parties, provides RFID, IPv6, LTE, Zigbee, WiFi, Bluetooth, etc. services to the ICT Cluster.

10) **Biomedical Technology Support Centre (BSC)**

- Expanded our portfolio of advanced life science instruments to support the growth of the biomedical technology cluster and attract top researchers to the Science Park.

11) **Solid State Lighting Laboratory (SSLL)**

- Equipped with precision facilities and equipment to support development and testing of panel displays and light-emitting devices.
LATEST ADDITION – 3D PRINTING

During the year, we installed new high-end 3D printers. Each machine can support rapid prototype production in different kinds of plastics and textures, enabling the mix of diverse plastic materials into finished goods. We are adding 3D metal printing capabilities in partnership with a third party service provider.

PARTNER STATE KEY LABORATORY

We have reached agreement with Hong Kong Polytechnic University to co-operate a State Key Laboratory of Ultra-Precision Machining Technology (Partner Laboratory in The Hong Kong Polytechnic University) in the Park within the coming year to provide optics design and prototyping, with high precision tool design and fabrication.

TECHNICAL SERVICE

Laboratory testing is a critical element of R&D. Over the past year, laboratory users have increased by 14% to 273 companies. The IC Testing Partnership programme has enabled 92 companies engaged in IC development for Mainland China to complete 449 projects since 2004.

Our Technical Services teams have achieved the following compared with prior year:
- New laboratory service customers increased 11%
- Number of confirmed projects increased 19%
- Number of completed jobs increased 32%
- Number of active users of laboratory services increased 5%

COLLABORATION WITH MAINLAND CHINA

HKSTP has established a strong network with our partners in Mainland China to support the development of Hong Kong technology.

We are working with the Guangdong Provincial Department of Science and Technology to facilitate the build-up of the Guangdong-Hong Kong Innovation Corridor. We have reached collaboration agreements with Shenzhen, Dongguan and Foshan for joint development.

We are partnering with Shenzhen on Integrated Circuits development and are pushing forward a Dual-currency Bi-directional Fund initiative, especially in relation to the Qianhai development. We are also working with Dongguan on upgrading its traditional industry base and with Foshan on co-incubation and knowledge sharing.
### LABORATORY SERVICES USER DISTRIBUTION

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<td>2014/15 273</td>
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<tr>
<th>Partner companies</th>
<th>Local companies</th>
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<tr>
<td>2014/15 56%</td>
<td>2014/15 38%</td>
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### IC TESTING PARTNERSHIP WITH COMPANIES FROM MAINLAND CHINA SINCE 2004

- **Companies**: 92
- **Projects**: 449
- **Completed**
Five technology companies in Science Park won top awards in the 42nd International Exhibition of Inventions of Geneva.

**AWARDS AND RECOGNITION**

It is important that the hard work and innovations from our partner companies and incubatees are recognised. Over the past year, they have scooped 88 global and local awards.

One of the big success stories was Insight Robotics, which won the Best Innovation Grand Award at the Hong Kong ICT Awards 2014 and the IBM Global Entrepreneur of the Year. Novus Life Sciences which was named in CNBC’s 20 World’s Hottest Start-Ups and, EGI Technologies and Consulting, were both finalist in the Global Entrepreneurship Week’s GEW50.

Other Science Park companies also shone at the HKICT Awards 2014. TFI Digital Media Limited, an incubatee in the IncuTech Programme, took out the Grand Award of Best SME ICT for its video streaming platform; Sengital Limited won Best Mobile Apps (Mobile Information) Gold Award for multi-media applications supporting the Jurassic World exhibition at Hong Kong Science Museum; and Trinity Photonics, a LEAP programme member, scored Best SME ICT (Adoption) Gold Award for its optical network for PLK Dr Jimmy Wong Chi Ho (Tin Sum Valley) Primary School.

AdvanoPro, eNano Health, Lirico Technologies, Medisen and Megabyte won Gold Medals at the 42nd International Exhibition of Inventions of Geneva, where close to 1,000 inventions competed for recognition.

Megabyte Ltd scored the Grand Award for Innovation and Creativity at the Hong Kong Awards for Industries with their invention of iTray – a full service mobile point of sale tray that uses RFID, while Solomon Systech won a Grand Award for Technological Achievement for its work on IC development.
Other achievements included Bindo Labs Ltd scoring Top Prize at the Startup Arena Singapore 2014 and Blitz Global Capital and uHoo Ltd being named winners at Startup Asia Jakarta 2014. The Talent Unleashed Awards crowned Ximplar the Community Impact Award for its ACEHearing product, and awarded the Best Start Up (Central and East Asia) to Gate Digital Services.

Rehab-Robotics was the recipient of The Innovation for Good Award at the South China Morning Post’s Spirit of Hong Kong Awards for its Hand of Hope robotics rehabilitative device, while CAS Logistics was recognised at the Hong Kong Most Admired Knowledge Enterprise Award (SME) 2014 for its knowledge management practices.

**TecONE**

To help technopreneurs find their way through the myriad of financial, business and legal issues that they face we have set up a one-stop service centre called TecONE. A collaboration with Hong Kong Productivity Council, TecONE hosts weekly seminars and in-depth clinics and provides information on the full range of Science Park services and the Government R&D funding schemes.
The first-in-the-world “transgenic medaka” and “zebrafish fish” embryo toxicity (FET) testing technologies reform existing scientific tests and raise global product safety testing standards – Vitargent (International) Biotechnology Ltd., 2014 Incubation Programme graduate

PUBLICITY SUPPORT

Media outreach to investors and the general public to promote technology breakthroughs and new products is a critical part of the innovation process.

The marketing team has provided support to 66 companies over the past year in pitching for media coverage to enable wider market and community awareness of the innovative work carried out by Science Park companies.
Of all the ingredients required for innovation, talent is the most critical. Inspiring young Hong Kong people about the exciting possibilities of science and attracting them into rewarding technology careers is one of our highest priorities.

**CAREER EXPO**

The Science Park Career Expo in March 2015 attracted more than 4,500 visitors, doubling the previous year’s count and making it Hong Kong’s largest technology careers event.

The event focused on our five key technology clusters – Biomedical Technology, Electronics, Green Technology, Information & Communications Technology, Material & Precision Engineering. With 600 openings from 80 companies offered to young graduates and professionals, the Expo demonstrated the strong demand for tech talent in Hong Kong.

The Expo received strong support from IT and biotech associations, university engineering faculties and entrepreneurship centres and co-working spaces. Technology professionals and successful entrepreneurs also discussed industry trends and shared their career experiences.

Attending the Expo were fresh graduates, job-seekers and university and high school students.
“I knew very little about Hong Kong’s ICT job market before I attended the Career Expo in Science Park. Now I realise that there are a lot of relevant employment opportunities here. I have already decided to dedicate myself to science and innovation. I also made up my mind that I should stay in Hong Kong after my graduation and launch my career here.”

– Mr Madotto Andrea, a Computer Science undergraduate, Hong Kong Baptist University

“I applied for several jobs today at the Career Expo. That’s really wonderful. Before attending the Expo today I didn’t know that the demand for R&D talent in Hong Kong is so huge. Now after talking to many recruiters I feel much more confident that I will be able to find a job that is relevant to my studies.”

– Miss Lau Pui Ying, Bioengineering undergraduate, Hong Kong University of Science and Technology

**TRAINING AND SEMINARS**

Constant knowledge enhancement is essential for technology professionals. More than 3,200 members of the Science Park community and network took part in 65 training sessions and seminars during the year.

Renowned speakers such as John Chen, CEO of BlackBerry; Victor Fung, Group Chairman of Fung Group; Marjorie Yang, Chairperson of the Esquel Group; and Peter Lau, Chairman of Giordano International Ltd, shared their management philosophy and global market perspective with Science Park technopreneurs. Senior executives from the Hong Kong Monetary Authority, Alibaba, Octopus, Paypal, Google, IBM and Microsoft also offered insights into technology and business trends, and professionals from Mayer Brown JSM and PWC provided advice on intellectual property protection and management strategies.
The play-and-learn spots of Science Explorer were visited by over 25,000 members from the public during the year.

**SCIENCE EXPLORER**

Technology industries are constantly seeking fresh talents with sharp and inquiring minds. To groom the next generation of scientists and engineers, we aim to help young people connect their academic learning to the excitement of real-world products and applications.

Science Explorer provides student visitors with hands-on experience that ignites their passion for science and technology and deepen their insights regarding career prospects. More than 25,000 joined the programme this year, enjoying interactive displays of new technologies, from fibre optics and motion sensing technologies to
Science elite – Young ambassador programme enabled youngsters to see robotics technology in application augmented reality applications and sustainable building design.

WORKING WITH EDB

We worked closely with the Life Planning Education and Career Guidance division of Education Bureau over the past year to develop programmes for high school students, including Innovation Workshops where graduates from our Incubation Programmes share their journey of launching and managing technology start-ups.

Together we jointly developed the Science Elite - Young Ambassador Programme for 100 students from 26 secondary schools to provide them with working experience as Science Park ambassadors during summer. The scheme also provided interactive workshops on science applications and sharing sessions from young technopreneurs.

The Education Bureau was a supporter of the Career Expo as well, arranging for teachers and students to take part so they can learn about future careers options directly from industry executives.

ENTREPRENEURIAL TALKS

We are working with the Entrepreneur Centres and Career Centres of five local universities to support students pursuing their entrepreneurial dreams. With City University, Chinese University of Hong Kong, University of Hong Kong, Hong Kong University of Science and Technology and Hong Kong Baptist University, we have jointly hosted talks where young entrepreneurs from partner companies share insights on starting a business and the challenges of running a start-up.

Roadshows about the local innovation heroes from Science Park and our Incubation Programmes attracted lots of attention at The University of Hong Kong and Hong Kong University of Science and Technology. The onsite demonstration of DJI's Phantom was certainly the attention grabber, and students admired the innovation behind this market leader in the global sales of unmanned aerial vehicle.
To build a truly vibrant ecosystem, it is essential that we engage diverse segments of the community to increase their awareness of innovation and technology in Hong Kong and the possibilities they bring. With the aim to inspire more young talents to join the force, we reach out to the community through media, exhibitions and events to share with the general public our work.

**INNOVATION HEROES**

We created the integrated campaign ‘Innovation Heroes’ to draw public’s attention towards the ingenuity and hard work of our home-grown innovators.

From a stair-climbing wheelchair for the physically-challenged to intelligent robots that prevent wildfires; from genetically reengineered fish that can identify food contaminants to a nano gel patch that aids burnt victims; and from a robotics device that retrain stroke patients to mobile applications for learning music; all of these innovations provide benefits to the community.

The campaign was carried out through print and outdoor advertising, radio and television promotion, online and advertorial coverage to win public appreciation for these innovation heroes.

**SOCIAL MEDIA**

Our Facebook fans have grown to 25,000 over the past year, reflecting the growing interest in Science Park events and activities. We have also uploaded 58 videos of our events and interviews onto YouTube for more interactive ways of engaging our community.

**ROADSHOWS**

We held roadshows at high-traffic locations like Cityplaza, Hysan Place, Times Square, Stanley Plaza and Lok Fu Plaza. The roadshows showcased the innovations of our local inventors and their journeys of discovery. The
HKSTP organised “Build Your Eco-house Design Competition”, an educational event for children and their parents. Science magic shows and robotics displays also aroused the interest of students and the general public in science and technology. Over 168,000 people visited our shows and many provided feedback that such events have helped them gain a much deeper appreciation of the strength and potentials of Hong Kong’s innovation and technology industry.

**SCIENCE WORKSHOPS**

We also organised weekend workshops at Science Park, where close to 25,000 parents and children took part. These events provided them with fun-filled moments through science workshops and performances, and gave parents the opportunity to gain a better understanding of the career prospects for their children who are interested in pursuing studies in science, technology, engineering and mathematics.

**A CONVERGING FORUM**

It is our charter to make good use of Science Park’s outstanding infrastructure to support large-scale events that promote innovation in society. During the year, the Park hosted a number of major events.

TED Talks are renowned for their ability to enthuse through stories of personal journeys of challenge and discovery. Our new Grand Hall was the site for both the TED Global live stream and TEDxHong Kong, each attracting and inspiring an audience of 900.

The UNESCO Peace Day is an annual event held at Science Park. In April students from 21 schools took part in the event to articulate their ideas of how we can build harmony and co-operation among peoples of all cultures.

The InnoCarnival, a nine-day’s event organised by Innovation and Technology Commission engaged more than 70 programme partners from schools, universities, R&D institutions and the Government departments to celebrate the positive impacts of technology on daily life. In addition to science and technology exhibitions, the event also hosted brilliant performances from local artists and an 8km Innothon, a marathon for IT professionals and their family. The event attracted over 230,000 visitors to the Park who took the chance to gain a better appreciation of this innovative technology hub where ground-breaking inventions have been developed.
The annual TEDx brought together the world’s leading thinkers to Science Park to share ideas.

HKSTP held territory-wide awareness campaign to foster innovation culture.
SUPPORTING STUDENT PROGRAMMES

HKSTP was a supporter of the Hong Kong Youth Science and Technology Innovation Competition, the city’s most popular science contest. The annual event, organised by the Hong Kong New Generation Cultural Association, attracted nearly 4,000 applicants from more than 400 schools last year. The competition aims at providing an opportunity for kindergarten, primary and secondary school students to shine and includes award categories such as Science Fiction Drawing, Invention, Research, and Outstanding Science and Technology Teacher. Winners are eligible to represent our city in national and international science contests to gain broader recognition.

HKSTP was also the venue sponsor of the Hong Kong Student Science Project Competition 2014, organised by The Hong Kong Federation of Youth Groups. The competition included science workshops and training aimed at stimulating the interest of youth in science and technology and developing their creativity and understanding of technologies. Around 3,000 teachers and students took part in this event.

The 2014 Hong Kong Tech Challenge Game, a VEX robotics competition hosted by Chinese University of Hong Kong, took place at the Grand Hall of Science Park. Approximately 500 students competed to qualify for the 2014-15 VEX Robotics Championship to be held in the USA.

2014 Hong Kong Tech Challenge Game, a VEX robotics competition hosted by Chinese University of Hong Kong, staged their finale at Science Park.
ENHANCE INFRASTRUCTURE AND SERVICE
OPENING OF PHASE 3

One of our major accomplishments of the year was the completion of the first three buildings of Phase 3 on time and within budget.

The first three buildings – R&D offices 12W and 16W, and laboratory facility 15W, were completed and officially opened in September 2014, expanding the gross floor area by nearly 800,000 square feet, while the last two buildings 20E and 22E celebrated their topping out in March 2015. When the Phase 3 campus is completed in 2016, Science Park is expected to accommodate over 600 partner companies and around 15,000 engineers, scientists, researchers, technology entrepreneurs and support staff.

We are proud that the Phase 3 project has put sustainable building practice into action with 39 green building features installed. The orientations of the buildings and the overall campus layout were optimised for energy efficiency. All buildings were designed to capture the most natural light, maximise natural ventilation and minimise solar heat gain to the interiors.

HKSTP has introduced a Green Lease for Phase 3 partner companies in which the companies play an instrumental role in energy saving. One scheme focuses on energy usage monitoring, in which a smart system collects electricity usage data, enabling the companies to make informed decisions about their energy use. Green Lease also applies the pay-for-use principle to air-conditioning, giving them the choice to open up the windows for natural ventilation and the ability to manage their own air-conditioning levels and spending.

Phase 3 has won a number of high-profile awards and recognition for its ground-breaking design, including the Grand Award for Green Building Award 2014 – New Building Category [Completed Buildings] from the Hong Kong Green Building Council, the Sustainability Achievement of the Year Award from RICS, and the LEED Platinum v2009 Core and Shell for Building 12W from the US Green Building Council.

To promote sustainable culture and technology to the public, HKSTP has launched the Green Trail, an interactive guided tour to enable the public to take a closer look at the green building features.

FOSTERING INNOVATION THROUGH NEW FACILITIES

In addition to the R&D offices and laboratory facilities, Phase 3 also expanded our conference and meetings facilities. The new Grand Hall can accommodate up to 900 people for large scale conference and exhibitions, as well as providing additional facilities for corporate planning and business meetings.

The opening of Phase 3 is an important addition to the physical infrastructure of our ecosystem, giving start-ups, SMEs and multi-nationals a world-class location to connect and collaborate.
ENHANCE INFRASTRUCTURE AND SERVICE

Grand Hall at Hong Kong Science Park Phase 3

Serving the Park’s community with passion

The Green Trail walks you through 17 selected green building design features in Phase 3
The newly-opened Hong Kong Science Park Phase 3a and 3b won the Grand Award in Green Building Award 2014 - New Buildings Category - Completed Buildings.

In view of the increasing demand for space at Hong Kong Science Park, we have commissioned a technical feasibility study and economic impact analysis to evaluate how we can further expand our infrastructure to accommodate more technology companies.

RAISING OUR BARS

In addition to building additional space, we also focus on 3S: Service, Safety and Sustainability.

We have stepped up our tenancy services to offer pre-handover meetings, fitting-out satisfaction reviews and centralised call centre support to enable timely responses to requests. We have also begun providing a Welcome Tour for all companies joining our community.

Maintaining high safety standards is also very important to us. We worked with the Fire Services Department to host gas leak drills and a safety exhibition to let companies at the Park better understand required safety practices. We installed anti-slippery floor treatment to minimise accidents and injuries. We have also implemented a strong security patrol, as acknowledged by the Hong Kong Police with the Best Security Guard Award 2014 for Shatin district.

Our Facilities Management team implemented a number of measures to support the Corporation’s drive towards a greener environment. A rainwater recycling system was put in place to collect water to irrigate the Park’s gardens, and a computer recycling programme was established to encourage the community to make good use of their old equipment. We also promoted green culture by offering our rooftops to the Park community to practise organic farming and installed water-saving faucets and hand dryers to drive environmental practices.
Let’s SPARK!

Hong Kong Science Park is far more than a workplace – it is an exciting and engaging community made up of people from diverse ethnic and cultural backgrounds. To bring people together to spark more ideas and energy, we have created a community membership programme called SPARK. It is yet another demonstration of our commitment to realise our vision to create a vibrant and collaborative innovation ecosystem.

SPARK offers fun activities that enable our members to get to know each other, enrich their knowledge and build team spirit.

These include:

- Team sports such as seven-a-side soccer, table-tennis and bubble soccer. We have close to 40 teams with representatives from different companies engaging in each of these tournaments
- A happy hour and talent show where people can reach out and mingle with fellow technology talents over a glass of beer, and dance to the beat of live music
- Trainings and seminars that cover a wide range of knowledge enhancement opportunities from leadership to business development skills; from tips on Mainland China expansion to participation in international trade shows; from IP protection talks to fund raising advice; from health seminars to ideas jam day
- Family outings, volunteer services, visits to organic farms and cycling days to ensure work life balance for all
- Special offers and privileges at restaurants, theme parks and retail outlets.

The key is to ensure that everyone can come together to ignite their passion, inspire their minds, and spark more innovative ideas that can better tomorrow’s world.
BUILD VIBRANT ATMOSPHERE

SPARK Cycling and Barbecue Fun Day

SPARK Bubble Soccer Tournament
Hong Kong Science Park is well recognised as a hub for technology talents to pursue their dreams and to deliver innovations that benefit the community.

Science Park

With the opening of the first three buildings of Phase 3, we have expanded the leasable space of Science Park by over 620,000 square feet of R&D offices and laboratories. The meetings and convention venues have also increased significantly. We now provide a total of 27 meeting rooms, 2 function halls, 3 exhibition areas, 3 outdoor areas to allow industry partners to converge and exchange ideas. There are 990 events organised during the year with more than 300,000 attendees.
KEY STATISTICS

Overall Occupancy Rate (Phase 1, Phase 2 and Phase 3)

As at end Mar 2014: 81%*
As at end Mar 2015: 96%

Working Population

As at end Mar 2014: 10,459
As at end Mar 2015: 11,289

Number of Partner Companies

As at end Mar 2014: 299
As at end Mar 2015: 339

Number of Incubatees

As at end Mar 2014: 142
As at end Mar 2015: 173

* including the first three buildings of Science Park Phase 3 which opened in late September 2014
Expanded F&B Variety – The opening of new restaurants like Club One on the PARK, Lucullus Chocolate Cafe, and Panaroma Seafood Hotpot, and the renovation of existing outlets like Happiness Cuisine provide enhanced service and enriched choices of cuisines and ambience to suit the diverse need of our Park community.
Industrial Estates

The Industrial Estates are undergoing the biggest transformation in their history. For four decades they have served businesses with special industrial use and accommodation needs. Under HKSTP’s reindustrialisation plan, we aim to facilitate companies to join the Estates for advanced manufacturing and high value production.

This will require new kinds of multi-storey buildings different from the large purpose-built structures created by the existing Grantees. It will also require different set of governance. We are talking to the Government for an increase in plot ratio on a few Industrial Estate sites to enable the transformation and development of new buildings tailored to new form of high end manufacturing.

This will allow us to serve more businesses and also to support manufacturing process operating on a much smaller scale and facilitate the growth of high value tech-cluster community.

This is a fresh challenge for our Industrial Estates operations, but we believe that the creation of high-tech manufacturing centres will breathe fresh life into Hong Kong’s industrial sector and bring substantial economic and employment opportunities for our community.

KEY STATISTICS

Occupancy Rate

![Occupancy Rate Chart]

Number of Plant Facilities

![Number of Plant Facilities Chart]
“The opening of the Global Network Center not only enhances the international business infrastructure and service standards of China Mobile, but also further strengthens the position of Hong Kong as the global communications hub.”

- Dr Tiger Lin, Chairman of China Mobile International
InnoCentre

InnoCentre is a hub where creative products and multi-discipline designers can converge, and where branding and marketing professionals can craft award-winning campaigns for clients. Our new focus is to recruit design companies who can bolster the potential synergy between InnoCentre, Science Park and Industrial Estates; and help local design firms grow.

KEY STATISTICS

Number of Partner Companies

| As at end Mar 2014 | 85 |
| As at end Mar 2015 | 77 |

Occupancy Rate

| As at end Mar 2014 | 97% |
| As at end Mar 2015 | 93% |

GRADUATION EXHIBITIONS BY LOCAL ACADEMIC INSTITUTES

- CUSCS Fashion Design and Commercial Design Graduation Exhibition 2014 – School of Continuing and Professional Studies, The Chinese University of Hong Kong
- 2014 HKDI VC Graduation Show – Hong Kong Design Institute
- 2014 A Space ODYSSEY – HKU SPACE
- Young Designers Show 2014 – CO1 School of Visual Arts
- Hong Kong College of Technology Graduation Show 2013/14 – Hong Kong College of Technology
- Bachelor of Design (Visual Communication Design) Program Graduation Exhibition 2014 – School of Continuing and Professional Studies, The Chinese University of Hong Kong

DESIGN AWARD EVENTS

- Design For Asia (DFA) Awards 2014 Judging – Hong Kong Design Centre
- Hong Kong Young Design Talent Award (HKYDTA) 2014 Judging – Hong Kong Design Centre
- Good Design Award 2014/2nd Screening in Hong Kong – Japanese Institute of Design Promotion (JDP) c/o Studio ARRT
- Shenzhen Design Award for Young Talents 2013 Exhibition – KL&K Design
- Hong Kong Smart Gifts Design Awards 2015 Judging – The Hong Kong Exporters’ Association

OTHER SIGNIFICANT DESIGN EVENTS

- Kingpins Show – Olah Inc.
- International Hong Kong China Tattoo Convention 2014 – G3 Asia Ltd
- “Aesthetic on Glass” Exhibition – Speed Top (Hong Kong) Limited
InnoCentre hosted various design-driven activities during the year.

### KEY AWARDS BY DESIGN COMPANIES IN INNOCENTRE

**NOWHERE DESIGN LIMITED**

<table>
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<th>Award</th>
<th>Description</th>
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| HSBC Living Business award               | • Community Engagement in Excellence Award  
  • Green Achievement in Excellence Award  
  • People Caring in Merit Award           |

Awarded as finalist

- Design award-Finalist “Design Competition for the INTERACTIVE ZONE at the HKTDC Inno Design Tech Expo 10th Anniversary.” by HKTDC x HKIDA

Invited Exhibitor @ Stool Painting for the DIY Furniture Workshop

- The first HK-SZ Design Biennale organised by the Hong Kong Federation of Design Associations (FHKDA) and Shenzhen Industrial Design Professional Association (SIDA)

**MONI-MEDIA LIMITED**

**MARKIES Award 2015**

- “Best idea – Web Design”, “Best idea – Retail ”  
  Client: Tang Tang Tang Tang  
  Campaign Online store  
  Lauch Campaign

**TFI DIGITAL MEDIA LIMITED**

**2015 ICT Awards**

- Best Business Solution Grand Award, Best Business Solution (Product) Gold Award

**INTEGRATED DESIGN ASSOCIATES LIMITED**

**2015 ICT Awards**

- Best SME ICT (Adoption) Award – Silver Award

**ARCHIPLUS INTERNATIONAL (HK) LIMITED**

- 3 nominated awards from the HKIA Cross-Strait Architectural Design Awards 2015
THE CORPORATION
CORPORATE INFORMATION

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Website: www.hkstp.org

Principal Banker
Standard Chartered Bank (Hong Kong) Limited

Solicitors
Deacons
Mayer Brown JSM

InnoCentre Office
Unit 129, 1/F, InnoCentre
No. 72 Tat Chee Avenue
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Hong Kong
Telephone: (852) 2784 2666
Facsimile: (852) 2778 4183

Auditors
Ernst & Young

Industrial Estate Office

Tai Po Industrial Estate
Tel/Fax: (852) 2665 6755

Yuen Long Industrial Estate
Tel/Fax: (852) 2479 0224

Tseung Kwan O Industrial Estate
Tel/Fax: (852) 2623 9619
Mrs. Fanny Law is a HKSAR Deputy to the 12th National People’s Congress of the People’s Republic of China, a Member of the HKSAR Executive Council, Special Advisor to the China-US Exchange Foundation and an Independent Non-executive Director of CLP Holdings Limited and China Unicom (Hong Kong) Limited.

Mrs. Law graduated from the University of Hong Kong with an Honours degree in Science, and in 2009 was named an outstanding alumnus of the Science Faculty. She also holds a Master degree in Public Administration from Harvard University and a Master degree in Education from the Chinese University of Hong Kong.

Mrs. Law had been an Administrative Officer of the government of Hong Kong for 30 years. Her services straddle a wide range of public policies, including medical and health, economic services, housing, land and planning, home affairs, social welfare, civil service, transport, labour and manpower planning, education and anti-corruption.

Miss Susie Ho took up the post of Permanent Secretary for Commerce and Economic Development (Communications and Technology) on 8 October 2012. Her policy responsibilities include telecommunications, information technology, broadcasting, film and creative industry, and innovation and technology.

Miss Ho has served in various bureaux and departments, including the former Monetary Affairs Branch, the former City and New Territories Administration, the former Home Affairs Branch, the Judiciary, the Financial Services and the Treasury Bureau and the former Health, Welfare and Food Bureau. She was Director of Administration and Development in the Department of Justice from November 2006 to April 2012. She was the Commissioner for Transport from July to early October 2012.

Dr. Sunny Chai is the Group Managing Director of Fook Tin Group Holdings Limited. Dr. Chai was awarded the Young Industrialist Award of Hong Kong in 2004. Graduated with a Bachelor of Science degree from Rochester Institute of Technology (USA). In 2007, Dr. Chai completed an Executive MBA program (EMBA) at the Chinese University of Hong Kong. In 2010, he was awarded the Doctor of Engineering (EngD) Degree from the City University of Hong Kong.

Dr. Chai is currently serving as Board Chairman of Hong Kong R&D Centre for Logistics and Supply Chain Management Enabling Technologies, Member of Design-Business Collaboration Scheme Assessment Panel, Member of Copyright Tribunal, Member of Vocational Training Council Metals Training Board, Member of Professional Services Development Assistant Scheme Vetting Committee, Member of Advisory Committee on Review of the Patent System, Member of Electrical Safety Advisory Committee, Member of HKDCE Electronics/Electrical Appliances Industries Advisory Committee, Chairman of Departmental Advisory Committee of Industrial and Systems Engineering Department (PolyU), Member of Departmental Advisory Committee of Systems Engineering and Engineering Management Department (CityU), Member of Outward Bound Hong Kong.
Mr. Owen Chan is Chairman and CEO, Cisco Greater China. With more than 30 years of management experience in the Asia Pacific region and extensive knowledge of the Greater China market, Mr. Chan is responsible for developing and executing Cisco’s overall business strategy in Greater China.

Mr. Chan joined Cisco in 1999 as Vice President of the Cisco Services Group, Asia Pacific and Japan, and has since assumed leadership roles including Vice President of Cisco Asia Pacific Operations, Senior Vice President of Cisco Asia Pacific Operations as well as President and CEO of the Greater China Operations.

Prior to joining Cisco, Mr. Chan spent over 12 years with General Electric, where his last position was President of Information Services, Asia Pacific and Japan Operations. Mr. Chan is a member of the Advisory Board of Pactera Technology International Limited.

Mr. Raymond Cheng is the Group General Manager & Chief Operating Officer for The Hongkong and Shanghai Banking Corporation Limited (HSBC Asia Pacific). He is an Executive Committee Member of HSBC Asia Pacific, assuming the overall responsibility of Information Technology, Operations and Professional Services which include Corporate Real Estate and Procurement for the 20 markets in Asia Pacific region.

Mr. Cheng joined HSBC in Hong Kong right after coming back from Netherlands and worked in Technology. Since then, he has worked in and led different IT functions and various projects both locally and globally. A large part of his experience is delivering new technology for the Bank. Apart from working in Hong Kong, Mr. Cheng has spent five years in HSBC North America.

Mr. Cheng is the Chairman of HSBC Technology & Services (China) Limited and HSBC EDP (Guangdong) Limited and a Director of HSBC Bank (Vietnam) Limited, Hong Kong Note Printing Limited, Hong Kong Interbank Clearing Limited, HKICL Services Limited and Hong Kong Institute for IT Professional Certification.

Mr. David Fong is the Managing Director of Hip Shing Hong (Holdings) Co. Ltd. Mr. Fong obtained a Master degree in Business Administration by the University of Hong Kong and an Honorary Fellow of the City University of Hong Kong. Mr. Fong is currently a National Committee Member of CPPCC, a Member of Standing Committee of All-China Federation of Industry and Commerce, an Honorary Trustee of Peking University and a member of the Board of Trustee of Jinan University.

Mr. Fong is also the Chairman of Hong Kong Strategy, Chairman of the Board of Trustees of Lord Wilson Heritage Trust, a Member of Social Welfare Advisory Committee, a Court Member of the City University of Hong Kong, a Council Member of Hong Kong Committee for UNICEF and an Executive Council Member and Trustee of WWF Hong Kong.
Miss Nisa Leung is a Managing Partner of Qiming Ventures Partners and leading its health care investments. Qiming Venture Partners is a leading investment firm in China who currently has four USD funds and three RMB funds with over US$1.7 billion in assets.

Miss Leung currently sits on the board of Gan & Lee Pharmaceutical Novast Pharmaceuticals, Zai Laboratories, Nurotron Biotechnology, Origene Technologies, Venus Medtech, VR Medical Group, Goodwill Infotech and Berry Genomics. Miss Leung oversees Qiming’s investment in CITIC Pharmaceuticals (acquired by Shanghai Pharmaceutical), Crown Bioscience, Mitralign and Medtech.

Miss Leung earned her MBA from Stanford Graduate School of Business and a BS from Cornell University. She is currently member of UCB China Advisory Board, vice chair of Hong Kong Biotechnology Organization, director of Young Entrepreneurs Development Council, council member of HKUST Business School and serves on the Board of Governors of the Hotchkiss School.

Ir Dr. Hon. Lo Wai Kwok is Member of the Legislative Council of the Hong Kong Special Administrative Region, representing the Engineering Functional Constituency. He is currently serving as Chairman of the Hong Kong Quality Assurance Agency, member of the Housing Authority, the Hospital Authority, the West Kowloon Cultural District Authority, and the Hong Kong Certification and Testing Council. He was Sha Tin District Councilor for many years. His expertise and areas of service cover infrastructure, town planning, environment, housing, technology, industry, education and community service, etc.

Dr. Lo has over 30 years of experience in engineering, industrial management, technology innovation and market development. He has also worked as Asia-Pacific president of multinational technology group, and deputy chairman of listed electronics enterprise, and was awarded “Ten Outstanding Young Persons” and “Young Industrialist Awards of Hong Kong” in 1992. He was President of the Hong Kong Institution of Engineers in 2007/08. He is honorary fellow and visiting professor of a number of tertiary education institutes.

Mr. Theodore Ma is a Managing Director of MaBelle Jewellery Co. Ltd leading its overseas and online retailing business. Operating across 31 different online stores and platforms since 2004, MaBelle Jewellery has been serving customers in 71 countries and 400 cities around the world.

Mr. Ma is also the co-founder of CoCoon, one of largest entrepreneurship communities in Hong Kong with over 900 members and alumni. CoCoon helps to bridge the business innovation community with the startup community through hosting startup events, developing entrepreneurship education and angel investing. Through its signature monthly event, CoCoonPitch Night, over 120 startups have been featured and collectively raised over HK$130M of angel funding since 2013.

Mr. Ma earned his Masters in E-Commerce & Internet Computing from the University of Hong Kong and his BA in Communication with a minor in Computer Science from Stanford University. He is the Board Chairman of the Stanford Club of Hong Kong, Member of the HKUST Entrepreneurship Center Advisory Board, Member of the HKMA Marketing Awards Organizing Committee and Member of the HKTDC Jewellery Advisory Committee.
Professor Shyy Wei (appointed on 1 July 2012)

Professor Wei Shyy (or SHYY Wei) is currently the Executive Vice-President and Provost cum Chair Professor of Mechanical & Aerospace Engineering at the Hong Kong University of Science and Technology.

Professor Shyy obtained his BS degree from Tsing-Hua University, Taiwan, and his MSE and PhD degrees in Aerospace Engineering from University of Michigan. He was Research Scientist at the General Electric Research and Development Center in New York from 1983 to 1988. From 1988 to 2004, he was on the faculty of University of Florida. From 2005 to 2010, he was Clarence L. “Kelly” Johnson Collegiate Professor and Chairman of Department of Aerospace Engineering at University of Michigan.

Professor Shyy is a Fellow of American Institute of Aeronautics and Astronautics (AIAA) and American Society of Mechanical Engineers (ASME). Among his many awards are AIAA 2003 Pendray Aerospace Literature Award, ASME 2005 Heat Transfer Memorial Award, and Engineers’ Council (Sherman Oaks, California) 2009 Distinguished Educator Award etc. He is also a member of Coursera Advisory Board, University Grants Committee (Hong Kong) and Board of Governors of Technion – Israel Institute of Technology.

Mr. Richard Sun Po Yuen, JP
Certified Public Accountant
(Appointed on 1 July 2012)

Mr. Richard Sun is a partner of PricewaterhouseCoopers and has been with PricewaterhouseCoopers for over 25 years. Mr. Sun has extensive experience in auditing, initial public offering exercises, mergers and acquisitions, equity transactions and business advisory services. He has a broad range of Hong Kong and PRC based (H shares and red chips) clients.

Mr. Sun served as a member of the Listing Committee of the Hong Kong Stock Exchange from 2009-2014. He was previously a director of the Estate Agents Authority, where he was a member of the Disciplinary Committee and the Finance and Strategic Development Committee and previously a director of the Hong Kong Applied Science and Technology Research Institute Company Limited, where he was Chairman of the Audit Committee. He is also a past Chairman and Executive Committee member of the Association of Chartered Certified Accountants, Hong Kong where he continues as a member of the Community Services Committee.

Professor Paul Tam Kwong Hang
(Appointed on 1 July 2011)

Professor Paul Tam is the Pro-Vice-Chancellor for Research in the University of Hong Kong (HKU) and Director of Dr. Li Dak-Sum Research Centre in Regenerative Medicine. Professor Tam graduated from HKU in 1976, and worked in the Department of Surgery until 1986. He was Senior Lecturer at the University of Liverpool in 1986-90, and Reader and Director of Paediatric Surgery at the University of Oxford in 1990-96. He has been Chair of Paediatric Surgery at HKU since 1996 and succeeded Li Shu-Pui Professorship in Surgery in 2013.

Professor Tam is a well-known surgeon-scientist. His research group has published extensively in genomics, stem cell, immunology and Chinese medicine, and holds several patents. He has served on various local and international associations of the medical profession, as well as the editorial boards of several international journals.

Professor Tam has received numerous awards including the British Association of Pediatric Surgery Prize, the “International Outstanding Leadership Awards in Endoscopy” from the Ministry of Science and Technology of the People’s Republic of China, one of the Hong Kong Experts of “National Science and Technology Programmes Expert Database” and the Honorary Fellow of the American Surgical Association.
Professor Tsui Lap-chee is President of the Victor and William Fung Foundation, Director of Qiushi Academy for Advanced Studies in Zhejiang University, and Emeritus University Professor at University of Toronto.

Professor Tsui served as the Vice Chancellor of the University of Hong Kong between 2002 and 2014, and prior to which, he was Geneticist-in-Chief at the Hospital for Sick Children in Toronto and University Professor at University of Toronto, Canada.

Professor Tsui is world renowned for his research work in human genetics and genomics, notably the identification of the gene for Cystic Fibrosis in 1989 and, later, several other human genetic diseases while conducting a comprehensive characterization of human chromosome 7. He is also noted for his significant contribution to fighting the SARS coronavirus in 2003 and leading the Hong Kong consortium in the international effort in completing the first comprehensive catalogue of human genome variations.

Professor Tsui has over 300 peer-reviewed scientific publications and 65 invited book chapters. He is the recipient of many national and international prizes, and a Fellow of Royal Society of London, Fellow of Academia Sinica, Foreign Associate of the National Academy of Sciences USA, Foreign Member of the Chinese Academy of Sciences, and Laureate of the Canadian Medical Hall of Fame. He holds 12 honorary doctoral degrees from universities around the world, the Order of Canada, the Order of Ontario.

Mr. Billy Wong is presently Director of Henderson China Properties Ltd., Senior Vice President of Henderson (China) Investment Co. Ltd., and General Manager of the Construction Department of Henderson Land Development Co. Ltd.

Mr. Wong participated in many infrastructure projects in his career, including Water Supply from China – Stage II, Hillside Escalator to Mid-Level, Ting Kau Bridge, Runway and Airfield Works of Chek Lap Kok Airport, Strategic Scheme Sewage Disposal Phase I, etc.

Mr. Wong is a fellow member of the Institution of Civil Engineers, Hong Kong Institution of Engineers, Institution of Highways and Transportation and Hong Kong Institute of Highways and Transportation. He is also a Registered Professional Engineer under the Engineers Registration ordinance Chapter 409. He was appointed as a Justice of the Peace in 2005. He served as President of Hong Kong Construction Association, Chairman of Construction Industry Training Authority and Chairman of Construction Industry Training Board, he is currently Permanent Supervisor of Hong Kong Construction Association.

Ms. Winnie Yeung, Director of Legal and Corporate Affairs of Microsoft Hong Kong Limited, advises the company on a wide range of legal and public policy issues. She is also responsible for the strategy development and delivery of the company’s citizenship initiative. Ms. Yeung has expanded her role as Assistant General Counsel to lead the Commercial Legal team in Microsoft China since 2012. Her team provides legal support to consumer, corporate and online business groups in China.

Ms. Yeung graduated from the Faculty of Law at the University of Hong Kong. She is admitted as a solicitor in Hong Kong and England and Wales. She has also received her MBA from the University of Toronto.

Ms. Yeung is a member of Personal Data (Privacy) Advisory Committee. She is a Vice President of Hong Kong Information Technology Federation. She also serves on the Board of Governors of Junior Achievement, Hong Kong.
Professor Kenneth Young is a theoretical physicist. He obtained the BS in Physics from the California Institute of Technology in 1969 and the PhD in Physics and Mathematics in 1972. He joined the Chinese University of Hong Kong in 1973, and has been Chairman, Department of Physics and later Dean, Faculty of Science and Dean of the Graduate School. From 1994 to 2011, he was Pro-Vice-Chancellor. He is Master of CW Chu College and also a professor of the Department of Physics.

Professor Young is a Fellow of the American Physical Society and a Member of the International Eurasian Academy of Sciences. He was also a member of the University Grants Committee, and chairman of its Research Grants Council. He served as the Secretary and then Vice-President of the Association of Asia Pacific Physical Societies. His research interests include elementary particles, field theory, high energy phenomenology, dissipative systems and especially their eigenfunction representation and application to optics, gravitational waves and other open systems.

Professor Albert Yu is currently the Chairman and Chief Scientific Officer (CSO) of Hai Kang Life Corporation Limited, Chairman of Hong Kong Biotechnology Organization, Non-Official Member of Commission on Strategic Development of Central Policy Unit of Hong Kong, Director of Asian Fund for Cancer Research, Distinguished Member of Gordon Research Conferences Advisory Board for Hong Kong, Vice-Chairman of Hong Kong – Taiwan Youth Exchange Promotion Association, Vice-Chairman of Hong Kong United Youth Science and Technology Association, Vice-Director of Neuroscience Research Institute of Peking University, Chief of the Laboratory of Translational Medicine at the Institute of Systems Biomedicine of Peking University, Committee Member of Henan Provincial Committee of the Chinese People’s Political Consultative Conference of China, Vice-President of the Chinese Neuroscience Society, President of the Beijing Society for Neuroscience and Member of the Standing Committee of the Beijing Association for Science and Technology.

Professor Yu is a well-respected scientist, professor and entrepreneur. He devotes most of his effort to neuroscience and clinical diagnosis research. He aims to promote Hong Kong to be the Biotechnology Research and Industry Hub in Asia.
MEMBERS OF THE BOARD OF DIRECTORS (effective 1 July 2014)

The Honourable Mrs. Fanny LAW FAN Chiu Fun, GBS, JP (Chairperson)

Miss Susie HO Shuk Yee, JP

Dr. Sunny CHAI Ngai Chiu

Mr. Owen CHAN Sze Wai

Mr. Raymond CHENG Siu Hong

Mr. David FONG Man Hung, BBS, JP

Miss Nisa LEUNG Wing Yu

Ir Dr. Honourable LO Wai Kwok, SBS, MH, JP, CEng, FHKIE, FIET, FIMechE, FHKEng, RPE

Mr. Theodore MA Heng

Professor SHYY Wei

Mr. Richard SUN Po Yuen, JP, Certified Public Accountant

Professor Paul TAM Kwong Hang

Professor TSUI Lap Chee, GBS, JP

Mr. Billy WONG Wing Hoo, BBS, JP, FICE, FHKIE, FIHT, FHKIHt, RPE

Ms. Winnie YEUNG Cheung Wah

Professor Kenneth YOUNG

Professor Albert YU Cheung Hoi

Remarks:

Professor Kenneth Young retired as Director of the Board on 30 June 2015.
Professor Wong Wing Shing has been appointed as Director of the Board with effect from 1 July 2015.
BOARD COMMITTEES

BUSINESS DEVELOPMENT AND ADMISSION COMMITTEE (BDAC)

The Honourable Mrs. Fanny Law Fan Chiu Fun, GBS, JP (Chairperson)
Professor Kenneth Young (Vice-Chairman)
Dr. Sunny Chai Ngai Chiu
Miss Nisa Leung Wing Yu
Ir Dr. Honourable Lo Wai Kwok, SBS, MH, JP
Mr. Theodore Ma Heng
Professor Shyy Wei
Mr. Billy Wong Wing Hoo, BBS, JP
Professor Albert Yu Cheung Hoi
Miss Susie Ho Shuk Yee, JP

FINANCE AND ADMINISTRATION COMMITTEE (FAC)

Mr. Raymond Cheng Siu Hong (Chairman)
Mr. Richard Sun Po Yuen, JP, Certified Public Accountant (Vice-Chairman)
The Honourable Mrs. Fanny Law Fan Chiu Fun, GBS, JP
Professor Tsui Lap Chee, GBS, JP
Professor Kenneth Young
Miss Susie Ho Shuk Yee, JP

PROJECTS AND FACILITIES COMMITTEE (PFC)

Mr. Billy Wong Wing Hoo, BBS, JP (Chairman)
Professor Paul Tam Kwong Hang (Vice-Chairman)
Mr. Owen Chan Sze Wai
Professor Albert Yu Cheung Hoi
Miss Susie Ho Shuk Yee, JP

AUDIT COMMITTEE (AC)

Mr. Richard Sun Po Yuen, JP, Certified Public Accountant (Chairman)
Mr. Raymond Cheng Siu Hong (Vice-Chairman)
Dr. Sunny Chai Ngai Chiu
Miss Susie Ho Shuk Yee, JP

SENIOR STAFF ADMINISTRATION COMMITTEE (SSAC)

The Honourable Mrs. Fanny Law Fan Chiu Fun, GBS, JP (Chairperson)
Mr. Raymond Cheng Siu Hong
Mr. Richard Sun Po Yuen, JP, Certified Public Accountant
Mr. Billy Wong Wing Hoo, BBS, JP
Miss Susie Ho Shuk Yee, JP

Remarks:

Professor Kenneth Young retired from BDAC and FAC on 30 June 2015.
Miss Nisa Leung Wing Yu retired from BDAC on 26 July 2015.

Updates with effect from 27 July 2015:
Mr. David Fong Man Hung joined PFC.
Miss Nisa Leung Wing Yu joined AC.
Mr. Theodore Ma Heng joined FAC.
Professor Shyy Wei was appointed as Vice-Chairman of BDAC.
Professor Wong Wing Shing joined BDAC and FAC.
Ms. Winnie Yeung Cheung Wah joined BDAC.
THE EXECUTIVE TEAM
Allen Ma  
*Chief Executive Officer*

“Our goal is to identify new industries for the next 15 years and build competencies to drive for reindustrialisation powered by innovations.”

Allen Yeung  
*Chief Corporate Development Officer*

“We aim to build a vibrant ecosystem to nurture talent, particularly through our incubation and LEAP programmes.”

Andrew Young  
*Chief Commercial Officer*

“Our role goes beyond the nurturing of Science Park companies. We are here to play a key role to grow Hong Kong innovation and technology industry through our cluster strategy.”
Ben Lui  
**Chief Project Development Officer**
“We want to create a campus environment for our partner companies so they can have more inspiration for R&D and ground-breaking inventions.”

Freda Wu  
**Chief Operating Officer**
“With prudent cost control and excellent teamwork across the Corporation, we have met all our financial and service targets.”

Maria Lam  
**Chief Marketing Officer**
“As we celebrate the success of our Park companies, we also hope that our community will recognise their innovations contribute to our society.”

Janet To  
**Chief Compliance Officer**
“As the Corporation is moving towards a new strategic direction, we have a role to ensure that a good corporate governance system is in place for the new challenges ahead.”
Our Corporation is a statutory body incorporated under the Hong Kong Science and Technology Parks Corporation (HKSTP) Ordinance. We follow best governance practices and conduct our business according to prudent commercial principles. To this end, the Corporation has adopted all applicable aspects of the Corporate Governance Code and Corporate Governance Report as set out in Appendix 14 to the Rules Governing the Listing of Securities of The Stock Exchange of Hong Kong Limited. We believe accountability, transparency, fairness and ethics are the foundation on which to build trust and work with all our stakeholders for the benefit of Hong Kong.

**CORPORATE GOVERNANCE STRUCTURE**

* Task Force for Phase 3 was formed on an ad hoc basis to oversee the Science Park Phase 3 development and made recommendations to the Board for approval. Please refer to page 98 of this report.
THE BOARD

The Board governs and leads the Corporation by establishing the strategic direction of the Corporation and monitoring its performance. It comprises 17 Non-Executive Directors: a Chairperson and 16 Members. The Chairperson is appointed by the Chief Executive of HKSAR Government, and the Board Members are appointed by the Financial Secretary. All Board Members are appointed without honorarium, generally for two-year terms, and can be re-appointed upon expiry of their terms. The Corporation’s Chief Executive Officer (CEO) is appointed by the Board as a remunerated full-time employee of the Corporation. The roles and responsibilities of the Chairperson of the Board and the CEO are separate, enhancing independence and accountability.

CHARACTERISTICS OF THE TEAM

Board Members come from varied but relevant backgrounds with a wide range of skills and experience, originating from industry, finance, investment, trading, property, legal and academia. One Member is a public officer: the Permanent Secretary for Commerce and Economic Development (Communications and Technology). Biographical details of the directors are set out in the section of “Board of Directors” of the annual Report on pages 82 to 87.

INDUCTION PROGRAMME

Newly appointed Board Members are invited to attend an induction programme which consists of a meeting with the CEO and senior executives and a visit to major facilities of Science Park to familiarise themselves with the objectives, business plan and operations of the Corporation.

Board Members will be given a Director’s Manual which consists of HKSTP Ordinance and other key documents, including the Shareholding Agreement, the Terms of Reference of Committees, the Schedule of Delegated Authorities, a Guide to Handle Corporate Governance Matters, and records of the Corporation’s policies. Members are made aware of their responsibilities in managing and monitoring the affairs of the Corporation, and the importance of always acting in good faith and in its best interests.

KEEPING MEMBERS UP TO DATE

Continuous training programmes are arranged for Board Members to further develop and refresh their skills and knowledge. To keep abreast with the development of innovation and technology, Members were invited to attend a talk on “Design and Innovation”, APAC Innovation Summit, MIT Media Lab Seminar, and to join delegations to overseas conferences, such as “Think Asia Think Hong Kong” and “Israel Innovation Week”.

DECLARATION OF INTERESTS

Once a year, Board Members are required to declare their proprietorships, partnerships or directorships of local and overseas public or private companies, as well as paid jobs, offices, trades, professions or vocations and interests in shareholdings in any public or private companies. They are also required to inform the Board Secretary within 14 days of any changes. A register of Board Members’ declarations of interest is made available for public inspection upon request.

CONFLICT OF INTEREST

The Ordinance under which the Corporation was established requires Members to declare their direct or indirect interests in any contracts or proposals considered by the Board or its Committees. Those with any conflict of interest must withdraw from the approval process. Board Members are made aware that they should avoid entering into any business contract with the Corporation in their personal capacity as a matter of principle: that is, they should not be personally involved in the bidding process or in the supply of goods or paid services. Where it is unavoidable that a Member will bid for a contract with the Corporation in his or her personal capacity, he or she should adhere to the guidelines on managing possible conflict of interest stipulated in the Guide to Handle Corporate Governance Matters.
WHAT THE BOARD DOES

As well as formulating strategic plans, the Board of Directors approves the annual budget and 10-year financial projection. It also approves the appointment of external auditors and their remuneration. During the period under review, the Board was chaired by Mrs. Fanny Law (after Mr. Nicholas Brooke retired on 30 June 2014). It met six times during the year with an average attendance rate of 84%.

The Chairperson maintains close contact with the Permanent Secretary for Commerce and Economic Development (Communications and Technology), the Commissioner for Innovation and Technology and the Chairmen of the Corporation’s own Committees, and meets regularly with the CEO and senior management to review business plans and future development.

The Corporation makes available to Members of the Board of Directors a list of professional advisers. Procedures are in place to enable Directors to seek independent professional advice at the Corporation’s expense on matters relating to their roles and responsibilities.

RESPONSIBILITY FOR ACCOUNTS

The Directors acknowledge their responsibility for ensuring that the preparation of the annual accounts of the Corporation is in accordance with statutory requirements and applicable accounting standards. The statement of the auditors of the Corporation about their reporting responsibilities is set out in the Independent Auditors’ Report on page 5 of the Report of Directors and Financial Statements.

REVIEW STUDY

In October 2013, the Board set up a Steering Committee (SC) and 2 Working Groups on “Innovation and Technology Ecosystem” (EWG) and “Optimizing the Role and Responsibilities and the Potential of the Assets under HKSTP” (AWG) to review the role of HKSTP in Hong Kong’s innovation and technology (I&T) ecosystem and development potential of the existing sites of HKSTP respectively to make recommendations as to what new direction and initiatives should be adopted to support I&T development in Hong Kong. SC and 2 WG were chaired by the former Board Chairman, Mr. Nicholas Brooke (till 30 June 2014) and the current Board Chairperson, Mrs. Fanny Law (from 1 July to 30 August 2014) respectively and comprised the current and past Board Members and industry experts.

The Review Study was completed in July 2014 and the relevant review reports have been sent to the HKSAR Government for reference in November 2014.

A Strategy Workshop for Board Members and Management was held in August 2014 to review the vision, mission, future strategic plan and business model of Science Park and Industrial Estates.

STANDING COMMITTEES

The Board oversees five standing Committees:

- Business Development and Admission Committee
- Finance and Administration Committee
- Projects and Facilities Committee
- Audit Committee
- Senior Staff Administration Committee

Terms of Reference of the Committees set out the functions, duties and membership of the Committees. These Committees are accountable to the Board for their recommendations and decisions.

Attendance records of each individual member of the Board of Directors are shown on page 99 of this report.

BUSINESS DEVELOPMENT AND ADMISSION COMMITTEE

The Business Development and Admission Committee (BDAC) reviews applications for admission as tenants and grantees into the Corporation’s premises. It approves and
monitors business initiatives and marketing programmes in accordance with the strategic plans approved by the Board. The Committee also keeps under review the Corporation’s admission guidelines and terms and recommends major changes to the Board for approval.

- Chair: Mrs. Fanny Law (after Mr. Nicholas Brooke retired on 30 June 2014)
- Members: 9
- Meetings: 7
- Average Attendance of Members: 76%

**FINANCE AND ADMINISTRATION COMMITTEE**

The Finance and Administration Committee approves accounting policies and recommends the annual budget and the 10-year financial projection to the Board for approval. It reviews the financial performance and KPI results of the Corporation on a quarterly basis. It reviews and recommends to the Board land premium, rental guidelines, investment and financing initiatives, changes of delegation of authorities, staff job grading structure, compensation and benefits policy and salary adjustment. It also advises the Board on human resources, procurement and IT policies.

- Chair: Mr. Raymond Cheng (after Mr. Richard Sun retired as FAC Chairman on 28 July 2014)
- Members: 5
- Meetings: 5
- Average Attendance of Members: 87%

**PROJECTS AND FACILITIES COMMITTEE**

The Projects and Facilities Committee oversees and monitors the capital works projects, initiatives in respect of sustainability, safety, health and environment and facilities management of the Corporation’s premises. It also reviews or recommends to the Board the awarding of contracts for capital works, facilities management and related consultancy services.

- Chair: Mr. Billy Wong
- Members: 4
- Meetings: 4
- Average Attendance of Members: 80%

**AUDIT COMMITTEE**

The Audit Committee oversees the corporate compliance function and considers the appointment, re-appointment and removal of the external auditor, the scope of service and the audit fee. It reviews findings set out in both the internal audit reports and external auditor’s management letters and the Management’s responses to them, and monitors the implementation of agreed actions. It also reviews the annual audited accounts, significant accounting policies, corporate governance practices, financial controls, internal controls and risk management systems with a view to complying with recognised standards and to achieving continuous improvement. In 2014, it met the external auditors and Chief Compliance Officer without management presence and conducted a self-evaluation of its effectiveness and concluded that its performance was effective.

- Chair: Mr. Richard Sun (after Dr. Eliza Chan retired on 30 June 2014)
- Members: 3
- Meetings: 4
- Average Attendance of Members: 87%

**SENIOR STAFF ADMINISTRATION COMMITTEE**

The Senior Staff Administration Committee comprises the Board’s Chairperson, all Committee Chairmen and the Government Member of the Board. This Committee is responsible for the selection of senior executives of the Corporation (first two tiers – CEO and Chief Officers) and setting performance targets and assessing performance of the senior executives on an annual basis. It recommends remuneration policies, determines appointment, remuneration package and variable remuneration awards, contract renewal and annual salary review for senior executives. It recommends appointment, remuneration package and variable remuneration awards and contract renewal of CEO to the Board for approval.

- Chair: Mrs. Fanny Law (after Mr. Nicholas Brooke retired on 30 June 2014)
- Members: 4
- Meetings: 5
- Average Attendance of Members: 92%
TASK FORCE FOR PHASE 3

The Task Force for Phase 3 steered the new development project of Science Park Phase 3 and made recommendations to the Board for approval. It conducted its last meeting in April 2014 and handed over the monitoring of the programme and cost of the project to Projects and Facilities Committee.

- Chair: Mr. Nicholas Brooke (former Board Chairman)
- Members: 10 (including co-opted members and senior management staff)
- Meeting: 1
- Average Attendance of Board Members: 80%

MEETING PROTOCOLS

Management circulates papers seven days prior to meetings in general. They may also circulate Board or Committee papers in lieu of meetings to seek Members’ approval of their proposals. Board or Committee papers are not circulated to those Board Members who have conflict of interest.

Board/Committee Secretaries record the major points of discussions, recommendations, decisions and action items arising from the meetings and submit Committee reports to the Board for information. Outstanding matters are followed up by the relevant divisions and progress updates are reported at subsequent meetings.

MEETING ATTENDANCE

A summary of the meeting attendance of Board Members for the financial year from 1 April 2014 to 31 March 2015 is provided in the following table.
### MEMBERS’ ATTENDANCE AT BOARD AND COMMITTEE MEETINGS

<table>
<thead>
<tr>
<th>BOARD MEMBERS</th>
<th>Board of Directors</th>
<th>BDAC</th>
<th>FAC</th>
<th>PFC</th>
<th>AC</th>
<th>SSAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Hon. Mrs Fanny LAW FAN Chiu Fun (Joined SSAC on 29 July 2014)</td>
<td>6/6</td>
<td>6/7</td>
<td>5/5</td>
<td>–</td>
<td>–</td>
<td>2/2</td>
</tr>
<tr>
<td>Mr Nicholas BROOKE (Retired on 30 June 2014)</td>
<td>2/2</td>
<td>2/2</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>3/3</td>
</tr>
<tr>
<td>Permanent Secretary for Commerce and Economic Development (Communications and Technology) or her alternate</td>
<td>6/6</td>
<td>7/7</td>
<td>5/5</td>
<td>4/4</td>
<td>4/4</td>
<td>5/5</td>
</tr>
<tr>
<td>Dr Sunny CHAI Ngai Chiu (Appointed on 1 July 2014)</td>
<td>4/4</td>
<td>4/5</td>
<td>–</td>
<td>–</td>
<td>2/3</td>
<td>–</td>
</tr>
<tr>
<td>Professor John CHAI Yat Chiu (Retired on 30 June 2014)</td>
<td>2/2</td>
<td>2/2</td>
<td>–</td>
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<td>–</td>
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<tr>
<td>Dr Eliza CHAN Ching Har (Retired on 30 June 2014)</td>
<td>2/2</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>1/1</td>
<td>3/3</td>
</tr>
<tr>
<td>Mr Owen CHAN Sze Wai (Appointed on 1 July 2014)</td>
<td>2/4</td>
<td>–</td>
<td>–</td>
<td>1/3</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Mr Raymond CHENG Siu Hong (Joined AC and SSAC on 29 July 2014)</td>
<td>5/6</td>
<td>–</td>
<td>5/5</td>
<td>–</td>
<td>2/3</td>
<td>2/2</td>
</tr>
<tr>
<td>Mr Tony CHOI Siu Chow (Retired on 30 June 2014)</td>
<td>2/2</td>
<td>2/2</td>
<td>–</td>
<td>1/1</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Mr David FONG Man Hung</td>
<td>6/6</td>
<td>–</td>
<td>–</td>
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<td>–</td>
</tr>
<tr>
<td>Miss Nisa LEUNG Wing Yu</td>
<td>5/6</td>
<td>5/7</td>
<td>–</td>
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<td>–</td>
</tr>
<tr>
<td>Ir Dr Hon. LO Wai Kwok</td>
<td>4/6</td>
<td>5/7</td>
<td>–</td>
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<td>–</td>
</tr>
<tr>
<td>Mr Theodore MA Heng (Appointed on 1 July 2014)</td>
<td>4/4</td>
<td>4/5</td>
<td>–</td>
<td>–</td>
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<td>–</td>
</tr>
<tr>
<td>Professor SHYY Wei</td>
<td>4/6</td>
<td>4/7</td>
<td>–</td>
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<td>–</td>
</tr>
<tr>
<td>Mr Richard SUN Po Yuen</td>
<td>6/6</td>
<td>–</td>
<td>2/5</td>
<td>–</td>
<td>4/4</td>
<td>5/5</td>
</tr>
<tr>
<td>Professor Paul TAM Kwong Hang</td>
<td>4/6</td>
<td>–</td>
<td>–</td>
<td>4/4</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Professor TSUI Lap Chee (Appointed on 1 July 2014)</td>
<td>3/4</td>
<td>–</td>
<td>4/4</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Mr Billy WONG Wing Hoo (Retired from FAC on 28 July 2014 and joined BDAC on 29 July 2014)</td>
<td>3/6</td>
<td>4/5</td>
<td>1/1</td>
<td>3/4</td>
<td>–</td>
<td>3/5</td>
</tr>
<tr>
<td>Ms Winnie YEUNG Cheung Wah</td>
<td>5/6</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Professor Kenneth YOUNG</td>
<td>5/6</td>
<td>5/7</td>
<td>4/5</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Professor Albert YU Cheung Hoi</td>
<td>6/6</td>
<td>3/7</td>
<td>–</td>
<td>3/4</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

**Legend:**
- **BDAC** – Business Development and Admission Committee
- **FAC** – Finance and Administration Committee
- **PFC** – Projects and Facilities Committee
- **AC** – Audit Committee
- **SSAC** – Senior Staff Administration Committee
MANAGEMENT AND STAFF

Under the leadership of the CEO, Management and staff are responsible for managing the Corporation’s day-to-day operations and implementing strategies as determined by the Board. They must comply with the Corporation’s Employee Code of Conduct and apply prudent commercial principles as required under the HKSTP Ordinance.

ETHICAL BEHAVIOR AND CULTURE

Guidance on the ethical behaviour of the Corporation has been well defined in the Employee Code of Conduct, which is reviewed on a regular basis. The last update on Code of Conduct was approved by the Board in June 2014. It covers issues such as prevention of bribery, conflict of interest, acceptance of gifts and advantages, handling of confidential information and preservation of secrecy, intellectual property, outside business or employment, financial issues, operational and administrative transactions, and intellectual property. The ICAC is invited to give briefing on the prevention of bribery and conflict of interest to employees on a regular basis. Staff members are also reminded every six months of the importance of compliance.

INTERNAL CONTROL AND RISK MANAGEMENT

The Corporation aims to maintain a high standard of corporate governance and enhance public transparency and accountability. The system of internal controls has been designed to provide reasonable assurance to the Board regarding the effectiveness and efficiency of operations, the reliability of financial reporting, and compliance with relevant laws and regulations.

Management has put in place a Governance Improvement Programme (a “whistleblowing policy”) whereby employees and external parties may raise concerns, in strict confidence, about possible improprieties in matters of financial reporting or other matters. The objective of this arrangement is to ensure independent review of such matters. Information on this programme can be found on the Corporation’s website.

CORPORATE COMPLIANCE

The corporate compliance function (previously internal audit function) was established in November 2004 as part of the ongoing commitment on the part of the Board and the Management to improve the Corporation’s corporate governance. The corporate compliance function reports directly to the Audit Committee. It plays an important role in monitoring the Corporation’s internal governance and strives to provide objective assurance to the Board that a sound risk management and internal control system are maintained and operated by Management.

Using risk-based methodology, corporate compliance plans its work schedule in consultation with, but independent of management, and the audit plan is submitted to the Audit Committee for approval.

Independent reviews of financial, business and functional operations and activities are conducted with audit resources focusing on the higher risk areas. Ad hoc reviews (including value-for-money audits) have also been conducted on areas of concern identified by the Audit Committee and Management. Audit findings and recommendations arising from different assignments are reported to the respective heads of divisions for action, and corporate compliance follows up with the implementation of the agreed actions. Significant issues are brought to the attention of the Audit Committee and the Board.

ANNUAL REVIEW OF INTERNAL CONTROL SYSTEM

With the help of the corporate compliance function, Management performs an annual review of the Corporation’s internal control system in accordance with the COSO (the Committee of Sponsoring Organizations of the Treadway Commission) framework as recommended by the Hong Kong Institute of Certified Public Accountants. The COSO framework comprises five main components: control environment, risk assessment, control activities, information and communication, and monitoring. The review is designed to assess the risks associated with the key processes and the effectiveness of the controls in mitigating those identified risks.
Independent verification of the effectiveness of controls is performed by the corporate compliance function.

During the year under review, Management had reviewed the internal control system and concluded that it was effective and adequate. The internal control review report was submitted to the Audit Committee for review and the result was reported to the Board.

**EXTERNAL AUDIT**

Ernst & Young was appointed as the Corporation’s external auditor to conduct an audit of its financial statements. The external auditor plays an important role in reviewing the truth and fairness of the financial statements as well as enhancing the system of internal controls of the Corporation. The external auditor meets with the Audit Committee at least twice a year to discuss the scope of the audit (prior to commencement of work) and to report findings. In order to be effective, the external auditor has to maintain total independence. The Audit Committee reviews each year a letter from the auditors confirming their independence and objectivity and discusses with the auditors the scope and appropriate fees for any non-audit services requested by the Corporation. The Audit Committee and Management are responsible for ensuring that the external auditor is not engaged by the Corporation on any other assignments that may compromise the external auditor’s independence.

The auditor’s remuneration in respect of audit provided to the Corporation was $477,000 for the year ended 31 March 2015. There is no auditor’s remuneration in respect of non-audit services provided to the Corporation for the year ended 31 March 2015.

**ACCOUNTABILITY**

The Board and Finance and Administration Committee review the quarterly financial and operational performance of the Corporation as well as its half-yearly performance in terms of mission, financial and operational targets and organisation development goals set in the Corporate Performance and Measures Scorecard. A full-year performance report is submitted to various committees and the Board of Directors for review.

**DELEGATION OF AUTHORITY**

The authority of the Board and the levels of authority delegated to the Committees and the Management are clearly defined and documented in the Schedule of Delegated Authorities (SDA). An annual review on SDA was conducted and approved by the Board in March 2015.

**PRUDENT COMMERCIAL PRINCIPLES**

As mentioned earlier, the Corporation is a statutory organisation established under its own Ordinance. Section 7 of the Ordinance provides that the Corporation shall conduct its business according to prudent commercial principles. Taking this into account, the Corporation follows applicable compliance standards applicable to major commercial organisations in Hong Kong.
The Corporation has adopted the principles set out in the Code issued by The Stock Exchange of Hong Kong Limited in Appendix 14 to the Listing Rules, except those which are set out in this chart.

<table>
<thead>
<tr>
<th>Code provision</th>
<th>Reason for deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.4.1, A.4.2</td>
<td>Non-executive directors should be appointed for a specific term, subject to re-election. Directors appointed to fill a casual vacancy should be elected by shareholders at the next annual general meeting. Directors should be subject to retirement by rotation at least once every three years.</td>
</tr>
<tr>
<td></td>
<td>This provision is not applicable to the Corporation since the Chairperson is appointed by the Chief Executive of HKSAR Government and other directors are appointed by the Financial Secretary. A director’s term of office is stipulated in Schedule 2 to the HKSTP Ordinance.</td>
</tr>
<tr>
<td>A 5.1 to A 5.5</td>
<td>These code provisions deal with the Nomination Committee.</td>
</tr>
<tr>
<td></td>
<td>These provisions are not applicable to the Corporation since the Chairperson is appointed by the Chief Executive of HKSAR Government and other directors are appointed by the Financial Secretary.</td>
</tr>
<tr>
<td>A.6.4</td>
<td>Directors must comply with obligations under the Model Code for Securities Transactions and the Board should establish guidelines for employees dealing in the securities of the company.</td>
</tr>
<tr>
<td></td>
<td>This provision is not applicable because all of the Corporation’s shares are held by the Financial Secretary Incorporated and are not publicly traded.</td>
</tr>
<tr>
<td>B.1.2</td>
<td>The Remuneration Committee should make recommendation to the board on policy and package for all remuneration of directors and senior management.</td>
</tr>
<tr>
<td></td>
<td>The Board of Directors do not receive any remuneration.</td>
</tr>
<tr>
<td></td>
<td>The remuneration package of the Corporation’s senior management is recommended by the Senior Staff Administration Committee to the Board.</td>
</tr>
<tr>
<td>C.1.2</td>
<td>Management should provide all members of the board with monthly updates giving a balanced and understandable assessment of the issuer’s performance, position and prospects in sufficient detail to enable the board as a whole and each director to discharge their duties.</td>
</tr>
<tr>
<td></td>
<td>Taking into account the nature of business of the Corporation, Management provides financial update to Board of Directors at its quarterly meeting.</td>
</tr>
<tr>
<td>E.1.1 to E.1.4</td>
<td>These code provisions deal with the proceedings for annual general meetings.</td>
</tr>
<tr>
<td>E2.1</td>
<td>These provisions are not applicable as the Corporation has only one shareholder and is not required to hold annual general meetings.</td>
</tr>
</tbody>
</table>
HKSTP played a key role in fostering youth science events, InnoCarnival (right) and Hong Kong Student Science Project Competition (left) were held at the Park during the year.

**TRANSPARENCY**

The Corporation reports annually to the Secretary for Commerce and Economic Development the remuneration arrangements for the top two tiers of senior management, including the CEO and Chief Officers.

For purposes of full transparency, the annual emoluments of the Corporation’s five highest paid employees are disclosed under note 9 to the financial statements on page 27 of the Report of the Directors and Financial Statements.

The attendance of Directors at meetings is reported on page 99 of this report.

**COMMUNICATION**

We maintain continuous and transparent communication with all our stakeholders. Multiple channels were used to ensure easy and direct communication, including monthly e-newsletter, media briefings and interviews, and participation in a wide range of local and overseas exhibitions and conferences. Information about our services, offerings, latest news and events are available on the corporate website for easy public access.

**SOCIAL MEDIA**

Given the rapid growth of digital communication, we have enriched our Facebook page content and expanded our YouTube video content to facilitate ease of access for the public. Such content covers the range of exciting activities held at the Park, highlights of insights and technology trends from industry conferences, weekend science workshops for parents and students, as well as information on innovations from our start-up community. Through these social media promotions, our number of Facebook fans had grown significantly enabling us to leverage on such fun and interactive way to share the latest information with our community.

**CARING COMPANY**

Being a responsible corporate citizen, we are committed to embracing corporate sustainability and social responsibility initiatives. This is the seventh consecutive year that the Corporation has been recognised as a Caring organisation under the Hong Kong Council of Social Service Caring Company scheme. The Corporation was commended for its dedication and achievement in the areas of giving, mentoring, caring for employees and caring for the environment.
During the years, the Corporation provided venue sponsorship to 44 events organised by non-government organisations to promote innovation and technology. These events included the annual “Hong Kong Student Science Project Competition” organised by The Hong Kong Federation of Youth Groups at Science Park to foster young people’s interests in innovation and technology, as well as UNESCO Peace Maker Celebration that displayed creative ideas from students on how the community can work in a more collaborative manner to strive for sustainable development and harmony.

To be sustainable, the Corporation continues to support programmes for professional skills enhancement and lifelong learning of employees. Various professional and management skills trainings such as project management, effective presentation, influential and persuasive skills, innovative thinking, customer relationship management and process improvement training were organized for different groups of employees. In addition, stress management and staff engagement trainings were also provided to all levels of staff to promote psychological health and positive attitude in the workplace.

The Corporation continues the promotion of work-life balance among staff through various activities organised and sponsored by its Sports and Recreation Working Group as well as SPARK. In addition, the Corporation also encourages staff to participate in various charity events such as New Territories Million Walk, Dress Casual Day, Green Day and Love Teeth Day.

Furthermore, the Corporation offers Internship Programme for local and overseas university students to gain understanding and hands-on working experience to facilitate their future career planning.

HKSTP’s commitment to sustainable development is driven by the Sustainability Working Group, comprising the CEO (as chair), the five Chief Officers from the top-management, and senior representatives from key functional departments.

Supported by an in-house Sustainability Team, the Working Group meets on a quarterly basis to approve and monitor implementation of HKSTP’s sustainability roadmap, with targets to the year 2021 in the areas of energy, waste, water, transportation, health & safety, green purchasing, staff satisfaction and community engagement.

HKSTP published its first Sustainability Report (2013-14) in October 2014. Reflecting HKSTP’s Sustainability Policy, the report covers our aspirations and progress in the areas of governance, environment, health and safety, employees and the community. The report was prepared in accordance with the ESG (Environment, Social and Governance) Guidelines of the Hong Kong Stock Exchanges & Clearing Ltd, and the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI), and was also verified by an independent assurance agency.

Health, safety and environmental protection are of paramount importance to HKSTP. Our SHE management system adopts a risk-based approach to identify and minimize potential health, safety and environmental incidents, and to mitigate their consequences. Day-to-day implementation of the SHE management system is coordinated by two SHE Sub-Working Groups which focus on general and laboratory SHE matters respectively and report to a Central SHE Working Group.

Simple-to-follow procedures and guidelines are in place for our employees and also – where relevant – to our occupants, contractors and service providers. We also provide general awareness and more specific technical training on a regular basis to ensure that our SHE requirements are well understood.
INTERNATIONAL MANAGEMENT STANDARDS

HKSTP has continued its comprehensive, systematic and risk-based approach to health, safety and environmental aspects, in accordance with ISO and similar internationally recognized standards.

Throughout 2014/15 we maintained our third-party certification of three related management systems with zero non-conformities:

- OHSAS 18001 – occupational health & safety management system
- ISO 50001 – energy management system
- ISO 14001 – environmental management system

Moving into 2015/16 we will continue to extend the reach of these systems, and also work towards closer integration of our ISO 14001 and OHSAS 18001 systems with the corporate ISO 9001 quality management system.

INFLUENCING OUR VALUE CHAIN

With close to 40,000 people working at the Science Park, InnoCentre and three Industrial Estates, the potential for collaboration on health, safety, environment and sustainability is high. HKSTP is active in engaging its key stakeholders in the priority areas of greatest concern.

In particular, we initiated a wider-reaching food waste recycling programme at the Science Park in December 2014, which has helped reduce food waste disposal to landfill by up to 60 kg per day. We also engaged a specialist consultant to conduct a comprehensive energy audit of Science Park Phases 1 and 2, and will continue to work closely with our Facility Management Office on the implementation of energy saving opportunities.

With respect to our laboratory tenants at the Science Park, we introduced enhanced requirements for SHE risk assessment during the application process and also stepped-up the frequency of our SHE inspections where circumstances require. We also updated our series of SHE handbooks, available in both Chinese and English, which we provide to our tenants, contractors and incubatees in addition to laboratory users.

SUSTAINABILITY IN PHASE 3

The official opening ceremony for Phase 3 took place in September 2014. Designed and constructed to the highest sustainability standards, Phase 3 showcases a comprehensive range of innovations such as high-performance building facades, energy saving LED lighting to all R&D offices, renewable energy systems and large scale rainwater recycling etc.

The first three completed buildings of Phase 3 (B12W, B15W and B16W) have gained recognition for these attributes through the Grand Award of the 2014 Green Building Award – New Buildings Category (Completed Buildings) bestowed by the Hong Kong Green Building Council. In addition, all these buildings have also achieved provisional BEAM Plus Platinum ratings whilst B12W was the first R&D office building in Hong Kong which has obtained LEED V2009 Platinum (Core and Shell) from the US Green Building Council.

TOWARDS A GREEN CULTURAL CHANGE

Through the “Green Lease”, Phase 3 marks a new chapter in engaging building users towards environmental conservation and carbon reduction. Smart metering enables each partner company to formulate its own energy management strategy, in addition to monitoring Phase 3’s energy use as a whole. “Pay-for-use” for air-conditioning is also available so that partner companies benefit directly from the air-conditioning that they save.

In reaching out to the wider community, HKSTP introduced the “Green Trail”, a guided tour for the public to see for themselves some of Phase 3’s innovative features, and develop their own ideas for low-carbon living.
RISK MANAGEMENT REPORT

MEETING THE CHALLENGES OF THE FUTURE

A wide range of risks needs careful management

As the icon for Hong Kong technology development, Science Park is a powerful vibrant community which thankfully has turned out to be highly successful. To keep this mini-city and its satellite premises running smoothly involves being constantly aware of a wide range of potential risks.

These risks range from ensuring that our corporate long-term goals are met, to keeping an eye on the minutiae of dealing with the needs and aspirations of every one of the thousands of individuals who use the facilities.

The Corporation is delighted to have enjoyed particular success with its improvement programmes. Looking forward, the Corporation will continue to focus on its sustainability development while fulfilling its vision and mission.

THREE KEY ELEMENTS

On top of the high profile Science Park, the Corporation also manages InnoCentre in Kowloon Tong and a set of Industrial Estates at three locations in Hong Kong: Tai Po, Tseung Kwan O and Yuen Long.

While Hong Kong Science Park is a centre for research and development, InnoCentre is a hub for design technology and the Industrial Estates provide high quality infrastructures for manufacturing and services industries.

Each has its own focus, but feed into the activities of the other two, triggering the benefits of synergy, and fulfilling our 3Cs strategy - Connect, Collaborate, Catalyse.

STAYING ON TOP OF CHALLENGES

Our risk management framework falls into two natural divisions; an overall general strategy and policy, and a set of detailed rules and procedures (supported by monitoring and reporting mechanisms) which ensure the best possible responses.

Once a year, we have an internal control review. This evaluates our major operations and processes based on the five main components of the COSO (Committee of Sponsoring Organizations) framework: control environment, risk assessment, control activities, information and communication, and monitoring.

For this process, all divisions assess the risks associated with their key processes, and review the effectiveness of the controls in place to mitigate them. An independent verification of the controls’ effectiveness is conducted and presented to the Audit Committee and the Board.

ENTERPRISE RISK MANAGEMENT

In the annual review for 2014/15, key enterprise risks were identified and controls put in place. At the top were strategic and operational risks. Then there were other challenges focussed on specific areas, such as safety risks, financial risks, IT security risks, and so on. All are reviewed below.

STRATEGIC AND OPERATIONAL RISKS

At the top level, the Corporation’s main challenge is always the same: to make sure we fulfil our core value, vision and mission. Riding on the critical mass of innovative companies in Science Park, InnoCentre and Industrial Estates, the Corporation embarks on another stage of our journey - to connect the dots and reach out to all our stakeholders in the community to drive for stronger momentum of growth amongst industries that build upon innovation and technology. Our vision is to create a vibrant innovation and technology ecosystem to deliver social and economic benefits to Hong Kong and the region.
In particular, we aim to connect stakeholders, facilitate knowledge transfers and nurture talents to accelerate technology innovation and commercialization. At a practical level, we fulfill this goal by providing facilities, services and a dynamic environment to enable companies to nurture ideas, create innovations, develop new products and services, and succeed in business.

THE NUMBERS

Today, over 500 technology companies are based at Science Park. This futuristic microcosm has over 11,000 working population, including scientists, engineers and technicians. With current facilities close to full capacity, we need to grow physically.

With the official opening of the first three buildings of Phase 3 in September 2014, Science Park can now accommodate more jobs and companies to enrich this community.

WHAT ARE OUR OPERATIONAL RISKS?

Several very real challenges were identified.

- What if the current technology clusters are not supportive of the Hong Kong long term economic development?
- What if we fail to retain and attract quality R&D tenant companies? Or run out of space for them?
- What if we are unable to achieve financial self-sustainability with the current business model?

HOW WE DEAL WITH THEM

To ensure the recruitment of quality R&D tenant companies, and ensure we don’t run out of space, we:

- REVIEW the existing infrastructure in Science Park and Industrial Estates to ensure we can best utilise our available resources.
- OBTAIN regular updates on industry development through close relationships with existing tenant companies and industry groups.
- DRIVE a cluster management structure to focus on building the soft infrastructure needed to support cluster-building strategies.
- CONDUCT regular marketing activities globally, regionally and in Mainland China to attract quality R&D companies.

To ensure that we don’t miss our goal of achieving financial self-sustainability, we:

- UNDERTAKE the annual rental review exercise and align the headline rate with market conditions.
- IMPLEMENT stringent control on expenditure and conduct value for money audits.
- SEEK technology development funds for new infrastructure establishment.

To ensure that infrastructure projects don’t fail to meet expectations, we:

- ENGAGE potential tenant companies and stakeholders in the design process to ensure the infrastructure meets future user requirements.
- STEER infrastructure project design development robustly through Task Forces of industry experts.
ENVIRONMENTAL, SAFETY AND HEALTH RISKS

Safety is always a priority. To ensure that we best handle environment, health and safety risks in relation to the welfare of our occupants and visitors, we:

- EXAMINE lab-related safety practices and ensure all recommended improvements are followed up and implemented in a timely manner.
- MEASURE the effectiveness of our Safety Health and Environmental (SHE) procedures and practices through regular inspections and audits and monitoring of incidents so that we can determine the root cause and minimise reoccurrences.
- IMPLEMENT SHE risk assessment for new tenant applications.
- PURSUE international standard certifications to identify and manage safety, health and environment risks systematically.
- INITIATE knowledge exchange with our tenant companies on their own operations, particularly related to their laboratories.
- ARRANGE monthly safety audit for the construction site.
- MONITOR food hygiene standards at all of our food and beverage (F&B) outlets in the Science Park and InnoCentre.
- REQUEST each outlet to provide food hygiene reports from independent qualified specialists on a quarterly basis to address the quality of housekeeping in each outlet, in addition to microbial assessments of swab tests, food samples and ice samples.

FINANCIAL RISK

As with any large organisation, the Corporation faces exposure to interest rate risks, credit risks and liquidity risks. These are managed by adherence to the Corporation’s well established financial management policies, guidelines and practices.

INFORMATION TECHNOLOGY RISK

To ensure safety of critical and confidential information, and avoid network security breaches, we:

- IMPLEMENT security measures and data loss protection for critical information.
- CONDUCT mandatory information security awareness training for staff to raise their awareness of common security breach tactics and safe computing practices.
- CONTINUE to review and improve IT infrastructure and network in view of ever-changing threats.
- APPOINT professional security consultants to assess system vulnerability and implement solution to address any vulnerability found.
- EMPLOY solutions and procedures to improve security surrounding the use of mobile devices and to control removable storage usage within the Corporation.

HUMAN RESOURCES RISKS

To ensure that we do not fail to recruit and retain competent and quality staff, we:

- CONTINUE to maintain the employers’ branding to attract quality staff.
- SYSTEMISE the Employee Development and Succession Planning Process.
REPUTATION RISKS

To ensure that the Corporation's image is not tarnished by negative publicity, we:

- MAINTAIN a close relationship with the press and the media, and regularly share success stories of R&D development.
- COMMUNICATE honestly and effectively with the public when handling negative publicity.
- CONTINUE to review and improve the crisis communication manual and guidelines to prepare key managers on how to respond in the event of a crisis situation.

RISK MANAGEMENT AT OTHER OPERATIONS

As mentioned above, the Corporation manages Science Park, InnoCentre in Kowloon Tong and a set of Industrial Estates at three locations in Hong Kong: Tai Po, Tseung Kwan O and Yuen Long. All three have also benefited from our activities in risk management analysis.

THE MANUFACTURING HUB

As a result of the approval by the Executive Council of the Hong Kong SAR Government to revise the Industrial Estates Programme in early 2015, the Corporation has revised the strategy in management of its Industrial Estates during the year. The New Industrial Estates strategy comprises mainly the shifting of its operation model from land grant to leasing of specialized multi-storey buildings in support of the development of science, innovation and technology based industries in Hong Kong. In the future, the Corporation will be more proactive to attract high value-added and high-tech industries, such as pharmaceuticals, biomedical, precision engineering, advanced manufacturing, in order to promote economic growth and development. To ensure this, we:

- WORK closely with the industry groups on the new industrial development.
- EXAMINE and evaluate different funding structure to support the new policy.
- SEEK government support in new development.

HIGHER GOAL FOR THE COMMUNITY

To all of us in the Corporation, sustainability is regarded as a key process in which our vision is balanced with our stakeholders’ interests within a holistic management framework.

To this end, the Corporation has developed its first sustainability report and guideline in 2014 which benchmarked our performance against the best practices and formulated our own detailed corporate sustainability roadmap. The sustainability report will become an integrated part of annual reporting.

WAY FORWARD

As our operations have been growing, the risk management framework is being reviewed from time to time and the control measures are being strengthened to ensure their effectiveness and robustness which is vital to fulfilling the objectives of the Corporation.
SUSTAINABLE DEVELOPMENT

TOWARDS A “LIVING LABORATORY”

Sustainability at HKSTP is fundamental to everything we do. Our ultimate goal is to become a “living laboratory” which showcases best practice sustainability for the benefit of the Hong Kong community. In this we are guided by our Sustainability Roadmap with targets in seven strategic areas to 2021.
Multi-purpose festive decoration was changed for use between Christmas, Chinese New Year and other festivals to avoid waste.

In October 2014 we published our first Sustainability Report to share our aspirations and progress in these areas. Available for download from the HKSTP website, the 2013-14 Sustainability Report is aligned with the ESG (Environment, Social and Governance) Guidelines of the Hong Kong Stock Exchanges & Clearing Ltd, plus the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI).

**ENVIRONMENTAL STEWARDSHIP**

HKSTP adopts a systematic approach towards environmental stewardship that enables us to prioritise our most significant aspects, implement improvement programmes and monitor our progress. Selected achievements during 2014-15 include:

- continued third-party certification to ISO14001 and ISO50001 for our environmental and energy management systems
- progressive introduction of energy conservation measures such as variable speed drives, destination control for lift system, improved zoning lighting controls
- expansion of our food waste separation provisions for food and beverage service providers in the Science Park, reducing disposal at landfill by up to 60 kg per day
- recycling collection programmes for our partner companies including rechargeable batteries, computers and related products, red packets, peach blossom and citrus trees
- a “green the bins” waste reduction programme in HKSTP offices and laboratories, and further installation of energy efficient hand dryers in common washrooms to reduce paper towels
- continued installation of water conservation devices in common washrooms, including dual flush toilets, infra-red sensors and aerator taps
WORKPLACE HEALTH & SAFETY

Health and safety is of paramount importance to HKSTP and covers the wellbeing of our own staff, our partner companies, our service providers and visitors to HKSTP facilities. We implement a rigorous framework to identify, minimise and mitigate potential risks, with key elements including:

- continued third-party certification of our OHSAS 18001 Occupational Health and Safety Management System
- regular inspections of common and public areas at HKSTP facilities, plus our own laboratories and offices, to ensure continuous implementation of health and safety guidelines
- seventeen emergency drills at the Science Park, InnoCentre and industrial estates (for fire, gas leakage, and chemical spillage), in close liaison with key partner companies and related authorities
- visits to all 87 partner company and incubatee laboratories at the Science Park to check compliance with HKSTP requirements for dangerous goods, hazardous substances and emergency response, etc.
- food hygiene audits of all food and beverage outlets at the Science Park (quarterly) and InnoCentre (twice-yearly) by qualified third-party specialists, to maintain high standards of food hygiene
- independent safety audits of the Science Park Phase 3c construction works, starting September 2014, to furnish impartial expert advice on best practice
- close tracking of even the smallest health and safety related incidents, so that we can determine the root cause of each one and identify how future incidents can be minimised
HKSTP recognises the importance and value of continuous skills development and lifelong learning of its employee team. All in all, more than 26 corporate-wide training courses and seminars were provided for all levels of staff during 2014-15, falling into four broad areas:

- **Skills development**: process improvement, project management, presentation skills, persuasive powers, innovative thinking, quality management and positive leadership, etc.

- **Occupational health and safety**: workplace ergonomics, display screen equipment assessment, lower limb and spinal health, and control of infectious diseases, etc.

- **Green and healthy lifestyle**: psychological first aid, power of positive thinking, you are what you eat, environmental conservation and food waste reduction in Hong Kong.

- **SHE management**: induction training, internal auditing and implementation training for HKSTP’s SHE (safety, health and environment) management system.

HKSTP continued its active role in engaging its stakeholders towards a more responsible and sustainable community.

From April to October 2014, we implemented the “FoodWise@Science Park” campaign to promote healthy eating and food waste reduction among the F&B outlets and all partner companies at the Science Park.

Through our Facility Management Office (FMO), we also worked with community groups including the Hong Kong Red Cross, Salvation Army and St James’ Settlement to engage our partner companies in giving blood and bone marrow, and donating moon cake and Chinese New Year Gifts for the needy.

In March 2015, over 50 HKSTP staff plus their family members (and also staff and family from our Facilities Management Office), participated in the Community Chest “New Territories Walk for Millions”, the starting point for which was at the Science Park itself. The HKSTP football team also took part in the 2014 HKSAR Charity Football Invitation Tournament organised by the Hong Kong Metropolitan Sports Events Association.
04
FINANCIAL PERFORMANCE
## FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>2014/15</th>
<th>2013/14</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>767</td>
<td>735</td>
<td>4.4%</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>(509)</td>
<td>(447)</td>
<td>13.9%</td>
</tr>
<tr>
<td>Operating surplus before interest and depreciation (EBID)</td>
<td>258</td>
<td>288</td>
<td>-10.4%</td>
</tr>
<tr>
<td>Depreciation and impairment provision (net of deferred income)</td>
<td>(455)</td>
<td>(228)</td>
<td>99.6%</td>
</tr>
<tr>
<td>Net interest income</td>
<td>16</td>
<td>8</td>
<td>84.6%</td>
</tr>
<tr>
<td>Surplus/(Deficit) for the year</td>
<td>(181)</td>
<td>68</td>
<td>-365.3%</td>
</tr>
</tbody>
</table>

1 Subject to rounding differences.

## OVERVIEW

HKSTP reported an operating surplus before interest and depreciation (EBID) of $258 million and the deficit for the year of $181 million, compared to EBID of $288 million and surplus of $68 million last year.

The deficit for the year is mainly arise from the impairment provision of laboratory equipment and facilities of $152 million.
**INCOME**

**Income by Source**
(for the year ended 31 March 2015)

HK$767m (2014: HK$735m)

- 55% Gross Rental Income
- 21% Land Premia, Surrendered Premises, Consent Fees and Other Income
- 21% Property Management Fee, Air-Conditioning and Support Facility Income
- 3% Income from Technology Support Centres

Total income increased by $32 million or 4.4% to $767 million in 2014/15 mainly due to higher gross rental income which was partly offset by the lower income from Industrial Estates.

Gross rental income grew by $62 million or 17.2% to $424 million mainly attributed to gradually increase in the occupancy of the first three buildings of Science Park Phase 3 during the year. Property management fee, air-conditioning and support facility income rose by $14 million or 9.5% to $159 million.

Industrial Estates land premia, consent fee and other income decreased by $38 million or 19.5% to $156 million upon the stopped land sale in July 2014.

HKSTP’s technology support centres develop and provide research and development support services to assist technology companies and industries. Income from technology support centres was $25 million, comparing to $29 million in last year.

**OPERATING EXPENSES**

**Operating Expenses by Category**
(for the year ended 31 March 2015)

HK$509m (2014: HK$447m)

- 50% Expenses for Property Management and Technology Support Centres
- 36% Administrative and Operating Expenses
- 11% Marketing and Promotion Expenses
- 3% Incubation Support and Technology Transfer Expenses

Note: No cost of construction recognised for transfer of possession of land and re-grant of surrendered premises in 2015 (2014: 4%).
HKSTP conducts its business according to prudent commercial principles. It continues to maintain a stringent control on its operating expenses while extending its support to technology companies and industries. Operating expenses increased by 13.9% to $509 million in 2014/15 mainly due to expanded operation following the completion of first three buildings of Science Park Phase 3.

Expenses for property management and technology support centres increased by 16.3% to $254 million upon commencement of the first three buildings of Science Park Phase 3.

Administrative and operating expenses (including staff costs) rose by 18.1% to $184 million to support the expanded operation of Science Park.

Marketing and promotion expenses rose by 35.8% to $55 million mainly due to 10th anniversary of APAC Innovation Summit 2014 and promotion of Science Park ecosystem.

There was no land grant during the year upon the stopped land sale policy on the Industrial Estates. No cost of construction was recognised for transfer of possession of Industrial Estates land during the year.

DEPRECIATION AND IMPAIRMENT PROVISION

Depreciation and impairment provision (net of deferred income) rose by 99.6% to $455 million. The increase was mainly due to impairment provision on lab equipment and facilities of $152 million.

During the year, the Board of Directors decided to review the business strategy in relation to its laboratories having regard to a detailed study conducted by management on the usage of the shared laboratories that support start-up and small to medium size companies for their research and development operation, the faster pace of development in certain technologies and equipment, the historical and projected utilization rate, and income potential of the equipment. As a result of the aforesaid review of business strategy, management conducted a value in use review of these equipment and facilities and an impairment provision of $152 million has been recognized (2014: Nil), which has been included under the accumulated depreciation and impairment of the laboratories equipment and facilities as at 31 March 2015.

Also, higher depreciation was mainly due to commencement of first three Science Parks Phase 3 buildings.

FINANCIAL POSITION

Fixed assets amounted to $9,156 million, which accounted for 80.7% of total assets. HKSTP incurred capital expenditure of $828 million during 2014/15, mainly related to Science Park Phase 3 development.

Accounts receivable increased to $23 million, primarily attributed to increased income.

Accrued charges and other payables increased by 13.3% to $722 million, mainly as a result of higher payables related to Phase 3 capital expenditure.

CASH FLOW

Net cash flow from operating activities amounted to $298 million for the year, mainly attributable to the EBIT generated.
FINANCING

Loan Maturity Profile as at 31 March 2015

HK$2,393m (2014: HK$779m)

- 4% Within one year
- 4% After one year but within two years
- 48% After two years but within five years
- 44% After five years

HKSTP’s borrowing was from issuance of Notes under the Medium Term Notes Programme and Government of the Hong Kong Special Administrative Region. During the year, $1,707 million Notes were issued. The government loan for Phase 2 development decreased by $93 million to $687 million due to repayment during the year.

CASH, BANK BALANCES AND DEPOSITS

As at 31 March 2015, cash, bank balances and deposits amounted to $2,139 million, compared to $979 million from the previous fiscal year. The increase was attributed to the fund raised from issuance of Notes under the Medium Term Notes Programme which was partly offset by the progress payment for the Phase 3 capital expenditure.

FINANCIAL RISK MANAGEMENT

HKSTP runs its operations with transactions denominated in Hong Kong dollars. It has minimal currency exposure because income, operating expenses and capital expenditure are largely denominated in Hong Kong dollars.

OUTLOOK

The Corporation’s income is expected to increase in future when Phase 3 becomes fully occupied. The remaining works of Science Park Phase 3 is expected to be completed in 2016. To finance this, HKSTP plans to drawdown the government loan. While further borrowings may increase more financing costs, the Corporation’s financial performance will be improved following the full occupancy of Phase 3.

Riding on the five technology clusters currently nurtured in HKSTP, the Corporation has identified three cross-discipline application platforms namely Healthy Ageing, Robotics and Smart City. The Corporation sees that Hong Kong possesses the necessary R&D edges to excel in these areas. HKSTP is also stepping up its effort to revitalise Hong Kong’s industrial base. It aims to facilitate the birth and growth of advanced manufacturing in our three Industrial Estates. In this regard the Corporation is now seeking permission from the Government to revamp the development strategy of the three Industrial Estates.

Furthermore, HKSTP has set up a Corporate Venture Fund (“CVF”) after March 2015 to support the growth of early stage start-ups. The initial funding of the CVF is $50 million.

With its financial sustainability and the growth of technology clusters in Hong Kong Science Park, HKSTP will continue to boost the vibrant development of Hong Kong’s technology and entrepreneurship ecosystem through its 3Cs strategy - connect, collaborate and catalyse.
## FINANCIAL PERFORMANCE

### FIVE-YEAR FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th>(in HK$’ million)</th>
<th>2014/15</th>
<th>2013/14</th>
<th>2012/13</th>
<th>2011/12</th>
<th>2010/11</th>
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<tr>
<td><strong>Comprehensive Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Income</td>
<td>767</td>
<td>735</td>
<td>796</td>
<td>758</td>
<td>701</td>
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<tr>
<td>Operating expenses</td>
<td>(509)</td>
<td>(447)</td>
<td>(478)</td>
<td>(484)</td>
<td>(490)</td>
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<tr>
<td>Operating surplus before interest and depreciation</td>
<td>258</td>
<td>288</td>
<td>318</td>
<td>274</td>
<td>211</td>
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<tr>
<td>Depreciation and impairment provision (net of deferred income)</td>
<td>(455)</td>
<td>(228)</td>
<td>(211)</td>
<td>(212)</td>
<td>(189)</td>
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<tr>
<td>Net interest income</td>
<td>16</td>
<td>8</td>
<td>27</td>
<td>24</td>
<td>–</td>
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<tr>
<td>Surplus/(Deficit) for the year</td>
<td>(181)</td>
<td>68</td>
<td>134</td>
<td>86</td>
<td>22</td>
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<td><strong>Financial Position</strong></td>
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<tr>
<td>Non-current assets</td>
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<td>8,803</td>
<td>7,492</td>
<td>6,807</td>
<td>6,696</td>
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<td>Current assets</td>
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<td>1,069</td>
<td>2,305</td>
<td>2,075</td>
<td>2,134</td>
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<tr>
<td>(1,056)</td>
<td>(937)</td>
<td>(769)</td>
<td>(512)</td>
<td>(451)</td>
<td></td>
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<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net current assets</td>
<td>1,133</td>
<td>132</td>
<td>1,536</td>
<td>1,563</td>
<td>1,683</td>
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<tr>
<td>Total assets less current liabilities</td>
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<td>8,935</td>
<td>9,028</td>
<td>8,370</td>
<td>8,379</td>
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<tr>
<td>Non-current liabilities</td>
<td>(4,389)</td>
<td>(2,853)</td>
<td>(3,015)</td>
<td>(2,491)</td>
<td>(2,586)</td>
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<td>Net assets</td>
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<td>6,013</td>
<td>5,879</td>
<td>5,793</td>
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<td>Share capital</td>
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<td>5,734</td>
<td>5,734</td>
<td>5,734</td>
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<tr>
<td>Reserves</td>
<td>166</td>
<td>348</td>
<td>279</td>
<td>145</td>
<td>59</td>
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<tr>
<td>Total equity</td>
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<td>6,013</td>
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<td><strong>Key operation statistics as at year end</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Number of tenant companies</td>
<td>416</td>
<td>384</td>
<td>382</td>
<td>361</td>
<td>319</td>
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<tr>
<td>Number of incubatees</td>
<td>173</td>
<td>142</td>
<td>127</td>
<td>132*</td>
<td>123*</td>
</tr>
<tr>
<td>Number of Industrial Estate grantees</td>
<td>589</td>
<td>526</td>
<td>509</td>
<td>493</td>
<td>442</td>
</tr>
</tbody>
</table>

### Occupancy rates:

- **Science Park**: 81.0%^<sup>+</sup> 95.6% 96.0% 94.8% 90.4%
- **InnoCentre**: 92.6% 96.6% 94.3% 96.1% 94.5%
- **Industrial Estates**: 96.2% 96.4% 97.7% 95.1% 95.9%

* Including incubatees under design incubation programme

^ Including the first three buildings of Science Park Phase 3 which opened in late September 2014