



HONG KONG
maritime
museum
香港海事博物館

ANNUAL REPORT 年度報告

2014-2015



6.5" radius micrometer
sextant, 1935

Manufactured by C. Plath,
Hamburg

This sextant had been used
on a Blue Funnel Line ship
from Liverpool trading to
China

1935年製造6.5寸半徑微米
六分儀

德國漢堡C. Plath製造

此六分儀曾用於其中一艘往中
國貿易的利物浦「藍煙囪航
線」船上。



MESSAGE FROM THE CHAIRMAN

主席的話

Following in the footsteps of the Museum's inaugural Chairman, Mr. Anthony Hardy, has been no easy task. However, my first 12 months in this honorary role have been both enjoyable and stimulating.

As someone who has spent his career in business, with a focus on profitability, taking responsibility for a not-for-profit organisation with a triple bottom line has been a fascinating introduction not only to how museums work, but also to Hong Kong's dynamic social enterprise sector.

I have been privileged to share this responsibility with my fellow directors and trustees, who have been generous in giving their time to show me the ropes - to coin a nautical phrase! The Hong Kong Maritime Museum depends upon its small but dedicated management team, led by Museum Director, Richard Wesley, who are responsible for administering day-to-day operations. Over the last 18 months, their work has focused on working with HSBC to launch a major exhibition designed to celebrate the 150-year history of the bank, entitled *Made in Hong Kong. Our City. Our Stories*. The Museum has been fortunate to secure the support of such an important corporate sponsor and it has been a pleasure to work with the bank during its anniversary year.

Clearly, support from Hong Kong business is vital to ensuring the long-term future of HKMM and a key focus for me is to promote policies that will enhance the organisation's financial sustainability. With this in mind, I have encouraged senior staff to carefully review all aspects of the Museum's operations and to always ask the question "Are we being effective in what we do and is it sustainable?" There is no doubt that the Museum is a young and dynamic organisation with many new ideas and it is important we remain focused on achieving robust educational outcomes for the community of Hong Kong, as well as playing an important role in tourism.

To all of our many stakeholders, thank you for your support during 2014-2015. I look forward to working with you in the coming years, as we chart our course for the future.

Ian Shiu
Chairman
Hong Kong Maritime Museum Limited



從博物館前主席何安達手中接任主席一職之後，發現這實非一件容易的工作，但在我履行職務的首十二個月期間，感覺非常享受和趣味盎然。過往我將自己的事業投資在商業社會上，著眼於收益表現，現須為約束於三重底線原則的非牟利機構承擔責任，是一個令人振奮的起步，既讓我了解博物館的運作，亦接觸了香港充滿活力的社企行業。

我有幸能與其他董事及受託人一起承擔這個責任，套用航海界的一句古老說話：他們毫不吝嗇地付出寶貴時間教我幾招！香港海事博物館不斷發展，全賴一群精銳的管理層，在總監韋持力的帶領下，其日常運作穩定。過去十八個月，本館上下全力投入滙豐贊助「香港製造：我城·我故事」專題展覽的籌備工作，該展覽是慶祝滙豐成立一百五十周年的活動，博物館很榮幸有機會參與這項盛事，亦獲得各方好友鼎力支持。

香港海事博物館的長遠發展實在有賴各界商家的支持，我的主要工作是推行政策，令博物館維持財政穩定，經常鼓勵高層職員要謹慎地檢討館內的運作情況，並時刻提問：「這樣執行是否有效率及可持續？」毫無疑問，本館是一間年青、具創意、充滿活力的機構，最重要為社會擔任教育的角色，並支持本地旅遊業發展。

感謝各位在2014-2015年對我們的支持，期望將來也可與大家攜手創建未來！

香港海事博物館有限公司
主席
邵世昌

DIRECTOR'S REPORT

總監年度報告

Following the successful opening of the Museum at Pier 8 in 2013, the ensuing financial year was always to be about consolidating our operation and improving our procedures. In this we were successful with visitor numbers increasing by 23 percent as the Museum became more well-known.

New resources in marketing, new services such as Café 8 and our public programming initiatives came into their own. Importantly, we delivered a consistently high level of service to the public and grew our force of volunteers improving the experiences of all patrons to the Museum.

In a testament to the capacity of our staff, this important work was carried out in addition to the planning and execution of an ambitious special exhibition undertaken on behalf of HSBC. Working to a brief that called for a display that engaged with Hong Kong's past, present and future, over the course of 18 months the Museum's curatorial team were part of a team that included HSBC staff and specialist consultants and produced a dramatic, multidimensional representation of Hong Kong's growth and development over 150 years. This was a rewarding project and has raised the Museum's profile over the special exhibition's duration.

This past fiscal year we also saw a deepening and broadening of our relationship with the shipping industry as well as collectors, authors, donors and NGOs committed to marine conservation issues and community education. In so doing, the Hong Kong Maritime Museum has rapidly established a reputation where ideas can be debated and community projects encouraged. Tangible outcomes include temporary displays, shared research with specialists and a lively talks programme whereby we are engaged at a variety of levels with the community we serve.

A partnership with the Oxford University's Bodleian Library allowed the Museum to jointly develop the special exhibition *The Selden Map and other Treasures from the University of Oxford* and the associated academic symposium, Chinese Maritime History of the Ming Dynasty. Similarly the Museum staged the popular *Palaces on the Seas: The Golden Age of French Ocean Liners* co-organised by the Consulate General of France in Hong Kong and Macau and HKMM as part of Le French May arts festival. These exhibitions raised the profile of the Museum and provided the public with a range of cultural material never before exhibited in Hong Kong.

Generous support from the community and our corporate benefactors remains critical to our future along with assistance provided by the Government of Hong Kong Special Administrative Region through the Home Affairs Bureau. To this end HKMM successfully launched its CSR Partner programme to which eleven respected institutions have committed to year-on-year support for educational, artistic, research or capital improvement projects. The Museum is very grateful for this assistance and encouragement and we look forward to working with our partners over the next 12 months.

Richard Wesley
Museum Director

HIGHLIGHTS

94,453 total visitors

81,431 unique website sessions

11,635 attendees to events

7,364 student visits

5,193 community group visitors

1,301 family day participants

860 attended **29** Saturday talks

43 artefacts acquired or donated

3 special exhibitions held

2 conferences hosted

1 corporate donor programme launched



2013年香港海事博物館於中環八號碼頭重新啟用，接著的財政年度便要鞏固運作和改善流程。隨著博物館的知名度與日俱增，全年參觀人數錄得百份之二十三升幅。

我們增加了市場推廣、教育及公眾項目兩方面的資源，亦拓展了新服務，例如天台餐廳 Café 8 現已開幕。最重要的是我們能貫徹優良的服務素質，並加強義工參與程度，令參觀者有難忘的博物館體驗。

在籌展滙豐贊助的專題展覽中特顯了本館職員的工作能力。是次展覽講述香港過去一百五十年的歷史，為期一年半的籌備過程，本館策展人員聯同滙豐及專業顧問，把香港的蛻變以多角度生動地展現出來。而博物館從中亦吸取了寶貴的經驗，有助日後籌劃其他專題展覽。

在過去的財政年度，香港海事博物館成功與船運業、收藏家、作家、捐款人、海事保育、社區教育等相關的非牟利機構建立良好的合作關係。我們樂於接受不同意見、鼓勵創意、推動社區活動方面建立信譽，具體的成果包括舉辦專題展覽、與專家切磋學術研究，以及為社會不同階層人士舉辦講座。

我們很高興有機會與牛津大學博德利圖書館合辦「針路藍縷：牛津大學珍藏明代海圖及外銷瓷」展覽，以及相關的學術研討會「明代海洋貿易、航海術和 underwater 考古研究新進展」。此外，亦與法國駐港澳領事館合辦了「海上的宮殿：法國遠洋郵輪的黃金時代」展覽，成為法國五月藝術節的部份節目。這些展覽既提升了博物館的地位，並為市民提供本地前所未見的文化活動。

除了香港民政事務局的資助，香港海事博物館未來仍會積極爭取社區支持及企業捐贈，期間本館成功推出社會企業責任項目，當中有十一間公司對我們的教育、藝術、學術研究、優化資本計劃予以支持，為此深表感謝。我們期望在未來的十二個月內繼續與伙伴緊密合作。

博物館總監
韋持力

重要訊息

參觀人次達 94,453

網頁驅動次數達 81,431

參加館內活動人數 11,635

學生到訪人次 7,364

社區團體到訪人次 5,193

參加親子活動人數 1,301

29 個周末講座的出席人數 860

購贈藏品 43 件

舉辦了 3 個專題展覽

主辦了 2 個會議

推行了 1 個公司捐助項目



OUR MISSION

我們的使命

MISSION

Our mission is to promote a greater knowledge of Hong Kong, China and Asia's maritime history and the vital role that ships and the sea play in our past, present and future. We do this by providing the community and visitors to Hong Kong with an exceptional museum experience and opportunities to learn about Hong Kong's heritage and how it links with the rest of the world.

VISION

Our vision is to be *the* Hong Kong-based centre of excellence for exploring local and regional maritime interests.

STRATEGIC FOCUS

To ensure the ongoing success of the Museum we must continue to strengthen our position within Hong Kong's cultural landscape and grow our capabilities as an organisation. Success over time will only be achieved by systematically building on achievements-to-date and ensuring new projects are linked to proven capabilities.

ORGANISATIONAL VALUES

Respect Show respect in the delivery of Museum services at all times and with all stakeholders.

Stewardship Present the importance of Victoria Harbour and the role of maritime in Hong Kong and China through the collection, research and preservation of artefacts and objects within our galleries for the public.

Learning Provide new and continuing opportunities for adults, students, scholars, families and the community to gain new knowledge.

Innovation Continually evolve and improve how we display objects and engage visitors and the community of Hong Kong.

Service Ensure an exceptional visitor experience with high quality displays, contextual storylines and thoughtful interactions with our staff.

Chinese funerary gift boat with figures
Unknown maker, China, Eastern Han Dynasty (25-220CE)
Unglazed earthenware

Gift of Mr. Michael E. Haworth and Ms. Karen M. Haworth

中國出土陪葬用陶船連俑
佚名工匠 · 中國 · 東漢(公元25-220)
無釉陶器

Michael E. Haworth先生及 Karen M. Haworth女士送贈

使命

本館的使命乃促進香港及海外旅客對亞洲、中國及香港海事歷史的認知，以及其在過去、現在及將來於海事及船務所扮演的重要角色。

我們提供一個非凡的博物館體驗及機會，讓所有訪客了解香港的海事歷史文化傳承及與世界各地的聯繫。

願景

本館以香港為基地，匯聚專才，成為探索本地及亞洲區海事知識文化中心。

策略方針

香港海事博物館將繼續鞏固在本地文化領域的地位，力臻至善，並在穩健的基礎上循序漸進拓展新尤，務求更上一層樓。

機構理念

尊重 任何時候至真至誠為公眾提供博物館服務。

管理 透過展廳展品的收藏、研究、保育，向公眾傳遞維多利亞港的重要性，以及海事於香港及中國發展的關鍵角色。

學習 為成人、學生、學者、家庭、社區團體提供持續的學習機會，吸取新知識。

創意 不斷鑽研和改善陳列展品的形式，務求推動參觀者和社區團體積極參與。

服務 透過優秀的展板、豐富的故事內容、職員的互動交流，銳意為參觀者提供非一般的體驗。

Working model of a triple expansion steam reciprocating engine without boiler
Unknown craftsman, Europe, c.1880s
Steel, brass, copper and wood

Such steam engines drove the famous "Liberty" ships used extensively during World War II and formed the main propulsion system for the pre-1950s merchant fleet. The steam, generated by marine boilers burning heavy fuel, expanded in three stages in three differently sized cylinders.

三段擴張發動機
佚名工匠，歐洲，1880年代
鋼、黃銅、銅及木製

這是二次大戰期間廣泛使用的著名「自由輪」的推動器，也是1950年代前商船隊的主要推進系統。透過由鍋爐燃燒大量燃料所產生的蒸汽在三個不同大小的汽缸中，作三個階段的擴張以轉化成動能牛津大學博德利圖書館借展





SPECIAL EXHIBITIONS / 專題展覽

MAPPING MING CHINA'S MARITIME WORLD

「針路藍縷」

In a ground-breaking special exhibition jointly organised by the Hong Kong Maritime Museum and Oxford University's Bodleian Libraries, *Mapping Ming China's Maritime World – The Selden Map and Treasures from University of Oxford* brought to Hong Kong the Selden Map, a late Ming-era (mid-17th century) sea chart bequeathed to Oxford in 1659 by John Selden, a London lawyer and historical and linguistic scholar.

The oldest known merchant navigation map using western cartography methods, details of the map show trade routes that connect China with East and Southeast Asia, compass bearings, more than 60 Chinese trading ports, 18 maritime routes, botanical and topographical features and the Great Wall of China.

The special exhibition opening welcomed former governor of Hong Kong Lord Patten of Barnes, Richard Ovenden, Librarian of the Bodleian Libraries and other dignitaries, and coincided with the University of Oxford's first alumni weekend in Asia.

香港海事博物館與英國牛津大學博德利圖書館合辦「針路藍縷：牛津大學珍藏明代海圖及外銷瓷」展覽，展出由本身是倫敦律師亦是歷史和語言學家的 John Selden 捐贈予牛津大學一幅十七世紀中葉的明代海圖。

此海圖乃是中國歷史最悠久的商貿航海圖，採用西方的製圖法，詳細記錄了中國與東亞及東南亞國家經商的路線圖，附有座標，涉及逾六十個貿易港口、十八條海路、植物及地貌特點、中國萬里長城。

展覽開幕當日獲彭定康勳爵、博德利圖書館館理員 Richard Ovenden 及其他要員出席，以配合牛津大學校友會首次的亞洲周末聚會。

The Selden Map
Late Ming dynasty, c.1620s
Ink and colour on paper

Collection of the Bodleian
Libraries, University of Oxford

《明代東西洋航海圖》
晚明，約1620年代
紙本水墨設色

牛津大學博德利圖書館藏品



SPECIAL EXHIBITIONS / 專題展覽

PALACES ON THE SEAS 「海上的宮殿」

Offering visitors a unique travel experience from a bygone age of luxury and style, *Palaces on the Seas: The Golden Age of French Ocean Liners* presented the golden age of sea travel on French ocean liners in the late 19th and early 20th centuries.

Co-presented with Le French May and funded by The Hong Kong Jockey Club Charities Trust, the special exhibition featured two famous French cruise lines Compagnie Générale Transatlantique and Les Messageries Maritimes where 200 objects were displayed including posters, drawings, silverware, ship models, costumes, illustrated books and photographs, many shown to the public in Hong Kong for the first time.

「海上的宮殿：法國遠洋郵輪的黃金時代」展覽講述十九世紀晚期至二十世紀初期法國郵輪的黃金歲月，將昔日奢華歲月的遊歷一一展現眼前。

展覽由法國五月和香港海事博物館共同籌辦，香港賽馬會資助，介紹大西洋郵輪公司、法蘭西火輪船公司兩間著名法國郵輪企業的故事，首次在港展出約200件文物，包括畫作、繪圖、海報、銀器、船模型、服飾、繪本和攝影作品。

SPECIAL EXHIBITIONS / 專題展覽

MADE IN HONG KONG: OUR CITY. OUR STORIES

「香港製造：我城•我故事」



Hong Kong Maritime Museum's largest special exhibition ever, *Made in Hong Kong: Our City. Our Stories*, drew nearly 114,000 visitors over six months. Sponsored by HSBC in conjunction with its 150th anniversary celebration, the special exhibition created an immersive experience about the people of Hong Kong, their stories and the energy of the city. A delight for visitors of all ages, the special exhibition provided an opportunity to learn about what has shaped and continues to define Hong Kong as a global trading powerhouse.

Eighteenth months in the making, this high profile special exhibition was ambitious to stage and from concept to execution took hundreds of dedicated professionals, staff, students and volunteers to produce. From initial concepts that took hold in London at a meeting with HSBC archivists and Museum management, to Lingnan University students who fanned out across Hong Kong interviewing and capturing the essence of 'what Hong Kong means to me' by ordinary citizens, the extraordinary effort had exemplary results.

- The Museum transformed an annex gallery into *Changing Landscapes* and on a 44 square metre screen told the story—across cardinal points—of the economic and social changes in Hong Kong over time.
- *People's Wall* showcased a mosaic of individuals who call Hong Kong their home and presented historical and present day perspectives of Hong Kong.
- The *Trade and Commerce* gallery was the centerpiece of the exhibition depicting five periods over 150 years—from industrialisation to the boom of the service sector—with *Science on a Sphere*, a 360 degree multisensory experience making its Hong Kong debut.

The nature of the exhibition and sponsorship allowed the education and public programming team to significantly expand opportunities for the community to engage with the history of Hong Kong.

香港海事博物館歷年最大型的專題展覽「香港製造：我城·我故事」，六個月的展覽期內吸引了約十一萬四千人參觀。展覽由滙豐贊助，配合其在港開業一百五十周年的慶祝活動，把香港人的故事及都市活力展現出來，不同年齡層面的參觀者均可從這個展覽了解香港如何經歷蛻變，而發展成為國際大都市。

籌備了十八個月，最初由滙豐的倫敦歷史檔案部與博物館管理層商討設計概念，以至嶺南大學的學生走遍香港進行訪問活動，並錄製成香港市民的心聲「香港對我有何意義？」，到最後整個展覽能成功展現在公眾眼前，是必須得到很多專業人士、博物館職員、學生和義工通力合作，各個單位均全力以赴，創造出不一樣的成果。

- 本館將長廊轉化成「物換星移」展區，裝置一個44平方米的大銀幕，全方位講述有關香港的故事，包括其經濟和社會的轉變。
- 「人傑地靈」展區記載了一群土生土長精英的成功故事，道出香港過去及現在的面貌。
- 「商貿百貨」展區是這次展覽最有趣的部份，利用在港首次登場的「小球大世界」360度球體屏幕，把一百五十年的歷史分成五個時期，包括工業化時代至服務性行業的興起，展示香港於全球經濟的角色。

由於獲得滙豐的贊助，這個與香港息息相關的展覽得以成功舉行，並成為本館教育組將香港的歷史推廣至普羅大眾的好機會。



CURATORIAL

策展工作

ACQUISITIONS AND DONATIONS

A total of 43 artefacts, objects and items were acquired by or donated to Hong Kong Maritime Museum during the year, reflecting both local and foreign maritime stories in different periods. Mid-eighteenth century artefacts included a set of 34 trade paintings portraying the porcelain production process in Jingdezhen, a famille rose tureen as export porcelain, and a descriptive particular of the Chinese junk Keying published in London. Nineteenth and 20th century items included the acquisition of a Japanese sea chest, a China Navigation Company calendar published in 1926, a 1970s propaganda poster depicting the Chinese ship S.S. Fengqing, and two modern ship models of the giant cruise ship Jewel of the Sea and container carrier Sealand Meteor. These acquisitions further allow the Museum to expand its collection and display of both early and modern maritime history.

THOUGHT-LEADERSHIP

In conjunction with the Selden Map special exhibition, an international symposium was held, a first for Hong Kong Maritime Museum. Experts from China, Australia, the United States, the United Kingdom, Hong Kong and Taiwan presented papers and Dr. Robert Batchelor, a scholar in early Sino-European relations at Georgia Southern University—who played a significant role in discovering the map 2008—spoke on how the East Asian archipelago is depicted on the map. A bilingual book from the symposium will be published in late 2015.

Contributing to the maritime connection between East and West, in September the Museum welcomed 30 delegates from maritime-related museums in China and Hong Kong to a two-day Forum for Directors of the Maritime-related Museums in China. The conference was the highest level of its type ever organised in the region. Topics discussed included marine heritage and preservation, museum education, marine environmental protection and ways members could collaborate in the future.

購買與捐贈

年度博物館透過購買或捐贈方式，獲得四十三件不同時期的本地和外國海事的藏品，加強了館藏的早期及現代海事歷史的內容。其中十八世紀中葉的新贈藏品包括：一套三十四幅景德鎮製瓷的中國外銷畫、粉彩外銷瓷蓋湯盤、倫敦印製中國帆船「耆英」號刊物。至於十九世紀及二十世紀的物品計有：日本船簞笥、1926年印製的太古輪船公司月曆、1970年代中國貨船「風慶」號宣傳海報，以及兩艘現代船隻模型——世界郵輪「Jewel of the Sea」號及貨櫃輪船「Sealand Meteor」號。

思想領袖

香港海事博物館配合「針路藍縷：牛津大學珍藏明代海圖及外銷瓷」展覽，同期舉行國際研討會，邀請中國、澳洲、美國、英國、香港、台灣的專家發表相關論文。其中美國南佐治亞大學的貝瑞葆博士為研究早期中歐關係的專家，他是2008年發現牛津大學藏明代海圖的關鍵人物。貝瑞葆在研討會上發表了〈從《東西洋航海圖》觀察東亞群島〉。本館將研討會的論文編集成中英文書冊，將於2015年底出版。

2014年9月香港海事博物館邀請了三十位香港和中國的海事博物館代表參加為期兩天的「中國涉海類博物館館長論壇」，會議並獲得國際海事博物館協會、香港特區政府派員出席，屬於區內最高層次的涉海類會議。議題包括：海事文化遺產與保育、博物館教育、海上環境保護，以及與會者討論日後合作的空間。

Vase decorated with
enamels and gilt on a
pale celadon ground
Tongzhi period (1856-1875)
Porcelain and silver

The silver band on the neck
of the vase is engraved in
Italian (English translation)
'Given by the Queen of
Naples with thanks to the
'The Saviour of Europe' the
most illustrious Lord Baron
Nelson of the Nile, in Palermo
the Month of July, 1800 AD'

Gift of Sir Adrian Swire

青釉粉彩描金將軍罐
同治年間 (1856-1875)
瓷器及銀

鑲銀環刻意大利文，意思是：
那不勒斯皇后對英國海軍
名將納爾遜子爵表示莫大感謝，
1800年7月在巴勒摩[此處]
贈予這位「歐洲的救主」。

Adrian Swire 爵士贈







CURATORIAL 策展工作

An unglazed painting
of Zhaoqing
Unknown artist, probably
Macao, Late 18th century
Gouache and watercolour on
paper later backed with linen

One in a series of four
paintings known as the
Gentilini Paintings, scholars
have identified this as
Zhaoqing, a city 80 miles
west of Guangzhou on the
West River

Sponsored by Fairmont
Shipping (HK) Ltd

肇慶
佚名(可能是澳門的藝術家) ·
十八世紀晚期
水彩及水粉彩紙布本

學者普遍認為此畫描繪的地
方是肇慶(距離廣州以西八十
哩西江上的城市) · 這是利馬
竇第一次以中文編撰歐式地圖
的地方。

東昌航運(香港)有限公司贊助

RESEARCH

An important role for the Museum is to provide access to and encourage research about maritime heritage of Hong Kong, the Pearl River Delta and the China coast. In addition to public access to our onsite library that houses 3,000 books, journals, photographs, prints, maps and documents with additional materials available online, scholarly activities undertaken by staff, consultants and associations connected to the Museum included original research papers, speeches and published books and articles.

CONSERVATION

We bring history back to life through conservation of the permanent collection and objects purchased or donated. Notable conservation work undertaken during the year included:

- The repair of '10,000 countries of the earth' screen, a Japanese copy of a Matteo Ricci 1602 map, on loan from Mr. Kwong Lim Tam; and
- The repair of Treenlaur, a yacht model on loan by the Hong Kong Maritime Museum for the *Made in Hong Kong: Our City. Our Stories* special exhibition.

In addition, approximately 300 artefacts are being preserved that were recovered from a July 2014 dive and excavation in Sai Kung (Town Island) by underwater archaeologists from the Hong Kong Underwater Heritage Group.

學術研究

香港海事博物館的重要任務是為學者提供協助，鼓勵他們研究香港、珠江三角洲、中國沿海一帶的海事文化遺產。同時對外開放本館的資源中心，內裡存放了約三千本書籍、日誌、相片、印刷品、地圖、網上附有補充資料的文件，以及本館職員、顧問、相關組織所編集的論文、演講稿、書籍及文章等。

修復

藉著修復工作，將常設展品和購藏文物加以修護，把古物重現觀眾眼前。年度已進行的重要修復項目包括：

- 譚廣濂先生借展的日本製漆屏風「利瑪竇繪《坤輿萬國全圖》（1602年）」
- 修復館藏帆船模型「Treenlaur yacht」，以展出於「香港製造：我城•我故事」專題展覽

另外包括2014年7月香港水下文化遺產小組在西貢（伙頭墳洲）水下發現的約三百件文物。



LEARNING AND COMMUNITY ENGAGEMENT

學習及社區參與

Attendance at education and public programming events significantly expanded during the year, new opportunities were created for Friends of HKMM and we continued to meaningfully engage with NGOs and community partners.

SCHOOLS

For local and international schools and students, we continued our regular programming offering guided tours, learning resources and hands-on workshops. Student visits totaled 7,364 a 58 percent increase year-over-year. With HSBC's sponsorship of *Made in Hong Kong: Our City. Our Stories*, new education programming and a learning pack were created to maximise student and schools visits.

COMMUNITY GROUPS

For youth and elderly community groups we offer guided tours and workshops. Attendance totaled 5,193, a 45 percent decrease year-over-year primarily the result of interest in visiting the newly renovated Museum at Pier 8 the prior year. Attendance is anticipated to increase in 2015-2016 in connection with a reminiscence programme developed for elderly people from HSBC's sponsorship of *Made in Hong Kong: Our City. Our Stories*.

ADULT AND FAMILY PROGRAMMING

Our successful adult and family programming continued to attract repeat visitors and new patrons. For adults, our regular weekend speaker programme included 29 speakers and 860 attendees, the latter up 34 percent year-over-year to sessions delivered in Cantonese, English and French. Family corner, storytelling and workshops attracted 1,300 children and their carers up 66% year-over-year. New types of activities were developed in connection with *Made in Hong Kong: Our City. Our Stories* and included walks, Friday night 'Enjoy Yourself Tonight', adult workshops and dramatised vignettes bringing characters from the past to life.

FRIENDS OF HKMM

Friends of HKMM held several events during the year including a visit and tour to HIT Terminals and private viewing events of the *Selden Map* and *Made in Hong Kong: Our City. Our Stories* special exhibitions. Friends of HKMM enjoy benefits including unlimited free admission, exclusive invitations to members-only events, priority access to public programming such as excursions, and shop and café discounts.

COMMUNITY PARTNERSHIPS

The Museum continues to broaden relationships with a greater number of local and internationally recognised NGOs, particularly around causes such as the environment and pollution in the oceans. We encourage engagement with constituents that bring ideas, innovation and new audiences to the Museum.

- Nesbitt Centre
- Carbon Care
- Plastic Oceans
- Hong Kong Underwater Heritage Group

The Museum also supports professional groups and associations, training institutes and organisations and events that encourage maritime-related jobs and professional advancement.

- Hong Kong Shipowners Association
- Young Professionals in Shipping Network
- Hong Kong Seamen's Union
- Maritime Awareness Week
- Day of the Seafarer



年度參加本館籌辦教育及公眾項目的人數明顯上升，我們更增加了博物之友參與活動的機會，日後將繼續與其他非牟利機構、社會團體舉辦有意義的活動。

學校

我們定期為本地和國際學校師生提供導賞團服務、學習資源、體驗工作坊。全年學生參觀人數約7,364名，較去年同期飆升百份之五十八。由滙豐贊助的「香港製造：我城•我故事」展覽期間，我們籌辦了很多全新的教育活動和學習教材，吸引更多學生和學校參與。

社區團體

我們亦為青少年和老人社區中心安排導賞服務及工作坊。參加人數約5,193名，較上年度下跌百份之四十五，主要是2013年本館剛剛遷入中環八號碼頭，即時成為熱點。預料2015-2016年度的參觀人數將重拾升軌，由滙豐贊助的「香港製造：我城•我故事」展覽中，設有專為長者而設的懷舊節目，成功吸引不少人士參加。

成人及家庭活動

我們熱門的成人及家庭活動繼續吸引新舊參觀者。定期的周末講座共邀請了二十九位講者，吸引八百六十人出席，出席人數全年增加了百份之三十四，講座以廣東話、英語、法語進行。此外，親子角、講故事、工作坊吸引了一千三百位兒童及家長參加，較去年增加百份之六十六。而配合「香港製造：我城•我故事」展覽而新增的活動包括：本地遊踪、「歡樂今宵」周五夜、成人工作坊、懷舊角色扮演。

博物館之友

我們為博物館之友舉辦了數個活動，包括參觀香港國際貨櫃碼頭、「針路藍縷：牛津大學珍藏明代海圖及外銷瓷」、「香港製造：我城•我故事」展覽私人導賞團等。成為博物館之友可享的福利包括：無限次免費入場，會員專享活動，優先報名參加戶外教育活動等公眾項目，本館禮品店及餐廳折扣優惠等。

社區合作伙伴

香港海事博物館繼續開拓與本地及國際認可非牟利機構的合作機會，尤其於環保及海洋污染的範疇。我們歡迎合作伙伴發表意見及創意，為我們帶來新觀眾。

- 思拔中心
- 低碳亞洲有限公司
- Plastic Oceans
- 香港水下文化遺產小組

我們全力支持任何專業團體和商會、訓練學院和機構，推動與海事相關的工作、專業培訓。

- 香港船東會
- 航運精英協會
- 香港海員工會
- 航運週
- 海員日



VISITATION AND AUDIENCE ENGAGEMENT

參觀人次與觀眾參與

Visitation increased 23 percent year-over-year to 94,453, on target with our five-year goal of growing and sustaining 120,000 visitors annually. Audience development efforts included increased programming for families and new types of programming such as concerts. New marketing efforts included seasonal flyers for children's activities that helped increase new and repeat family visitation and free admission offers advertised in local newspapers and magazines. Collaborative efforts with the Hong Kong Education Bureau encouraged more local schools to visit and participate in the Museum's regular school programming.

AUDIENCE ENGAGEMENT

Social engagement tactics through Facebook, Trip Advisor, Weibo, WeChat, YouTube and Flickr helped maintain visibility of the Museum online. Digital engagement actions included upgrading the Museum's website with an orientation toward our visitors and an online calendar of events.

Marketing promotions increased visitation with reciprocal or discount ticket offers with Big Bus Tours, Aqua Luna, Asia Society Hong Kong Center, Marco Polo Club of Cathay Pacific Airways, Watertours and others, and brought 13,820 new visitors to the Museum.

SERVICE QUALITY

A visitor survey was conducted in the summer of 2014 in order to better understand the visitor experience and gather information about visitor demographics. Conclusions drawn from the study are highlighted below:

- The overall style of the Museum and associated front-of-house management is well received;
- Collection-rich galleries are popular;
- Multimedia and child-friendly assets are important;
- Hong Kong stories are valued and should be presented in depth; and
- A marine science-based curriculum has value in maximising benefits to the community, including the science of navigation at sea and environmental concerns.

The survey provided a rich amount of advice concerning measures to improve existing displays by developing a more cohesive linear storyline rather than the existing theme-based approach. These factors are being incorporated in a new master plan currently under development.

VISITOR PROFILE

- **55%** of visitors are Hongkongers
- **16%** are from Mainland China
- **15%** are from Europe and North America with the balance from the rest of the world
- Families make up **43%** of visitors and appreciate both quiet time the Museum offers and interactive displays
- Ship models are the most liked displays. Patrons also enjoy the historical context the Museum presents, specifically naval, Hong Kong, China, maritime and trade

博物館的全年參觀人次較上一個財政年度上漲了百分之二十三，達94,453名，預期很快達到我們的五年計劃內所訂定的全年12萬人次的目標。

為了提高觀眾的參與程度，我們增加了專為家庭而設的項目，並籌辦如演唱會等全新類型的節目。宣傳方面也增加新元素，包括不定期派發有關兒童活動的宣傳單張，有助增加新的參觀者人數和再次到訪的家庭數字，以及在本地報章雜誌刊登有關專題展覽免費入場的廣告。另本館亦與香港教育局攜手合作，鼓勵更多本地學校參觀及參與本館籌辦的定期學校活動。

觀眾參與

透過社交平台，如面書、旅遊教室、微博、微信、You Tube 及 Flickr 等，有助提升博物館的知名度。同時利用電子途徑，例如優化博物館網頁、刊登網上活動日誌。

積極推行市場宣傳項目，成功擴大參觀人數，如提供門票優惠予合作企業：大巴士觀光香港遊、張保仔帆船、亞洲協會香港中心、國泰馬可孖羅會、海上遊覽社，為本館帶來13,920名參觀者。

服務質素

2014年暑假期間本館對參觀者進行了一項問卷調查，以了解他們參觀博物館後的感受，集結他們的背景資料，得出了值得參考的結果，重點如下：

- 博物館整體的風格及服務台的管理配合得宜；
- 展廳的豐富藏品很受歡迎；
- 多媒體設備及兒童容易掌握的项目是相當重要的；
- 香港故事具價值，須深入探討；及
- 以海洋科學為本的教學課程實有利社會發展，包括航海科學及環保課題

透過這次調查，我們獲得很多寶貴的意見，如將現時主題式的展版內容轉變為連貫故事式。這些意見將供本館的發展藍圖參考之用。

問卷調查結果

- **55%** 的參觀者是香港人；
- **16%** 來自中國內地；
- **15%** 來自歐洲及北美洲；以及其他國家
- **43%** 是家庭參觀，他們滿意館內寧靜的環境、展廳的互動設施
- 在眾多展品中，以船隻模型最受歡迎。而本館展出的海軍、香港、中國、海運、貿易等歷史資料亦獲讚賞





FINANCIAL SUSTAINABILITY

財政穩健

The Hong Kong Maritime Museum is privately funded, supported by the community and subsidised by the Hong Kong Government. As such, financial sustainability, including commercial activities, fundraising and other business ventures are important sources of funding for new Museum programming.

Primary commercial revenue opportunities include venue hire (events), product sales (gift shop) and the café (Café 8). Secondary sources of revenue include paid events and Friends activities. In both instances relationship building and educational objectives are the primary concern.

香港海事博物館屬私人經營，多年來得到社會各界支持，而近年更獲得政府資助，令博物館規模更上一層樓。因此，維持財政長期穩健是新館營運重要的一環，收入來源包括商業活動、籌款、其他營商工具。

本館最直接的收入來源為場地出租（活動）、產品銷售（禮品店）、餐廳（Café 8），而其他的收入來自收費活動及博物館之友活動。因此，建立合作關係和教育目標是本館首要任務。







FINANCIAL SUSTAINABILITY

財政穩健

VENUE HIRE

Venue hire is an important source of commercial revenue for the Museum. Corporates and NGOs find the museum a unique cultural alternative to events such as cocktail parties, celebrations, conferences, alumni meetings and lectures. A number of venues are available for hire, all with stunning views of Victoria Harbour and the skylines of Hong Kong and Kowloon.

SOCIAL ENTERPRISE

Café 8, a social enterprise run by the Nesbitt Centre, expanded its hours, menu offerings and evening concerts. The Nesbitt Centre—itsself a non-profit—provides educational programmes, training and work opportunities for adults with learning disabilities.

GIFT SHOP

The Museum gift shop was relocated during the year and integrated with the Nautical Antique Gallery at the footbridge level outside the Museum entrance. New management has focused on improving inventory aimed at our core patrons: international tourists, maritime enthusiasts and families.

FUNDRAISING

Dedicated fundraising efforts continue to be an important source of funds that support Museum operations and specific projects. During 2014-2015 money raised through fundraising and sponsorship totaled HK\$3.4 million. A new corporate partner programme was launched matching corporate social responsibility priorities and commitments to Museum programmes such as education, social enterprise, the arts and environmental stewardship. This programme helped diversify our donor base and is annual and recurring in nature, creating a sustainable source of ongoing funding.

MONETISE CORE EXPERTISE

Proven capabilities across core areas of expertise can also be revenue-generating opportunities. Specifically, our skills in curatorial, conservation, publishing, cultural tourism and producing exhibitions are areas whereby the Museum partners with other organisations and extends our reach to communities both in and outside of Hong Kong.



場地出租

場地出租是本館主要的收入來源。本館位置優越，其充滿文化氣息的獨特環境吸引企業及非牟利機構在這裡舉辦酒會、慶祝活動、會議、舊生同學會會議、講座。本館有數個場地可供出租，全部均可飽覽維港美景，港島及九龍兩岸景致盡入眼簾。

社會企業

Café 8是由社企—思拔中心經營，它是非牟利機構，為有學習障礙人士提供教學活動、訓練、就業機會。現時餐廳的開放時間已延長，食物及飲品選擇亦已增加，在指定的黃昏時段並設有音樂演奏。

禮品店

博物館的禮品店已遷往本館入口對開的天橋位置，新店專注改善庫存，為各方顧客，如國際商旅、航海愛好者和家庭搜羅不同產品。

籌款

致力籌募捐款仍然是本館重要的工作，是支持博物館營運及個別展覽主要的經費來源。在2014-2015年，透過籌款活動和贊助而獲得的經費約港幣340萬元。新的企業合作活動已展開，目的是配合各企業履行其社會責任及支持博物館籌劃教育、社會企業、藝術、環保管理等活動。透過企業合作活動有助擴大贊助者的基數，加上是每年舉辦的項目，成為博物館穩定的收入來源。

專業與盈利

博物館多元化的專業同時能帶來收入。具體而言，我館在策展、復修、出版、文化旅遊和展覽製作等領域與不同夥伴和團體合作，從而擴展與香港區內外組織的聯繫。

GOVERNANCE

管理模式

The Hong Kong Maritime Museum has well-developed operational processes and procedures, including public safety and building management, as well as policies that govern various aspects of museum operations. The safety of our staff and patrons is one of our highest priorities and staff training sessions and practice drills are regularly conducted. Each year financial statements of the three entities that make up or govern the Museum are prepared by an independent audit firm and those of Hong Kong Maritime Museum Limited, the Museum's operating unit, are made available publicly on our website and in this annual report.

The governing organisations that oversee the Hong Kong Maritime Museum are:

HONG KONG MARITIME MUSEUM TRUST

The Hong Kong Maritime Museum Trust, a registered charity and controlled by a board of trustees, is the legal owner of all assets of the Museum (save office equipment, fixtures and fittings) and is a policy development body.

HONG KONG MARITIME MUSEUM ENDOWMENT TRUST

The Hong Kong Maritime Museum Endowment Trust is a registered charity and oversees the Museum's treasury function and investments and disbursements. The Endowment Trust is invested in low-risk investment vehicles and directs the annual interest it generates to the Museum, funds proportional amounts for major exhibitions and seeks to grow the principle amount through fundraising, donor support and other initiatives. During fiscal 2014-2015, the Museum directed HK\$1.1 million to the Endowment Trust, money raised from fundraising initiatives. As of 31 March 2015, the balance of the Endowment Trust was HK\$69.5 million.

HONG KONG MARITIME MUSEUM LIMITED

The Hong Kong Maritime Museum Limited is a registered limited company under the Companies Ordinance (Cap 32) for the purpose of managing and operating the Museum on a day-to-day basis, including the of employment of professional and other staff of the Museum.

香港海事博物館已建立了一套有效的運作模式，包括公眾安全和物業管理，以及監察館內各方面運作的情況。僱員及訪客的安全問題是我們其中一項最關注的事項，亦會定期提供僱員培訓和演習機會。每年本館會聘請獨立會計師為我們旗下三個單位制定財政報告，其中營運單位——香港海事博物館有限公司的財政報告，公眾可閱覽本館網頁及年報。

監督香港海事博物館營運的單位包括：

香港海事博物館受託人

香港海事博物館受託人是一個註冊的慈善組織，由受託人理事會管理，是博物館內所有資產（辦公設備和固定裝置除外）的擁有人及政策發展人。

香港海事博物館信託基金會

香港海事博物館信託基金會是一個註冊的慈善組織，負責監察博物館的財務安排及投資策略。信託基金會的主要投資組合屬於低風險，每年會將賺取的年息撥入博物館作營運用途，亦會因應不同主要展覽的需要，再按比例分配資金。另外，也會透過籌款活動、捐款人的支持，以及其他途徑以增加本金數目。在2014-2015財政年度，博物館將在籌款活動所獲得的港幣110萬元注入信託基金會。直至2015年3月31日，信託基金會的盈餘是港幣6,950萬元。

香港海事博物館有限公司

香港海事博物館有限公司是按照公司條例（第32章）註冊的有限公司，主要負責管理博物館日常的運作，包括聘請專業人士及其他僱員。

Presentation Screen,
modified for export by being
divided into hinged panels
Unknown maker
Late 17th/early 18th century
Wood and polychrome
lacquer

The screen looks two ways.
In its original form as a
'Presentation Screen' it looks
inwards at the world of Qing
China. In its adapted form as
a folding, decorative screen,
it looks outward to the world
of the Chinese export trade

On loan from Sze Yuan Tong
Collection

褐漆款彩屏風
十七世紀後期或十八世紀初
漆塗及木材

描繪清代廣州城風貌
思源堂借出



ORGANISATION AND STAFFING

架構與編制

Our organisational structure allows for focused efforts in both day-to-day and long-term endeavours. Staff are drawn from highly diverse backgrounds and bring a range of expertise to their respective roles at the Museum. As of 31 March 2015 the Museum employed 23 full-time and 11 part-time and contract staff.

我們的架構配合日常營運和長遠的發展需要，職員來自不同的背景及擁有專業知識，在博物館發揮所長。截至2015年3月31日，本館駐有23位全職僱員及11位兼職和合約僱員。



FINANCIAL PERFORMANCE

財務報告

In HKD (000s) 港幣 (千元)

INCOME 收入	FY 2014-2015 年度	FY 2013-2014 年度
Admission and Fees 入場費	1,101	1,236
Rentals and Events 場地出租及活動	2,813	2,281
Public and Social Enterprise Programme 公眾及社會企業項目	18,454	977
Government Grant 政府撥款	4,429	4,429
Endowment Grant 信託基金會撥款	5,722	5,820
Fundraising and Other 募捐及其他收益	1,562	2,137
	34,081	16,880
EXPENDITURE 支出		
Staff, Consultant and Office Expenses 僱員、顧問及營運支出	13,750	11,046
Building, Equipment Maintenance and Insurance 物業、設備保養維修及保險	2,911	2,402
Public and Education Programmes 教育及公眾項目	15,614	2,319
Communications, Marketing and Fundraising 傳訊、市場推廣及籌款活動	1,625	789
Collections Management 典藏管理	181	324
	34,081	16,880
OTHER 其他		
Relocation, Government Grant 政府資助搬遷費	19,184	6,737
Relocation, Expansion Expenses 搬遷及擴建費用開支	(19,184)	(6,737)

Opium ships at Lintin in China
William John Huggins (1781-1845), c.1830s
Oil on canvas

In this mid-1820s scene of western 'sea banditry', two opium ships, a US warship and an opium smuggler's 'fast crab' are shown off Lintin (Neilingding Dao)

在中國伶仃的鴉片船
William John Huggins (1781-1845) · 約1830年代
油彩布本

這描繪了1820年代中期的西方「海洋海盜」，來自美國的鴉片船和走私鴉片入口的中國「快蟹船」出現在伶仃(內伶仃島)。

KEY PERFORMANCE INDICATORS

績效指標

	2014-2015 年度	2013-2014 年度
COMMUNITY INVOLVEMENT AND VISITOR EXPERIENCE 社區參與及參觀者體驗		
Visitors – all 總體參觀人次	94,453	76,639
Visitors – students 學生參觀人次	7,364	4,674
Visits by HKMM to schools 學校推廣活動	6	5
Visitors – community groups 社區團體參觀人次	5,193	9,384
Website user sessions 網頁瀏覽人次	81,431	84,285

CURATORIAL, ACADEMIC AND SPECIAL EXHIBITION ACTIVITY 策展、學術及專題展覽活動		
Exhibitions 展覽	3	4
Published articles and presentations 文章出版及演講	5	5
Acquisitions and donations 購贈藏品	43	57
% of collection on display 藏品展出比例	26%	25%
% of collection items online 藏品在線比例	4%	4%

MARKETING AND PROMOTION 市場推廣及宣傳		
Media coverage 媒體報導	346	300
Value of media coverage 媒體報導總值	HK\$9,000,000	HK\$7,000,000
In-kind sponsorships 實物贊助	HK\$1,950,000	HK\$1,800,000
Collaborative / Partner projects 伙伴合作項目	5	4

S.S. Pottinger under sail and steam. J.F. Stace, United Kingdom, 1852. Oil on canvas

Built by William Fairbairn & Sons, Millwall in 1846 for The Peninsular and Oriental Steam Navigation Company (P&O) for the China trade, this 1,300 GRT, 68.25m long ship was named after Hong Kong's first governor.

On loan from the P&O Heritage Collection

風帆與蒸汽兼備的「璞鼎查號」。史達斯，1852年。油彩布本

William Fairbairn & Sons, Millwall於1846年為鐵行輪船公司建造。這艘重1,300噸及長68.5米的中國貿易船隻，以第一任香港總督的名字而命名。

鐵行輪船公司藏品借出

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Caroline Lang, Head of Education and Public Programmes, HKMM

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Richard Wesley, Museum Director, HKMM

Jennifer Schlueter, Head of Development, HKMM

MUSEUM MANAGEMENT

Senior Management Team

Richard Wesley, Museum Director

Denise Chau, Events Manager

Willy Cheung, Executive Officer

Tianlong Jiao, PhD, Chief Curator*

Caroline Lang, Head of Education and Public Programmes

Louisa Leung, Finance Manager

Jennifer Schlueter, Head of Development

Jane Sze, Curator

Polly Wan, Head of Marketing

**Resigned effective 9 September 2014*

CONTRIBUTED SUPPORT

2014-2015

The following reflects grants and donations to the Hong Kong Maritime Museum received during fiscal 2015 (1 April 2014 through 31 March 2015).

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The Government of Hong Kong Special Administrative Region

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- Bodleian Libraries, University of Oxford
- Ashmolean, Museum of Art and Archaeology, University of Oxford

Dr. Frank Tsao Wen-King, Chief Curator Chair

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Anonymous (\$581,000)

Anonymous (\$10,000)

Naxos Foundation

Anthony J. Hardy

Cathay Pacific Airways Limited

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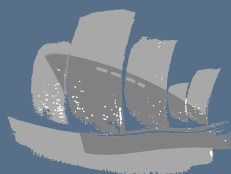
COVER IMAGE

A painted folding fan with ivory sticks showing the foreign factories with the word 'Canton'
Unknown maker, Guangzhou, China, c.1780
Ivory and paper

The fan has Danish, French, Swedish, British and Dutch factories with sticks decorated with European musicians, putti, birds and gold coins. The reverse is profusely painted with flowers

彩繪駐廣州外國十三行飾
「Canton」字款象牙摺扇
佚名工匠·中國廣州·約
1780年
象牙、紙

扇上繪有丹麥、法國、瑞典、
英國及荷蘭等十三行之外，扇
骨雕有歐洲樂師、小天使、雀
鳥及金幣，扇背則繪花卉紋。



HONG KONG
maritime
museum
香港海事博物館

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Design: Thyme Design Associates

Photos: Courtesy of Hong Kong Maritime Museum Limited

