

2013 DIRECTORS' SYMPOSIUM 董事研討會

變中求變 Change to Meet the Change

- Date** 日期：Wednesday 11 September 2013 • 2013年9月11日 (星期三)
- Time** 時間：6:00pm - 9:30pm
- Venue** 地點：The Hong Kong Bankers Club, 43/F Gloucester Tower, The Landmark, Central, Hong Kong
香港中環置地廣場告羅士打大廈43樓香港銀行家會所
- Language** 語言：Primarily in English 英語為主
- Dress Code** 衣著：Business Attire 商務服飾
- CPD Hours** 小時：The Hong Kong Institute of Directors • 3 Hours
香港董事學會 • 3小時
The Hong Kong Institute of Architects • 3 Hours
香港建築師學會 • 3小時
The Law Society of Hong Kong • CPD points being applied for
香港律師會 • 持續進修學分正審批中
The Symposium is recommended as:
- 2.5 CPD hours for members of Hong Kong Institute of Certified Public Accountants
建議香港會計師公會會員作2.5 CPD小時用
- 3 CPD hours for members of The Hong Kong Institution of Engineers
建議香港工程師學會會員作3 CPD小時用

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2013 DIRECTORS' SYMPOSIUM 董事研討會

Hong Kong's Competitiveness: Change to Meet the Change 香港的競爭力：變中求變



Objectives 宗旨

Hong Kong corporate leaders have always been willing to adapt and evolve in the light of changes in economic outlook and business environment. Taking the theme "Hong Kong's Competitiveness: Change to Meet the Change", Directors' Symposium 2013 invites leading directors to share with the audience their insightful views, identified challenges and corporate strategies in the current changing times.

縱使經濟遠景及營商環境瞬息萬變，香港的企業領袖積極迎合變遷，懂得適應之餘，更擅長創造有利的生存條件。2013 年度董事研討會以「香港的競爭力：變中求變」作為主題，邀請董事翹楚擔任講者，分享他們對多變時局的深刻見解、潛在挑戰、企業策略等。

About The Organiser 主辦組織



香港董事學會
The Hong Kong Institute of Directors

The Hong Kong Institute of Directors ("HKIoD") is Hong Kong's premier body representing directors to foster the long-term success of companies through advocacy and standards-setting in corporate governance and professional development for directors. A non-profit-distributing organisation with membership consisting of directors from listed and non-listed companies, HKIoD is committed to providing directors with educational programmes and information service and establishing an influential voice in representing directors. With international perspectives and a multi-cultural environment, HKIoD conducts business in biliteracy and trilingualism.

香港董事學會為香港代表專業董事的首要組織，其宗旨是促進所有公司的持久成就；為達成使命，學會致力提倡優秀企業管治與釐訂相關標準，以及協助董事的專業發展。學會為非分配利潤組織，成員是上市及非上市公司的董事，致力為董事提供教育項目及資訊服務，並代表董事發表具影響性的意見。學會具備國際視野及多元文化環境，以兩文三語執行會務。

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2013 DIRECTORS' SYMPOSIUM

董事研討會

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Speakers (In order of session) 演講嘉賓 (按演講環節排序)		
Mr Pranay Gupta CFA, Chief Investment Officer, Lombard Odier Darier Hentsch (Asia)	13	瑞士隆奧(亞洲)有限公司 Pranay Gupta 先生
Mr T C Chew, Projects Director, MTR Corporation Limited	14	香港鐵路有限公司工程總監 周大滄先生
Ms Ada Chung JP, Registrar of Companies, Companies Registry	15	公司註冊處處長 鍾麗玲太平紳士
Mr Charles de Trenck, Analyst, Transport Trackers Limited	16	Transport Trackers Limited Charles de Trenck 先生
Dr Edmund Lee Tak-yue, Executive Director, Hong Kong Design Centre	16	香港設計中心行政總裁 利德裕博士
Mr James Lu, Executive Director, Hong Kong Hotels Association	17	香港酒店業協會執行總幹事 呂尚懷先生
Session Hosts from HKIoD (In order of session) 香港董事學會主持 (按演講環節排序)		
Mr Henry Lai LL.B (HONS.) FHKIoD, Deputy Chairman	18	副主席賴顯榮律師
Prof Christopher To FHKIoD, Deputy Chairman	18	副主席陶榮教授
Ir Edmund K H Leung SBS OBE JP FHKIoD, Deputy Chairman	19	副主席梁廣灝工程師
Sponsors 贊助組織		
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DIRECTORS' SYMPOSIUM 2013
董事研討會

Date 日期：Wednesday 11 September 2013 • 2013年9月11日（星期三）
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Language 語言：Primarily in English 英語為主
Dress Code 衣著：Business Attire 商務服飾
CPD Hours 小時：The Hong Kong Institute of Directors 香港董事學會 • 3Hours 小時
The Hong Kong Institute of Architects 香港建築師學會 • 3Hours 小時
The Law Society of Hong Kong 香港律師會 • CPD Points being applied for 持續進修學分正審批中
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- 3 CPD hours for members of The Hong Kong Institution of Engineers 建議香港工程師學會會員作 3 CPD 小時用

Programme 研討會程序

6:00pm-6:30pm	Registration	恭候
6:30pm-6:40pm	Opening remarks by Dr Kelvin Wong JP DBA FHKIoD, Chairman, HKIoD	香港董事學會主席黃天祐博士致歡迎辭
6:40pm-7:10pm	Global Economic Outlook Mr Pranay Gupta CFA, Chief Investment Officer, Lombard Odier Darier Hentsch (Asia) Interview by Session Host, Mr Henry Lai LL.B (HONS.) FHKIoD, Deputy Chairman, HKIoD	全球經濟展望 瑞士隆奧（亞洲）有限公司 Pranay Gupta 先生 香港董事學會副主席賴顯榮律師主持訪問
7:10pm-7:40pm	Dinner	晚宴
7:40pm-8:10pm	Change to Meet the Change Mr T C Chew, Projects Director, MTR Corporation Limited Interview by Session Host, Prof Christopher To FHKIoD, Deputy Chairman, HKIoD	企業變革 香港鐵路有限公司工程總監 周大滄先生 香港董事學會副主席陶榮教授主持訪問
8:10pm-8:35pm	Updates on the latest development of the new Companies Ordinance by Ms Ada Chung JP, Registrar of Companies, Companies Registry Acknowledgements by Dr Carlye Tsui BBS MBE JP FHKIoD DProf, Chief Executive Officer, HKIoD	公司註冊處處長鍾麗玲太平紳士簡介 新公司條例的最新發展 香港董事學會行政總裁徐尉玲博士致謝辭
8:35pm-9:25pm	Panel Discussion: Managing Change in the Changing Environment 3 Panelists for experience sharing chaired by Session Host Ir Edmund K H Leung SBS OBE JP FHKIoD, Deputy Chairman, HKIoD Mr Charles de Trenck, Analyst, Transport Trackers Limited Dr Edmund Lee Tak-yue, Executive Director, Hong Kong Design Centre Mr James Lu, Executive Director, Hong Kong Hotels Association	專題討論： 「在多變時局中迎接轉變」 三位嘉賓作經驗分享，由香港董事學會副主席 梁廣灝工程師主持帶領討論 Transport Trackers Limited Charles de Trenck 先生 香港設計中心行政總裁 利德裕博士 香港酒店業協會執行總幹事 呂尚懷先生
9:25pm-9:30pm	Closing remarks by Prof Christopher To FHKIoD, Chairman of Organising Committee, Directors' Symposium 2013	「董事研討會 2013」籌委會主席 陶榮教授致閉幕辭

Foundation set up by The Hong Kong Institute of Directors
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- 推動對推廣優秀企業管治的興趣、參與、投入。
- To organise and sponsor training courses, seminars, exhibitions, conferences and other education relating to the promotion of good corporate governance to the general public.
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DIRECTORS'
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董事研討會

Message from Chairman The Hong Kong Institute of Directors 香港董事學會主席獻辭



The result that Hong Kong no longer retains top spot in the World Competitiveness Scoreboard published by the International Institute for Management Development (IMD) this June should not be disheartening, but should be a lesson learnt.

Ranked first and second over Hong Kong, the USA and Switzerland ride their respective success on innovation, technology, economic diversity, fiscal discipline and the preservation of human capital, all of which are attributes to good corporate governance. Directors of Hong Kong must be adaptable to changes, working their way to achieve excellence through continuing professional development and persistent exploration of new opportunities. In fact, Hong Kong is still highly favoured by global investors despite intense competition from other economies.

In Directors' Symposium 2013, many experts and corporate leaders take part to offer views on what strategic directions we should employ in the light of the ever changing business climate.

In welcoming all attendees to the Symposium, I am confident that you will find the presentations and discussions fruitful and inspiring.

雖然在瑞士洛桑國際管理學院（IMD）6月發表的2013年世界競爭力排行榜上，香港未能保住首位，但我們毋需為此氣餒，更應該視這為重要的一課。

美國和瑞士分別超越香港進佔首、次名，兩國的成功有賴於其個別創意、科技、經濟的多元化、財政紀律以及善於維護人力資本，這些都是優良企業管治的典範。香港的董事必須迎合改變，追求卓越，積極參與持續專業培訓及不斷尋求新機遇。即使面對其他經濟的激烈競爭，香港事實上仍然受到全球投資者的擁戴。

很榮幸我們邀請得多位專家及企業領袖，參與「董事研討會2013」這盛會，在如今瞬息萬變的環境下，嘉賓的見解可以為董事指出正確的策略方向。

歡迎各位出席研討會，您會發現研討會的演說及討論極具啟發性，定能從中獲益。



Dr Kelvin Wong JP DBA FHKIoD

黃天祐博士

Chairman, The Hong Kong Institute of Directors
香港董事學會主席

DIRECTORS'
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董事研討會 2013

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Message from Chairman
Directors' Symposium 2013 Organising Committee
「董事研討會 2013」籌委會主席獻辭



It is my pleasure to welcome all participants to the Directors' Symposium organised by The Hong Kong Institute of Directors.

To sustain Hong Kong's success as a major magnet of international business, directors must engage good practices of corporate governance. This cornerstone of success must be founded on long-term strategies with consideration of accountability and sustainability. On this grand occasion, an impressive line-up of visionary speakers will share insights and strategies towards maintaining a competitive Hong Kong.

Directors' Symposium 2013 would not have been possible without the contribution from our Sponsors, Supporting Organisations, my colleagues on the Organising Committee and all attendees and participants in the Symposium. I would like to express my gratitude wholeheartedly to all the speakers for sharing their wisdom and insights at the Symposium.

歡迎大家出席香港董事學會籌辦的「董事研討會」。

香港作為主要吸引外商投資的都市，一向得天獨厚，要延續這個優勢，董事必須實行企業管治的良好常規。香港這方面的成就必須建基於長遠的策略考慮，同時亦要顧及問責性及可持續性。為此，我們邀請了多位出色的、具遠見的演講嘉賓出席今次盛會，為維持香港的競爭力分享他們的見解及策略。

「董事研討會」得以成功舉行，有賴多方的協助，包括贊助組織、籌委會各委員以及積極參與的各位來賓。最後要衷心感謝演講嘉賓於研討會上分享他們的智慧及見解。

Prof Christopher To FHKIoD

陶榮教授

Deputy Chairman, The Hong Kong Institute of Directors
Chairman, Directors' Symposium 2013 Organising Committee
香港董事學會副主席兼「董事研討會 2013」籌委會主席

Message from CEO
The Hong Kong Institute of Directors
香港董事學會行政總裁獻辭



For many years, The Hong Kong Institute of Directors has dedicated itself to the advocacy of continuing professional development ("CPD") for directors. To stay competitive and ready for a new challenge, directors need to update themselves with the latest market trends and good practices of corporate governance. In this aspect, HKIoD has been offering regularly different types of director development programmes, with the aim to sharpen the competitive strength of our members.

I appeal to all fellow directors to actively engage in CPD to keep abreast of the dynamic business landscape.

I wish all the participants a rewarding and enjoyable experience at this Directors' Symposium.

多年來，香港董事學會提倡董事專業的持續發展，一直不遺餘力。董事為了保持優秀的競爭能力，為迎接每項新挑戰作好最佳準備，必須充實自己，認識最新市場趨勢及企業管治的良好常規。為了達到這個目的，本會定期為董事舉辦各種培訓課程 / 活動，希望能夠增強會員的競爭能力。

我呼籲各位積極參與董事持續專業培訓，以緊貼時刻改變的經濟環境。

祝願各位出席研討會的來賓有個愉快的晚上，並有所獲益。

Dr Carlye Tsui BBS MBE JP DProf FHKIoD

徐尉玲博士

Chief Executive Officer, The Hong Kong Institute of Directors
香港董事學會行政總裁

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董事研討會

Message From Sponsor 贊助組織獻辭



I am pleased to congratulate The Hong Kong Institute of Directors for organising a successful and meaningful Symposium this year.

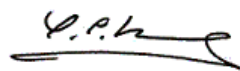
The theme of the Symposium is "Hong Kong's Competitiveness: Change to Meet the Change". In an ever-changing business environment, it is imperative that directors must cope with the challenges brought about by the changes and formulate appropriate corporate strategies to enhance the companies' competitiveness and ensure their sustainability.

I commend The Hong Kong Institute of Directors for its efforts in promoting corporate governance in Hong Kong over the years. I believe that the Directors' Symposium 2013 provides an excellent opportunity to companies and their directors to exchange their views and insights on how to cope with, and leverage on, the changes in global economic outlook and the local business environment. I wish the Symposium every success.

欣逢香港董事學會今年舉辦「董事研討會」這項饒富意義的盛事，本人謹此衷心致賀。

研討會今年的主題是「香港的競爭力：變中求變」。在現今瞬息萬變的營商環境中，董事必須因應變革所帶來的種種挑戰，制訂適切的企業策略，以加強公司的競爭力，並確保公司持續發展。

香港董事學會多年來積極致力推動香港的企業管治，實在值得嘉許。本人相信「董事研討會 2013」對公司及公司董事來說，提供了一個絕佳的平台，讓他們有機會交流意見及心得，俾能在多變的全球經濟前景及本地營商環境中應對並配合各種轉變。本人謹祝「董事研討會 2013」順利舉行，成績美滿。



Ms Ada Chung JP
鍾麗玲太平紳士

Registrar of Companies, Companies Registry
公司註冊處處長



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Change to Meet the Change 變中求變

DIRECTORS'
SYMPOSIUM 2013
董事研討會

Message From Sponsor 贊助組織獻辭



On behalf of the Construction Industry Council ("CIC"), I wish to extend my sincere congratulations to The Hong Kong Institute of Directors ("HKIoD") on the occasion of its Directors' Symposium 2013. This annual event has become an established platform for Hong Kong's directors to network and exchange experiences.

The theme of this year's Symposium is an apt one in these current challenging times, "Hong Kong's Competitiveness: Change to Meet the Change." In an industry such as construction, it is crucial to have leaders responsive to an ever fluctuating environment and we can all take pride in the competitiveness of Hong Kong's construction industry.

The CIC in advancing fair and competitive practices in the construction industry has been active this year in informing its stakeholders on how the new competition law will impact on their business.

The HKIoD by promoting good corporate governance will help Hong Kong maintain its international reputation. Once again, I would like to wish the HKIoD every success with this year's Directors' Symposium and hope that it is a rewarding experience for those attending.

欣悉「董事研討會 2013」即將召開，本人僅代表建造業議會（議會）向香港董事學會（董事學會）致以衷心祝賀。這項年度盛事為香港各機構的董事建立了溝通和互動的平台，使經驗得以廣泛交流。

本年董事研討會的主題是「香港的競爭力：變中求變」，適切反映了現時充滿挑戰的社會狀況。香港的建造行業瞬息萬變，尤其需要隨機應變的領航人，不斷提升競爭力，為行業爭光。

而為了恪守公平競爭的精神，議會於本年更積極向各持分者介紹競爭法將帶來的影響。

董事學會致力促進企業管治，讓香港繼續蜚聲國際。在此，本人謹再次祝願董事學會本屆董事研討會順利舉行，各位參加者皆有裨益。

LEE Shing-see GBS OBE JP
李承仕 金紫荊星章，OBE，太平紳士
Chairman, Construction Industry Council
建造業議會主席



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Change to Meet the Change 變中求變

DIRECTORS'
SYMPOSIUM
董事研討會 2013

Message From Sponsor 贊助組織獻辭



Over the years, The Hong Kong Institute of Directors (HKIoD) has made great contributions to improve the quality of company directors and the corporate governance standard in Hong Kong. Through a variety of initiatives and communications, the Institute has done a remarkable job in raising the professionalism of directors.

Hong Kong being an international financial centre, sound regulatory system, excellent corporate governance as well as world-class professional directorship are important to maintain and enhance Hong Kong's competitiveness in the global market.

Let me express our warmest congratulations to HKIoD for launching another successful symposium this year and wish all members attending this symposium will have a fruitful and enjoyable gathering.

香港董事學會對推動香港的公司規管制度及企業管治不遺餘力。透過不同的活動及溝通，學會致力提升董事專業水準，使香港作為國際金融中心的地位上，得以維持及在競爭力上能再上層樓，令人欽佩。

本人謹代表港鐵公司，在此祝願香港董事學會所籌辦的「董事研討會」舉辦成功，會務蒸蒸日上。

Mr Jay H Walder
韋達誠先生

Chief Executive Officer, MTR Corporation
港鐵公司行政總裁



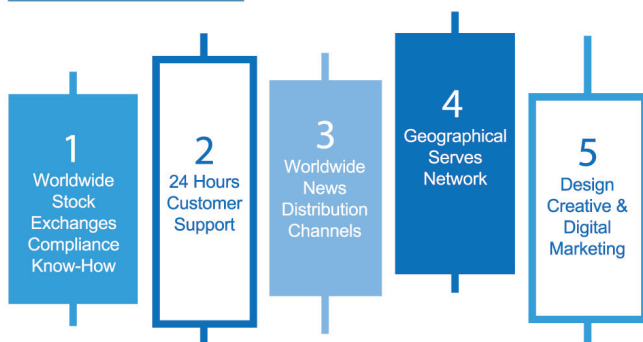
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**DIRECTORS'
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董事研討會

Speaker 演講嘉賓



Mr Pranay Gupta CFA

Chief Investment Officer, Lombard Odier Darier Hentsch (Asia)
瑞士隆奧（亞洲）有限公司

Pranay Gupta is the Chief Investment Officer at Lombard Odier Darier Hentsch (Asia). He is responsible for the overall investment strategy for the Investment Management and Private Client businesses in Asia.

Prior to joining the firm, Pranay was Chief Investment Officer for ING Investment Management Asia Pacific, responsible for overseeing US\$85bn in assets in Asia, over 250 investment professionals, from 2009-2011; and served as Chairman of the Asia Pacific Investment Committee and a member of the Asia Pacific Executive Committee. From 2006-2009, Pranay was Deputy Chief Investment Officer and a Member of the Board of the Pearl Group, U.K. managing US\$55bn of assets. Pranay also held various senior investment positions at ABP Investments in the Netherlands, Societe Generale and JP Morgan Investment Management in the U.S.

Pranay has 23 years of experience working in the investment management industry. He has a B.Tech in Mechanical Engineering from IIT Delhi, an MBA in Finance and holds a CFA Charter. He also serves as an Advisory Board member of the Chicago Quantitative Alliance Asia, a member of the Board of Trustees of the CFA Institute and a visiting Research Fellow at Business School of National University of Singapore.

DIRECTORS'
SYMPOSIUM
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Change to Meet the Change
變中求變

Speaker
演講嘉賓



Mr T C Chew

周大滄先生

Projects Director, MTR Corporation Limited

香港鐵路有限公司工程總監

T C Chew is currently the Projects Director of Hong Kong MTR Corporation Limited. T C has worked in the rail transit industry in the United Kingdom, Singapore, Hong Kong and overseas for nearly 40 years. He has held senior position in both contractor and client based organization on rail projectors implementation over the last 15 years. He is a member of the Hong Kong Construction Industry Council. He is a Chartered Engineer, a fellow of the Royal Academy of Engineering, Hong Kong Academy of Engineering Sciences and a number of professional institutions in the United Kingdom and Hong Kong.

Change to Meet the Change 變中求變

DIRECTORS'
SYMPOSIUM 2013
董事研討會

Speaker 演講嘉賓



Ms Ada LL Chung JP HonFHKIoD

鍾麗玲太平紳士

Registrar of Companies, Companies Registry,
the Government of the Hong Kong Special Administrative Region
香港特別行政區政府公司註冊處處長

Ms Ada Chung has a career in accounting and law. She is a Certified Public Accountant (FCPA) and a barrister. Ada was appointed as the Registrar of Companies in August 2007 and has since been heavily involved in the Companies Ordinance Rewrite exercise and the introduction of electronic incorporation and electronic filing of company documents.

Ada is also a Council member of the Hong Kong Institute of Certified Public Accountants and a member of the Financial Reporting Council. Before her appointment as the Registrar of Companies, Ada was the head of the Civil Litigation Unit of the Department of Justice. Her expertise is in public, commercial and tax law.

鍾麗玲女士從事會計及法律專業，是一名資深會計師及大律師。鍾女士於2007年8月出任公司註冊處處長，自此致力於重寫《公司條例》，並引進以電子方式成立公司及提交公司文件服務。

鍾女士亦是香港會計師公會理事和財務匯報局成員。鍾女士在獲委任為公司註冊處處長之前，是律政司民事訴訟組主管，擅長司法覆核訴訟、商業法律及稅務法律。

DIRECTORS'
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Change to Meet the Change
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Speaker
演講嘉賓



Mr Charles de Trenck
Analyst, Transport Trackers Limited

Mr Charles de Trenck spent his formative college years studying everything from Chinese language to philosophy and business. Following a second Master's degree in 1992, Charles spent over 20 years in a public role covering China and Asia - most of the time from a transport perspective.

At first, Charles focused on China during the early start-up of China share listings in HK-China during the early 90s. This phase culminated in a book on China shares listed in Hong Kong in 1996. Just in time for the 1997 Handover of Hong Kong back to China.

By the mid-90s, Charles was focused on containerization in general and container ports and container ships in specific. While at UBS in 1996, he began focusing on work on port privatizations, which culminated in work on Indonesia port privatization and Pelindo III in Surabaya for CSFB's banking team (but still working on the analyst side) in 1998.

By 1999, Charles had increased focus on container shipping, with work for an NOL \$500m placement, while also moving to Salomon Smith Barney. This proved an eye opening experience from a banking perspective. Although Charles was an equity analyst, the SSB bankers had no experience in shipping, which led him to assist in coordination of some of the banking work (compliance) out of the research function. This added value for investors because it added greater understanding of the role of investment banking in Asia transport. Charles later rejected it in its form practiced in Asia, but it added true insights into the research franchise.

By 2000, still at SSB-Citi, Charles began moving into tanker research, including coverage of Teekay in the US. Another eye opening experience.

Mr de Trenck consistently held top transport rankings during the 2000s.

Mr de Trenck has been running Transport Trackers, a small transport research consultancy, since 2008.

Speaker
演講嘉賓



Dr Edmund Lee Tak-yue
利德裕博士
Executive Director, Hong Kong Design Centre
香港設計中心行政總裁

Dr Edmund Lee is Executive Director of Hong Kong Design Centre, a nonprofit organisation dedicated to raising Hong Kong's profile as a design hub of creativity and innovation, driving value creation through design and innovation. He is a Fellow of the Royal Society for the encouragement of arts, commerce and manufactures. Dr Lee currently serves as Board Director of PMQ, Member of the Design Council of The Federation of Hong Kong Industries, Hong Kong Brand Development Council, Advisory Committee on Design, Licensing and Marketing of the Hong Kong Trade Development Council, and the International Advisory Committee of The Jockey Club Design Institute for Social Innovation. He also serves as Chairman, Design Faculty Advisory Committee of Technological and Higher Education Institute of Hong Kong. Other public duties include chairmanship or membership of a number of professional management bodies and service organisations. Dr Lee received his PhD in biotechnology from King's College London and MBA from Warwick Business School. He also completed advanced training in nonprofit management at Harvard Business School on HBS Club Scholarship.

利德裕博士現為香港設計中心行政總裁，此乃非牟利機構，旨在提升香港成為具創意及創新的設計樞紐，藉設計與創新推動創新價值。利博士獲授英國皇家藝文協會院士名銜，並擔任元創方董事會董事、香港工業總會轄下之香港設計委員會委員、香港品牌發展局派任理事、香港貿易發展局設計諮詢委員會委員，以及理大賽馬會社會創新設計院國際顧問委員會會員。利氏出任香港高等科技教育學院設計學院諮詢委員會主席。他身兼多項公職，包括多個專業管理組織及服務機構之主席及委員。利氏畢業於英國倫敦英皇學院，取得生物科技博士學位，後於英國華威大學完成工商管理碩士課程，並獲獎學金於美國哈佛大學進修非牟利機構行政管理課程。

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DIRECTORS'
SYMPOSIUM
董事研討會 2013

Speaker 演講嘉賓



Mr James Lu Shien Hwai

呂尚懷先生

Executive Director, Hong Kong Hotels Association

香港酒店業協會執行總幹事

Mr Lu is the Executive Director of the Hong Kong Hotels Association, a position he has held since January, 1997. Prior to that, he was the Deputy Executive Director of Hong Kong Tourism Board for 10 years. Mr Lu holds a Bachelor of Commerce degree in Accountancy and Business Administration and qualified as a professional accountant in Australia. Mr Lu also holds certificates in finance and marketing from The Wharton School, University of Pennsylvania and served as a Council Member of The Hong Kong Polytechnic University for 6 years. Mr Lu's career also includes senior positions at Citibank, Dow Chemical, Swire and Hong Kong Bank, Union Carbide and Wang Computers.

呂先生於1997年正月起擔任香港酒店業協會執行總幹事，並之前任職於香港旅遊發展局副執行總幹事十年。

呂先生擁有會計與工商管理商學士學位，並於澳洲考獲會計師資格。呂先生亦擁有美國賓夕凡尼亞大學沃頓學院財務及市場學證書，並擔任香港理工大學理事會理事六年。

呂先生亦曾於美國花旗銀行、陶氏化工、太古及滙豐、聯合碳化及王安電腦出任財務高層職位。

DIRECTORS'
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Change to Meet the Change
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Host
主持



Mr Henry Lai LL.B (HONS.) FHKIoD
賴顯榮律師
Deputy Chairman, HKIoD
香港董事學會副主席

Mr Henry Lai is the Deputy Chairman of The Hong Kong Institute of Directors. His major business engagements include: Partner of P. C. Woo & Co., Notary Public, China-Appointed Attesting Officer, Civil Celebrant of Marriages, Deputy Tribunal Convenor Member of the Solicitors Disciplinary Tribunal Panel, Member of the Notaries Public Disciplinary Tribunal Panel, Member of the Consents Committee of The Law Society of Hong Kong, Member of the Association of China-Appointed Attesting Officers Limited Disciplinary Tribunal Panel, Director of Ebenezer School & Home for the Visually Impaired, Supervisor of Lock Tao Secondary School, Member of the Hospital Governing Committee of Tseung Kwan O Hospital (2003-2013), Chairman of the Appeal Tribunal Panel (Buildings), Non-Executive Director of Richfield Group Holdings Limited, Member of Hunan Committee of Chinese People's Political Consultative Conference, Past Chairman (2008-2009) and current Vice Chairman of the Hong Kong Chinese Orchestra Limited and Legal Advisor of the Hong Kong Juvenile Diabetes Association Limited.

賴顯榮律師是香港董事學會副主席，其主要的職務包括：胡百全律師事務所合夥人；國際公證人；中國委託公證人；婚姻監禮人；香港律師紀律審裁團召集人及委員；國際公證人紀律審裁團委員；香港律師會批准委員會委員；中國委託公證人協會紀律審裁團委員；心光盲人院暨學校校董；樂道中學校監；將軍澳醫院管治委員會委員（2003-2013）；上訴審裁團（建築物）主席；田生集團有限公司非執行董事；湖南省政協委員；香港中樂團有限公司理事會前主席（2008-2009）及現任副主席；及香港兒童糖尿協會有限公司義務法律顧問。

Host
主持



Prof Christopher To FHKIoD
陶榮教授
Deputy Chairman, HKIoD
香港董事學會副主席

Prof Christopher To is the Deputy Chairman of The Hong Kong Institute of Directors. His major business engagements include: Executive Director of Construction Industry Council, Council Member of Hong Kong International Arbitration Centre, Chairman of Hong Kong Internet Forum, Programme Leader and Adjunct Professor of City University of Hong Kong Masters Degree in Arbitration and Dispute Resolution, Guest Lecturer and Adjunct Professor of Hong Kong Polytechnic University MSc in Construction Law and Arbitration.

Prof To is an Awardee of Young Global Leaders 2007 of the World Economic Forum and the 2001 Directors Of The Year Awards (in the category of Statutory/Non-profit-distributing Organisation Executive Directors) organised by The Hong Kong Institute of Directors.

陶榮教授是香港董事學會副主席。其主要的職務包括：建造業議會執行總監、香港國際仲裁中心理事、香港互聯網論壇主席、香港城市大學仲裁及爭議解決碩士課程主任兼特約教授以及香港理工大學建築法及仲裁理學碩士客席講師兼特約教授。

陶教授是世界經濟論壇 2007 年世界青年領袖得獎者，也是香港董事學會 2001 年度傑出董事獎（法定 / 非分配利潤組織執行董事類別）得獎者。

Change to Meet the Change 變中求變

DIRECTORS'
SYMPOSIUM
董事研討會 2013

Host
主持



Ir Edmund K H Leung SBS OBE JP FHKIoD
梁廣灝工程師
Deputy Chairman, HKIoD
香港董事學會副主席

Ir Edmund K H Leung is the Deputy Chairman of The Hong Kong Institute of Directors. His major business engagement is Chief Officer of Kowloon-Canton Railway Corporation.

Ir Leung is the Chairman of Process Review Committee of Financial Reporting Council and Vice Chairman of Council of Hong Kong Chinese Orchestra.

Ir Leung is a Former President of The Hong Kong Institution of Engineers, a Former Chairman of Energy Advisory Committee, a Former Board Member of the Airport Authority and a Former Member of the Town Planning Board.

梁廣灝工程師是香港董事學會副主席。其主要的職務為九廣鐵路公司總裁。

梁先生現任財務匯報局程序檢討委員會主席及香港中樂團理事會副主席。

他曾擔任香港工程師學會會長、能源諮詢委員會主席、機場管理局成員以及城市規劃委員會委員。

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DIRECTORS' SYMPOSIUM 2013 董事研討會

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公司註冊處
COMPANIES REGISTRY

The Companies Registry ("the Registry") is responsible for administering and enforcing the provisions of the Companies Ordinance and related legislation. Its primary functions include the registration of local and non-Hong Kong companies; the registration of statutory returns and documents required by the various ordinances administered by the Registry; the provision of services for members of the public to inspect and obtain company information held on the various statutory registers; the deregistration of defunct, solvent private companies; and advising the Government on policy, regulatory and legislative issues regarding company law and related legislation, corporate governance and other matters affecting the commercial sector.

The Registry implemented electronic services for company incorporation in 2011 and launched electronic services for submission of the more commonly filed statutory returns, including annual returns, at its e-Registry (www.eregistry.gov.hk) subsequently. An Annual Return e-Reminder Service is also available. A company search mobile service (www.mobile-cr.gov.hk) was also launched last year to facilitate the doing of business in Hong Kong. Members of the public can conduct searches on company information anytime and anywhere using their smartphones and mobile devices.

公司註冊處負責實施及執行《公司條例》與相關法例的規定。該處的主要職能是為本地及非香港公司辦理註冊；為該處實施的各項條例所規定提交的法定申報表及文件辦理登記事宜；為公眾提供服務以查閱並取得法定登記冊所載的公司資料；撤銷不營運但有償債能力的私人公司的註冊；並就與公司法及相關法例、企業管治，以及關乎商界的有關政策、規管及立法問題，向政府提供意見。

公司註冊處於 2011 年推出電子成立公司服務，並於其後在「註冊易」網站 (www.eregistry.gov.hk) 推出較常用的法定申報表（包括周年申報表）的電子提交服務。此外，該處亦提供「周年申報表 e 提示」服務。為便利營商，公司註冊處亦於去年推出公司查冊流動版服務 (www.mobile-cr.gov.hk)，讓公眾人士可隨時隨地使用智能手機及流動裝置，查閱公司資料。

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CONSTRUCTION
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建造業議會

The Construction Industry Council ("CIC") was formed on 1 February 2007 under the Construction Industry Council Ordinance Cap. 587. The CIC consists of a chairman and 24 members representing various sectors of the industry including employers, professionals, academics, contractors, workers, independent persons and Government officials.

The main functions of the CIC are to forge consensus on long-term strategic issues, convey the industry's needs and aspirations to Government, provide training for construction workforce and serve as a communication channel for Government to solicit advice on all construction-related matters.

To learn more about the CIC, please visit website www.hkcc.org for further details.

建造業議會根據《建造業議會條例》(香港法例第 587 章)於 2007 年成立，由一位主席及 24 名成員組成，成員來自代表業內各界別的人士，包括聘用人、專業人士、學者、承建商、工人、獨立人士和政府官員。

議會的主要職能是就長遠的策略性事宜與業界達成共識、向政府反映建造業的需要及期許，為業內勞動力提供培訓，並為政府提供溝通渠道，取得與建造業所有相關事項的意見。

如欲查詢更多有關建造業議會的資料，請瀏覽 www.hkcc.org。

Change to Meet the Change 變中求變

DIRECTORS' SYMPOSIUM
董事研討會 2013

Sponsor 贊助組織



Carrying more than 5.1 million passengers every weekday across all of its services, the MTR is regarded as one of the world's leading railways for safety, reliability and customer service.

MTR Corporation was established in 1975 with a mission to construct and operate, under prudent commercial principles, an urban metro system to help meet Hong Kong's public transport requirements.

The MTR rail network comprises nine railway lines and a Light Rail network serving Hong Kong Island, Kowloon and the New Territories. Besides, the Airport Express is a dedicated high-speed link providing the fastest connections to Hong Kong International Airport and the city's major exhibition and conference centre, AsiaWorld-Expo.

From Hong Kong, passengers can travel with ease to Guangdong Province, Beijing and Shanghai in the Mainland of China using the MTR's intercity railway services.

MTR Corporation is involved in a wide range of business activities in addition to its railway operations. These include the development of residential and commercial projects, property leasing and management, advertising, telecommunication services and international consultancy services.

港鐵被公認為全球首屈一指的鐵路系統，以安全、可靠程度、卓越顧客服務及高成本效率見稱，所有客運服務平均每週日的載客量約為五百一十萬人次。

港鐵公司成立於 1975 年，使命是為香港建造及經營一個鐵路系統，採取審慎商業原則運作，配合本地的公共交通運輸需求。

現時港鐵鐵路網絡共有九條鐵路綫與及輕鐵和接駁巴士服務，網絡覆蓋香港島、九龍及新界區。此外，港鐵營運的機場快綫，專為旅客提供高速鐵路專綫，連接市中心和香港國際機場以及香港大型展覽及會議中心—亞洲國際博覽館。公司的城際客運服務，為往返廣東省、北京、及上海的旅客提供方便的鐵路運輸。

港鐵公司除營運鐵路外，亦從事多元業務，包括發展住宅及商業項目、物業租賃及管理、廣告、電訊服務及國際顧問服務。

Sponsor 贊助組織



The Corporate Governance Development Foundation Fund aims to provide and establish funds for the advancement of good corporate governance and contribution towards advancing the status of Hong Kong.

Objects of the Foundation are as follows:-

- To organise and sponsor training courses, seminars, exhibitions, conferences and other education relating to the promotion of good corporate governance to general public.
- To promote interest, participation and involvement in the promotion of good corporate governance.
- To organise and sponsor any other programmes to promote good corporate governance to the general public.

「企業管治發展基金」旨在提供和設立基金，藉以推動優秀企業管治，提升香港地位。

基金的宗旨如下：-

- 籌組及贊助培訓課程、研討會、展覽、大會、其它教育計劃，以向公眾推廣優秀企業管治及董事實務專業化。
- 推動對推廣優秀企業管治的興趣、參與、投入。
- 籌組及贊助其它向公眾促進優秀企業管治的項目。

Media Sponsor 媒體贊助組織



TodayIR Group aims to become the most influential, professional and reliable digital investor relations multimedia enterprise in Asia. We strive to provide customers with high quality, efficient and cost-effective one-stop investor relations services. For today's corporate communications needs, TodayIR has developed a high-end comprehensive information management system with state-of-the-art information technology infrastructure. With our innovative ideas, we provide our customers with all-round solutions to connect to the global investment community and to capitalize on business networks effectively.

TodayIR.com is the largest digital IR platform in the Asia-pacific region, with over 400 well-known listed company clients. Through our sophisticated platform, our clients' critical information such as latest announcements and corporate news would be timely uploaded to the investor relations section of their websites, as well as TodayIR.com. Furthermore, via over 150 key media partners worldwide, TodayIR enables its clients to establish a dedicated target investor database and extend their reach to global institutional and individual investors.

TodayIR (今時財經服務集團) 致力成為亞洲地區最具影響力，擁有最多專業人才和最為可靠的數碼投資者關係多媒體企業，我們竭力為客戶提供優質、高效及符合成本效益的一站式投資者關係服務。針對現今上市企業資料傳訊需要，TodayIR 特別開發及建立一套完善的高端資訊管理系統，利用先進可靠的網絡設備和創新意念，組建成更強勢的全方位方案，以協助企業提升接觸投資市場和人脈管理效益。

TodayIR.com (今時財經)，市場上覆蓋率最大的投資者關係數碼多媒體平台，擁有超過 400 間海內外知名上市企業客戶。除協助客戶上載最新公告及新聞到其企業網站的投資者關係頁，並同時上載有關資訊至 TodayIR.com 外，我們更會透過全球超過 150 間媒體合作夥伴發佈重點新聞資訊，致力為各上市企業客戶建立專屬的目標投資者群，以此接觸更多環球機構及個人投資者。



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The Hong Kong of Institute Directors

Significant Values of HKIoD Membership

作為香港董事學會會員的
肯定意義



- Availability of Continuing Professional Development programmes and up-to-date information on director practices.
- Participation in, and contribution to, a collective voice on corporate governance issues in order to help shape the future of Hong Kong.
- Recognition as a member of a progressive premier body representing professional directors.
- Networking opportunities with fellow members and associate bodies in the local community, Mainland China and overseas.
- Friendship in a multi-cultural international environment.
- Enjoyment of various members' benefits offered by HKIoD and reciprocal entitlements from kindred organisations.
- 獲得持續專業發展培訓及有關董事實務趨勢的最新資訊。
- 參與對有關企業管治重要問題的詳細研究、徵集意見、敲定建議，然後向有關當局作出代表性的反映，以協助創建香港的未來。
- 獲認為一富進取精神、代表專業董事的精英組織一份子。
- 伸展網絡至來自各門專業及行業的會友、本地的友好專業團體、以至中國內地和海外的同類組織。
- 在多元文化的國際環境下拓展友誼。
- 分享本會各種會員福利及世界各地相屬組織的互惠服務。