



香港中樂團
HONG KONG CHINESE ORCHESTRA

獨樂樂
不如眾樂樂



香港中樂團有限公司
Hong Kong Chinese Orchestra Limited



HONG KONG CHINESE ORCHESTRA

香港中樂團



香港中樂團由康樂及文化事務署資助
Hong Kong Chinese Orchestra is subvented by
the Leisure and Cultural Services Department

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Corporate Information

公司資訊

Honorary Patron

The Honourable Tung Chee Hwa
Chief Executive, Hong Kong SAR Government

Council Members

Ms Carlye W L Tsui BBS MBE JP, Chairman
Mr John K P Fan BBS JP, Vice Chairman
Mr Carlson Tong, Vice Chairman
Prof Chan Wing-wah JP, Hon Secretary
Mr Davie T P Au-yeung
Ms Chiu Lai-kuen Susanna
Mr Lai Hin-wing Henry
Mr Wong Tin-yau Kelvin
Dr Chan Kam-biu Joshua
Mr Ma Kai-loong Tony

Principal Executives

Mr Yan Huichang Hubert BBS, Artistic Director / Principal Conductor
Ms Chin Man-wah Celina, Executive Director

Company Secretary

Dr Wong Lung-tak Patrick JP

Company Auditors

Ernst & Young

Registered and Principal Office

Hong Kong Chinese Orchestra Limited
Subsidiaries :

Hong Kong Children Chinese Orchestra Limited
Hong Kong Junior Chinese Orchestra Limited
Hong Kong Young Chinese Orchestra Limited

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345 Queen's Road Central, Hong Kong
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名譽贊助人

董建華先生
香港特別行政區
行政長官

理事會成員

主席 徐尉玲太平紳士
副主席 范錦平太平紳士
副主席 唐家成先生
義務秘書 陳永華教授太平紳士
理事 歐陽贊邦先生
趙麗娟女士
賴顯榮律師
黃天祐先生
陳錦標博士
馬啟濃先生

總監

藝術總監 / 首席指揮 閻惠昌先生
行政總監 錢敏華女士

公司秘書

黃龍德博士太平紳士

核數師

安永會計師事務所

註冊及主要辦事處

香港中樂團有限公司
附屬公司 :

香港兒童中樂團有限公司
香港青少年中樂團有限公司
香港少年中樂團有限公司

香港皇后大道中 345 號
上環市政大廈 7 字樓

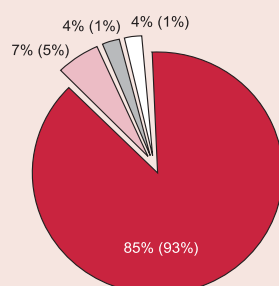
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Financial Highlights 財務摘要

	2004	2003	+ / -	+ / -
	港幣 HK\$'000			
Government Subsidy 政府資助	52,612	53,576	-964	-2%
Income from concerts and other performances 音樂會及其他演出收入	4,564	3,084	+1,480	+48%
Special donation 特別捐款項目	2,320	N/A 不適用	N/A 不適用	N/A 不適用
Donations and other revenue 捐款及其他收入	2,445	1,329	+1,116	+84%
Total expenditure 總支出	60,197	54,961	+5,236	+10%
Surplus 盈餘	1,744	3,028	-1,284	-42%
Net worth 資產淨值	7,821	6,077	+1,744	+29%

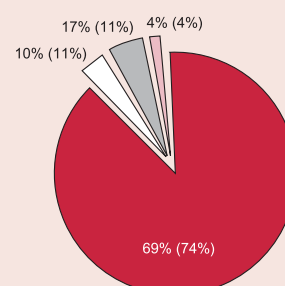
Sources of Income 收入來源 - 2004 (2003)

- Government Subsidy 政府資助
- Income from Concerts and Other Performances 音樂會及其他演出收入
- Donations 捐款
- Other Revenue 其他收入



Distribution of Expenses 支出分佈 - 2004 (2003)

- Concert Production Costs 音樂會製作費用
- Marketing and Overseas Tour Expenses 市場推廣及海外演出支出
- Payroll and Related Expenses 薪資及相關開支
- Other Operating Expenses 其他營運支出



CHAIRMAN'S STATEMENT

主 席 報 告

The Orchestra's Annual Report covers a summary of its activities and highlights for the period from 1 April 2003 to 31 March 2004. It also includes the presentation of financial statements and an auditors' report for the year ended 31 March 2004. The Report seeks to achieve the high level of transparency and disclosure of information expected from an organization that works to fulfill its obligations and that is accountable to the public and other stakeholders.

Overall Performance

During the year, the Orchestra achieved more with less. Despite a further reduction in government funding, the number of concerts that were held increased by 82% compared to the previous year. We have also recorded a significant audience growth and a substantial increase in actual income. The audience growth was boosted by an increased number of commissioned concerts.

Such achievements have much to do with the strong support from sponsors and donors. The total amount of sponsorships and donations received in the past year nearly doubled that of the previous year. As a result of this generous support, the Orchestra has become much stronger. The tremendous efforts made by Council Members and staff in securing these new sponsorships and donations, and in enhancing revenue from business activities, have been critical in achieving this remarkable performance.

Working Towards World Class Orchestra Status

In sustaining the momentum of working towards our mission of becoming a world-class orchestra, we continued our efforts, inter



alia, to expand the number of performances and explore new frontiers.

This year the Orchestra was invited by the Hong Kong Economic and Trade Office to perform at the Natural History Museum in London as Cultural Ambassador of Hong Kong. This was the second time we have been invited by the Hong Kong Economic and Trade Office to perform overseas, an earlier concert having been given in Washington DC.

In June this year, we had another opportunity to tour in Europe. We were invited to perform at "Saint-Denis Arts Festival - The Year of China in France". Our performance won acclaim from many parties.

We were also invited for the first time by China Mobile Communications Corporation and Xian Baoyou Communications Corporation to give New Year

Concert Tours in the Pearl River Delta and Xian respectively. These tours marked the opening up of new opportunities in China and we are poised to explore more new markets in the future.

Hong Kong Spirit and the Orchestra

Last year marked a difficult year for the Orchestra because of the constraint in funding. Yet it was even more difficult for Hong Kong as a whole. The outbreak of SARS depressed both the economy and community morale in Hong Kong. The Orchestra therefore joined hands with the Government to organize the “Hong Kong Drum Festival” to uplift the mood of the community. Sharing joy with others is always better than having fun alone. This programme was met with much enthusiasm and was considered a great success.

Nurturing of Young Players

The Orchestra has always been committed to musical education as we are convinced it plays a vital part in holistic development. We also believe that the earlier budding musicians receive musical training, the better. Towards this end, we have organized various instrument training courses for youngsters, notably the series of courses “Introduction to Chinese Instruments”.

The courses were well received by youngsters and parents. We are pleased to see that enrolment has

been trending upwards since the inception of the courses and we will continue our efforts to sustain the impetus.

In order to extend the benefits of musical education to more youngsters, the Orchestra has set up scholarships and financial assistance to enable those talented youngsters who have financial difficulties to develop their potential.

Acknowledgements

Finally, I would like to gratefully acknowledge:

- the Government of the HKSAR for granting financial support for the development of the Orchestra and appointing representatives to our Council meetings to provide valuable advice;
- our audiences for their patronage and appreciation and for sharing with us the many unforgettable concerts;
- colleagues in the Council for their special contribution of time to perform their duties on a pro bono publico basis with an absolutely earnest and responsible attitude;
- the two Principal Executives for their active participation in, and commitment to, the creative planning and implementation of the work of the Orchestra;
- staff members for their dedication, high motivation and morale;

- Music Advisors for their professional advice;
- Friends of HKCO for their warm friendship and support; and
- all those who have kindly supported our concerts and programmes.

The Orchestra looks forward to another year of serving the public, rendering high quality performances and advancing Chinese musical culture.



Carlye W L Tsui
Chairman

樂團年報涵蓋了由2003年4月1日至2004年3月31日的活動一覽和精華摘要，以及截至2004年3月31日的財務報表及核數師報告。年報內容力求達致高透明度和資訊披露，以便承擔向公眾及權益相關者問責。

整體表現

在過去的一年，樂團以更少的資源，達成更多的成就。政府資助雖然下調，但樂團舉辦的音樂會場次卻較往年增長82%，同時在觀眾人數方面亦錄得共5倍的增長，樂團的實際收入也因而大幅上升。觀眾人數所以大幅增長，是因為委約音樂會的場次增加。

有此成就實有賴贊助人和捐助人的鼎力支持。往年樂團收得的贊助和捐助款額差不多為上一年度的兩倍。全賴他們的支持，樂團才能茁壯成長。而各理事和職員積極尋求新贊助、新捐助，致力增加各商業活動的收入，也實在功不可沒。

邁向世界級樂團

成為世界級樂團是樂團的使命。為了持續履行使命，樂團再接再勵，實行多項方針，當中包括增加演出場次以及開拓新領域。

年內，樂團獲香港駐倫敦經濟貿易辦事處邀請，以文化大使的身份，到倫敦自然歷史博物館演出。樂團已兩度獲香港駐外地經濟貿易辦事處邀請到海外演出，上一次獲邀出訪的地點是美國華盛頓。由此可見，樂團的演出在國際上已獲得讚賞和認同。

本年的六月，樂團再有機會到歐洲舉行巡迴音樂會。我們應邀在法國的「中法文化年 - 聖但尼藝術節」演出。我們的表演贏得多方的稱許。

此外，樂團更首次獲中國移動通訊邀請到珠江三角洲舉行城市巡迴新年音樂會，隨即再應西安報友傳播有限公司邀請到西安演出。珠江三角洲和西安的巡迴演出為樂團在中國開拓了新市場，我們更蓄勢待發，準備開發更多的新市場。

香港精神與中樂團

由於資助的限制，去年對樂團來說可謂頗艱難的一年，但對香港整體來說就更是艱難。「非典」肆虐，經濟、民心士氣陷入低潮。有見及此，樂團與政府聯手合辦「香港鼓樂節」，藉以重振社會士氣。獨樂樂，不如眾樂樂！大家對活動的反應非常熱烈，活動非常成功。

培育樂苗

樂團向來致力音樂教育，因為我們深信音樂對全人發展起著關鍵性的作用。我們同樣相信，越早接受音樂培訓越好。為此，我們為青少年舉辦不同的樂器班，特別是系列課程「認識中樂齊齊揀」。

這個系列課程深受青少年和家長歡迎。自開辦課程以來，報讀的人數不斷上升，對此我實感欣慶萬分。展望將來，我們定必繼續努力，舉辦更多的有關課程。

為了讓更多的青少年能受惠於音樂教育，樂團特設獎學金和資助計劃，協助經濟有困難、卻又別具天賦的青少年發揮潛能。

鳴謝

最後，我謹鳴謝：

- 香港特別行政區政府一直的支持，除資助樂團的發展以外，還委派代表出席理事會會議，提供意見；

- 觀眾的光臨支持和讚譽，並與我們分享多個音樂會的難忘時光；
- 各理事撥冗參與這項義務工作，處事認真負責；
- 兩位總監做事積極投入，計劃周詳，創意無限；
- 團員忠心奉獻，力求上進，士氣高昂；
- 音樂顧問提供專業意見；
- 摯友會會員的熱愛及支持；以及
- 所有人士對樂團音樂會和活動的支持。

展望下年度樂團繼續為社會大眾服務，提供高質素的演出，弘揚中國音樂文化。

徐尉玲
主席



ARTISTIC DIRECTOR'S REVIEW

藝術總監報告

Since the mid-70s, the Hong Kong government and people involved in cultural activities have strived to provide diversified art programmes for the Hong Kong public. Today, Hong Kong's cultural activities are flourishing. Different forms of art continue to emerge, enhancing the cultural life of Hong Kong citizens. With its roots in traditional Chinese culture, the Orchestra has always been committed to promoting Chinese music, ever since its establishment in 1977. However, in the 21st century, in the face of the emergence of social restructuring, global financial turmoil and various contagious diseases, the Orchestra, as a government-funded organization, can no longer remain with the previous linear mode of thinking. It has to strike a balance among corporate revenue, audience cognition and social mission so as to achieve multiple directions of development and take new initiatives. We have to ensure that our performance remains professional but at the same time we need to ascertain the audience's appreciation of Chinese music and lead them to acquire more knowledge of it. This will enable us to fulfill our social duties and mission more effectively.

Organizing the Drum Festival has been a concept in my mind for years. The concept was finally realized during the year. There were four concerts in the Festival which introduced the drum culture of China and that of other countries. In addition, there were other activities involving participation by the public. We believe that "Sharing joy with others is always better than having fun alone". We aim to enable the

public to appreciate the beauty of Chinese music through interactive participation. Three thousand drummers and members of the general public, musicians and executives of the Orchestra and VIPs worked together to cheer the Hong Kong people to strive for a bounce back in the post-SARS period. I was gratified and felt encouraged to see that the Drum Festival has not only been a cultural activity, but also a valuable contribution to society.

According to the findings from the survey that we commissioned The Hong Kong Polytechnic University to conduct in the previous year, knowledge of instruments and music helps to enhance the audience's interest in and understanding of concerts. The development of educational programmes has become a core part in promoting Chinese musical culture. I am pleased to see that the Hong Kong Children Chinese Orchestra and the Chinese Instrument Courses which were introduced a year ago received tremendous support from the public. During the year, the Orchestra published a book entitled *The Enjoyment of Chinese Orchestral Music*. Apart from introducing Chinese musical instruments, the publication also presents information about Chinese music and composers. Commissioning new works plays a critical part in promoting the status of Chinese orchestral music. Solely commissioning new works without enhancing the appreciation ability of the public will only lead to a



situation where "highbrow songs find few followers". In view of this, the Orchestra has opened a new post for a Research Fellow responsible for the advancement of musical appreciation. The Orchestra derives its music from compositions and a particular composition derives its melody from instruments. The improvement and development of Chinese musical instruments play an important role in the furtherance of a large-scale Chinese orchestra. I wish to, therefore, convey a special note of thanks to the Council for its support, for creating a new post for an instruments development researcher.

Struck by SARS in the first half of the year, the Orchestra had to make some rearrangements to its scheduled programmes, inter alia, reshuffling the performance dates of special performances and concert tours. During the period from November to December, apart from attending rehearsals and performing at nine shows of the musical "Sweet and

Sour Hong Kong”, the Orchestra also performed at the “Global Chinese Composers in Concert” - Opening Concert of the “2003 Chinese Composers’ Festival” and two concert tours. During the concert tours, I made certain rearrangements to the Orchestra setting to suit the specific designs of different performing venues so as to obtain the best acoustic effect. The schedule of the concert tour in the Pearl River Delta was particularly demanding, with a different venue for each performance. Members of the Orchestra were exhausted moving from one location to the next. The concerts were enthusiastically received and this reflects the cohesion of the Orchestra.

The ample room for creativity given to me is a result of the full support from the Council, recognition from the public and dedication of each and every colleague in the Artistic Team and Executive Team. I would like to take this opportunity to express my heartfelt gratitude to all of the above.

始於70年代中，香港政府及文化界人士不斷努力為香港市民提供多元化的藝術節目，至今，香港文化事業發展蓬勃，不同藝術形式的表演層出不窮，為市民的心靈生活注入營養。香港中樂團植根中國傳統文化，於1977年成立後，一直以推廣中國音樂文化為己任。然而，踏入21世紀e-時代，社會的轉型、全球金融風暴及不同疫症的出現，在種種客觀環境的變化下，作為香港政府資助的唯一職業中樂團，我們在藝術發展的方向上，已不能根據以往單線條的思維方式，而必須在公司利潤、觀眾認知和社會使命三方面中取得平衡，從而作多方面的發展和嘗試。在確

定樂團的藝術表現為專業及高雅的同時，我們亦需要知道觀眾的認知，帶領他們，令樂團更有效益地達成我們的社會責任和使命。

舉辦鼓樂節是我多年來的構想，「2003香港鼓樂節」於年內終於能成功舉辦。鼓樂節中除設立4場介紹中國鼓和其他國家鼓文化的音樂會外，更加入很多讓市民一同參與的活動。我們深信「獨樂樂，不如眾樂樂！」，希望透過互動參與，讓廣大市民認識和親身體會中國音樂文化之美。三千名鼓手及廣大市民、樂團各樂師及行政人員與特別嘉賓在高溫和煦麗的陽光下，仍眾志成城，齊心協力地擊鼓為香港人打氣，互相激發在非典型肺炎之疫後重新振作。鼓樂節在提供文化活動的同時，亦能發揮它的社會功能回饋社會，這一切實在令我覺得很欣慰和鼓舞！

根據去年樂團委托理工大學進行的觀眾意見調查所得，對樂器及樂曲的認識有助觀眾欣賞音樂會的興趣和理解。因此發展教育活動亦是推動中國音樂文化重要的一環，我喜見年前成立的兒童中樂團及樂器班得到社會人士的支持。年內，樂團特別策劃出版《中樂因您更動聽》一書，內容除介紹中國樂器外，更向讀者介紹部分中國樂曲和作曲家。委約新創作是推動大型民族管弦樂重要的一環，但光是創新作品，而未能協助提高觀眾的欣賞能力便將會出現「曲高和寡」的情況。因此，樂團於年內設立研究員一職，協助樂團研究推動教育導賞的工作。樂團的聲音源於作品，作品的聲音源自樂器。中國樂器的改良和發展同樣在大型民族樂團的發展上，佔一重要地位。因此，我特別感謝理事會的支持，接受我的建議，於樂團設立樂器改革研究主任一職。

由於上半年受到非典型肺炎的影響，樂團的演出活動須作出應變調整，其中包括調動演出檔期及加入特別演出和外訪活動。於11月至12月期間，樂團除參加音樂劇「酸酸甜甜香港地」的排練和9場演出外，還有「香港華人作曲家藝術節揭幕音樂會」和兩次外訪演出活動。而外訪期間，我均按不同演出場地的設計，相對調整樂團的擺位，務求能獲得更佳的反響效果；再加上是次廣東省珠江三角洲的巡迴演出行程緊密，音樂會每天於不同城市舉行，團員在疲累的狀態下，仍越戰越勇，實在令我感動！音樂會獲得各界人士的讚譽，這正反映了樂團在融合訓練上的成果，齊心致力奉獻卓越的中樂藝術，追求音樂至高境界！

藝術的創意空間，有賴理事會的全力支持，社會各界的認同，藝術部和行政部每一位同事的熱誠投入。我謹向各人致以萬分謝意。

Yan Huichang Hubert 閻惠昌
Artistic Director 藝術總監

EXECUTIVE DIRECTOR'S REVIEW

行政總監報告

Someone asked me whether an arts administrator is an artist or an executive. My answer was, "it's a combination of both". A professional arts administrator needs to be devoted to the arts, be creative, and at the same time possess a clear mind to analyze and handle the many issues that arise in the day-to-day management work. The various aspects of arts administration are highly inter-related. While a level head and good inter-personal skills are deemed necessary for handling work of this nature, a sharp marketing sense and an ability to manage crises are also considered indispensable. The above are the principles that guided the Executive Team in administration of the Orchestra.

Since its incorporation in 2001, the Orchestra has been gradually perfecting both its administrative structure and management system. The Orchestra's activities have become more diverse in nature. The number of concerts and outreach performances has increased and new performance styles and themes have been introduced. Programmes to strengthen the promotion of Chinese music have been launched. These programmes have included the Hong Kong Children Chinese Orchestra, Chinese Instrument Courses, instrument research and development, publications to introduce the enjoyment of Chinese music as well as the production of various audio and video products. Indoor programmes have been transformed into large-scale

outdoor activities involving the participation of the general public. In addition, collaborative relationships with other organizations have extended beyond Hong Kong to other countries. These resulted in higher demands on the Executive Team's workload, in terms of both quantity and quality.

Like many other performing groups, the Orchestra is facing a challenge in managing its finances, as a result of difficult economic conditions and reduced government funding. Instead of a compromised reduction in the quality and quantity of our activities, we need to maximize our offerings and make the best use of limited resources. As a non-profit-distributing organization, the Orchestra continues to increase sources of income through different collaborations. It seeks to increase income from business activities in addition to the scheduled concerts, with a view to steadily improving its financial situation. These business activities include the provision of Chinese Instrument Courses for different groups and organizations and accompaniment for performances and films. Internally, we establish corporate management practices. Externally, we adopt a commercial approach without varying the core values and market position of the Orchestra. We adopt marketing strategies to promote easy understanding of the essence of Chinese music among the general public.

Owing to the outbreak of SARS



during the year, the Orchestra had to cancel some of its scheduled concerts. Yet through the carefully prepared contingency plans by the Executive Team and the Artistic Director, the Orchestra managed to continue its service to the public and consequently succeeded in fulfilling all requirements stated in its service contract while ensuring the health of all staff.

We are delighted that the Opening Rally of the "Hong Kong Drum Festival" was included as part of the campaign to relaunch Hong Kong's economy. Despite a reduction in preparation time by two months, the Executive Team spared no effort in preparing this event to fight against the economic recession and strive to bounce back after SARS. We arranged the manufacturing and transportation of the largest Chinese drum and *gong*. We worked round the clock to put in place over three thousand drums of various kinds at Victoria Park in Hong Kong. On the day of the performance, at a high temperature of 33°C, we continued to provide logistic support for the event. In addition to the Opening Rally, there were various other per-

performances such as “Synergy Drum Competition”, “Know Your Drumming Index - Drums to Test Your Mood”, exhibitions and outdoor demonstration performances, which involved a tremendous amount of liaison work and risk management. With devotion to the art of music and public good, the Executive Team has brought to the fore the true meaning of the “Hong Kong Drum Festival” as a means to illustrate team spirit and high morale.

Finally, I would like to acknowledge the Council for its trust and guidance, the public for its support, members of the Artistic Team for their contribution and colleagues of the Executive Team for their dedication. Only with the assistance of all of the above parties could the arts administration work function effectively.

曾經有人問我，藝術行政人員是屬於藝術工作者或是行政管理人員，我的答案是兩者皆是。專業的藝術行政人員，既要擁有熱衷於藝術的奉獻精神和創意，亦要具備清晰的頭腦去分析和應付繁瑣的管理工作。藝術行政工作，環環相扣，除了需要穩健清晰的頭腦和善於與人溝通的社交能力外，還要有敏銳的市場觸角和危機處理能力。

從 2001 年公司化後，樂團逐步完善行政架構和管理系統。而樂團的活動，卻由平面單線條的發展而演變成立體多方位的變化：音樂廳及外展演出的場次不斷向上遞增；表演形式和主題推陳出新；萌芽多項新計劃加強推動中國音樂文化，如兒童中樂團、樂器班、樂器改革研究、出版教育導賞書籍和多種影音新產品等；籌組活動由戶內而變成大型戶外的市民同樂活動；合作單位由本地伸延至海內外。對於樂團行政人員在日常工作上的要求，無論是質或是量均大大提高。

面對社會經濟壓力，政府資助逐漸減少，樂團與香港其他演藝團體一樣，在財務處理上面對另一考驗。但我們深信，若在資源減少的情況下，減少樂團的活動數量或減低質量，只會造成惡性循環，樂團須在有限的資源，作無限的伸延，從而獲得更多社會支持。作為非分配利潤組織，樂團於年內不斷開拓新的收入來源，透過不同的合作關係，增加樂團定期音樂會以外的收入，務求令樂團的財務狀況穩健求進，如為不同機構及團體提供樂器訓練班、電影配樂、演出伴奏等。樂團對內企業化，對外商業化，商業化並非俗化，亦非改變樂團活動的質量及市場定位，行銷形式商業化只是向廣大市民提供易於掌握的解讀

程序，讓他們更易理解中國音樂文化的神髓。

於年內，樂團亦無可避免地受到非典型肺炎的影響而取消部分音樂會，樂團行政部與藝術總監透過審慎周密的應變計劃，在確保樂團各職員健康的同時，亦履行了樂團在服務合約中的活動要求。「香港鼓樂節開幕式」有幸作為香港重整經濟活動之一，為配合鼓動港人在經濟低迷及非典型肺炎疫症後發奮圖強，樂團即使面對臨時縮減兩個多月的籌備時間，全體行政人員仍全力以赴，通宵達旦在維多利亞公園為廣大市民放置三千多個不同類型的中國鼓，安排製造及運送最大的中國鼓和銅鑼，於翌日攝氏 33 度高溫下繼續協助整個活動的後勤工作，再加上其他如鼓令比賽、鳴鼓指數任您敲、展覽和戶外示範演出等等，涉及龐大的聯絡工作和危機處理。全體行政人員本著奉獻音樂藝術的熱誠，以社會公益和服務藝術為目的，正正以行動發揮了「香港鼓樂節」團體精神及激勵鬥志的深層意義！

最後，我感謝理事會對我的信任和指導、社會各界的支持、藝術部團員的貢獻，還有行政部全體同事的熱誠，讓樂團的藝術行政工作能發揮它的社會效能。

Chin Man-wah Celina 錢敏華
Executive Director 行政總監

Business Review
業務回顧



Year at a Glance 一年概覽

Hong Kong Drum Festival
香港鼓樂節
(13.07.2003 - 01.11.2003)

- Opening Rally
開幕式
- Synergy 24 Drum Competition
Demonstration Tour
香港活力鼓令 24 式擂台賽
巡迴示範
- Synergy 24 Drum Competition
香港活力鼓令 24 式擂台賽
- Hong Kong Drum Music Exhibition
香港鼓樂展覽
- Know Your Drumming Index
- Drums to Test Your Mood
Rock'n Roll 鳴鼓指數任你敲
- Majestic Drums Concert I & II
鼓王群英會音樂會 I 及 II



The 27th Orchestra season was opened by the "Hong Kong Drum Festival: Majestic Drum I", attracting a full capacity audience.

「香港鼓樂節：鼓王群英會 I」音樂會為第 27 樂季揭開序幕，吸引大量觀眾，座無虛席。

- 2003 April 四月** Concerts cancelled due to SARS Outbreak
非典型肺炎肆虐音樂會活動取消
- May 五月** *Dragon Boat Festival Celebrations* 相約在端午
Zen Living 禪趣人生
- June 六月** *Music from the Heart* 心樂集 I & II
Capering Notes 躍動的音符 I & II
Recording for the film *Warriors of Heaven and Earth*
《英雄》電影配樂
- July 七月** *James Wong Concert - Under the Lion Rock*
黃霑獅子山下音樂會
- August 八月** *A Precious Little Baby*
- A programme of International Arts Carnival
家有一寶 - 國際綜藝合家歡節目
- September 九月** *Majestic Drums* 鼓王群英會 I
Music from the Heart - Zampa Ufujishi Daiko
心樂集 - 殘波大獅子太鼓團
- October 十月** *Synergy 24 Drum Competition Final and Majestic Drums II*
香港活力鼓令 24 式擂台賽決賽暨 鼓王群英會 II
Golden Chinese Classics of the 20th Century I & II
不朽中樂金曲音樂會 I & II
A Guided Concert of Famous Works in Chinese Music
名曲導賞專場
54th National Day Ceremony
慶祝中華人民共和國成立五十四周年國慶文藝晚會
- November 十一月** Cultural Ambassador to Promote HK & Chinese Music
in London
擔任香港音樂文化大使於英國倫敦演出
Release of SACD - *Love Concerto*
發行現場音樂會 SACD - 情綿綿
Global Chinese Composers in Concert
- Opening Concert of 2003 Chinese Composers' Festival
華人音樂璀璨光華 - 2003 年華人作曲家音樂節開幕音樂會
Sweet & Sour Hong Kong 酸酸甜甜香港地
- December 十二月** *Have Fun with Chinese Music* 合家歡 - 中樂親親你
New Year Concert Tours to Pearl River Delta & Xian
新年珠三角及西安巡迴演出
- 2004 January 一月** Release of DVD & VCD - *The Magic Notes of Zhao Jiping*
發行 DVD 及 VCD - 樂壇神筆趙季平音樂精選之夜
Tan Dun & HKCO 譚盾 & HKCO
Music from the Heart - David Cossin 心樂集 - 大衛・科辛
Proverbs of Love - 2004 Valentine's Day Concert Series
愛的箴言 - 2004 情人節音樂會
- February 二月** *Zheng Music Down the Ages* 八大箏派古今名曲
Guided Concert on Zheng 導賞專場 - 八大箏派古今名曲



Launch Ceremony of *The Enjoyment of Chinese Orchestral Music*.
《中樂因您更動聽 - 民族管弦樂導賞》發行儀式。

- March 三月** *The Wonderful World of Reeds* 笙簧世界
Music from the Heart - Hu Tianquan 心樂集 - 笙王胡天泉再臨香江
Music from the Heart - King's Harmonica Quintet
 心樂集 - 與英皇口琴五重奏見面
Music from the Heart - Hui Bun Yung
 心樂集 - 許彬融管風琴演出
 Accompaniment for Ballet Performance *Legend of The Great Archer*
 現場伴奏芭蕾舞劇 - 不死傳說
 Publication of *The Enjoyment of Chinese Orchestral Music*
 《中樂因您更動聽 - 民族管弦樂導賞》書籍出版
 Publication of Conference Proceedings *On the Ecology of Chinese Music in a Modern Environment and its Future Development*
 出版《探討中國音樂在現代的生存環境及其發展》座談會論文集



On behalf of RTHK Radio 4 "Top Ten Music Highlights 2003", Ms Barbara Fei presents the trophy to Mr Yan Huichang, Artistic Director of the Orchestra.

費明儀女士代表香港電台第4台《2003年十大樂聞齊齊選》頒獎予樂團代表藝術總監閻惠昌先生。



Council Chairman Ms Carlye Tsui presents the "Serving 25 years Silver Medal" to Mr Choo Boon-chong.

理事會主席徐尉玲女士頒贈「服務25載紀念銀碟」予朱文昌先生。

Taking Pride 引以為傲

Council Chairman Ms Carlye Tsui received "Bronze Bauhinia Star" from the Government of the HKSAR.

理事會主席徐尉玲女士榮獲香港特別行政區頒發「銅紫荊星章」。

Special Mention in the Judges' Report of "Hong Kong Management Association 2003 Best Annual Reports Awards" for setting a good standard of voluntary disclosure of relevant corporate governance.

榮獲香港專業管理協會「二〇〇三年最佳年報」評委特別嘉許，讚揚樂團就自願性公司管治資訊披露建立良好準則。

Hong Kong Drum Festival 香港鼓樂節

- Guinness World Record 《健力士世界紀錄大全》
A total of 3,140 percussion players performed with the Hong Kong Chinese Orchestra at the Opening Rally of the "Hong Kong Drum Festival" at Hong Kong Victoria Park on 13 July 2003. 合共3,140名敲擊樂手出席2003年7月13日香港中樂團在維多利亞公園舉行的「香港鼓樂節開幕式」，鳴鼓奏樂，與樂團同場表演。
- Included in "World Almanac Book of Records".
納入《世界年鑒紀錄大全》。
- RTHK Radio 4 "Top Ten Music Highlights 2003"
香港電台第4台《2003年十大樂聞齊齊選》
- Tai Kung Pao "Top Ten Cultural Highlights 2003"
大公報《2003年十大文化新聞》

Unforgettable Moment-Serving 25 years

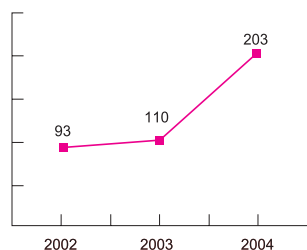
難忘的一刻 服務25載

Choo Boon-chong 朱文昌

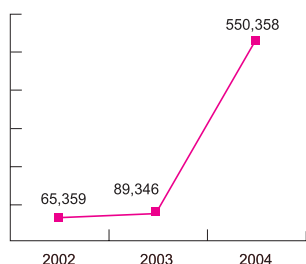
Shui Man-lung 水文龍

Concerts and Performances 音樂會及演出

* Total Activities Level
Concerts and Performances
總活動場次



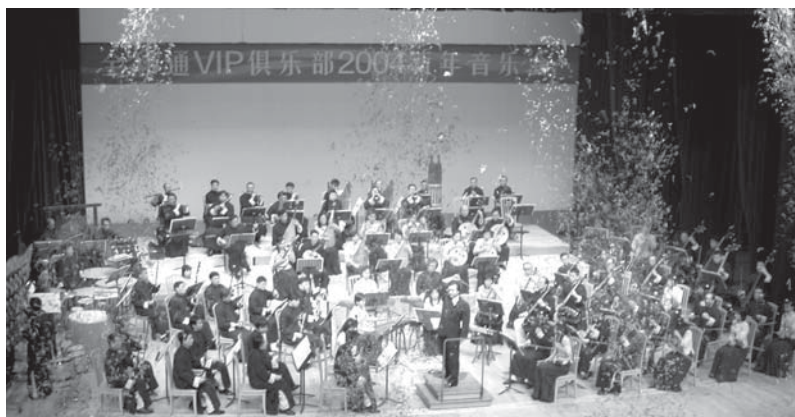
* Total Audience Level
總觀眾人次



* Includes paid concerts and various large-scale outdoor activities.
包括收費音樂會及多項大型戶外活動

Due to the SARS outbreak, the Orchestra had to cancel some of its scheduled concert series during the period and reshuffle and initiate strategic contingency measures in its programme planning to cope with the situation. With a view to promoting Chinese music to a wider public, the Orchestra organized the “Hong Kong Drum Festival” with various linked community activities, thus increasing the number of people participating in the activities of the Orchestra. The Orchestra was also invited by various parties to give a concert tour in China and London, fulfilling its role as a “Cultural Ambassador of Hong Kong”.

由於非典型肺炎肆虐，樂團取消了部分原定的音樂會，並迅即重組策略，在籌劃活動方面推行策略性突發事件應變措施，以應付瞬息萬變的環境。為了讓更多人認識中樂，樂團舉辦了「香港鼓樂節」以及多項結合社會參與的活動，使參與樂團活動的人數增加。此外，樂團亦獲多方邀請，分別到中國及倫敦演出，成功履行「香港音樂文化大使」的職責。



New Year Concert Tour in Pearl River Delta
新年珠三角巡迴演出



Participated in the first ballet performance with Chinese music as live accompaniment for “Legend of The Great Archer”, presented by the Hong Kong Ballet.

參與演出首個以中樂伴奏的芭蕾舞劇-「不死傳說」，由香港芭蕾舞團呈獻。

	2004	2003	+ / -
Paid Concerts 收費音樂會*			
Number of Sets 套	25	20	+25%
Number of Performances 場數	56	25	+1.24 倍
Size of Audience 觀眾人次	65,584	33,102	+98%
Outreach Community Activities 外展社區活動			
Number of Performances 場數	135	70	+93%
Size of Audience 觀眾人次	469,581	49,453	+8.50 倍
Subtotal 小計			
Number of Performances 場數	191	105	+82%
Size of Audience 觀眾人次	535,165	82,555	+5.48 倍
Concert Tours 外訪音樂會			
Number of Performances 場數	12	5	+1.40 倍
Size of Audience 觀眾人次	15,193	6,791	+1.24 倍

* Included three sets of commissioned concerts in 2004 and one set of commissioned concert in 2003.
包括 2004 年 3 套委約音樂會及 2003 年 1 套委約音樂會。

What they said about us 他們的話

newspaper clippings and messages from artistes 新聞剪報及藝術家留言



HKCO is one of my favourite musical groups. It has excellent musicality, popularity, and managerial competence. It is Hong Kong's pride and the pride of all music lovers! I am honoured to write music for you and look forward to greater collaboration!

香港中樂團我最喜愛的樂隊之一，這裡有極好的樂感，人緣和管理水平。它是香港的驕傲，也是所有喜歡音樂的人的驕傲！我很榮幸為你們多寫音樂，希望多多合作！

Tan Dan

Renowned composer

著名作曲家 譚盾

10.1.2004

The concert was absolutely terrific and fascinating. Such skill and artistry! Please convey my congratulations and thanks to Maestro Yan.

這場音樂會簡直是精彩絕倫，引人入勝！技巧與藝術水平是如此的高超！請代我向閻指揮致賀和致謝。

Prof David Peacock

Principal Lecturer

Music, Music Education and Theatre Arts of Middlesex University

音樂、音樂教育與戲劇藝術首席講師 皮權克

10.11.2003

I was most interested to be able to attend and greatly enjoyed the vitality and the colour of their musicmaking.

他們的音樂吸引我成為座上客，他們所表現的活力、所奏音樂的美妙音色，令我十分陶醉。

Dame Janet Ritterman

Director, Royal College of Music

英國皇家音樂學院院長 利泰雯

10.11.2003

Their wonderful performing techniques are derived from a firm foundation, their love for Chinese music is deep, their understanding of the music pieces is comprehensive. That is why they can fully bring out the essence of the music pieces at ease during performance. In harmony and unison, they can supplement one another and express the feelings of the music through each note as one whole organic unit. Artistic Director Mr Yan Huichang is a marvellous conductor. His direction is precise and elegant, detailed yet free and passionate. He is the soul of the Orchestra, leading it out of the maze and defining the essence of the music pieces profoundly. Mr Yan is a maestro. He seems to be composed of music cells and is no doubt one of the world's top conductors. He is a national treasure of our home country.

他們的演奏熟練、細膩、能相互包容、謙讓默契、整體的襯托，恰如其分的表現，把樂曲的感情滲透到了每個音符之中。樂團演奏和諧、音色統一、起伏有致，是一個有機的整體。樂團總監閻惠昌先生是一位具有非凡才華的指揮家，他的指揮到位準確、灑脫優美，既細緻又熱情奔放。他是樂團的靈魂，他帶領樂團走出了和聲的迷宮，他熟練地駕馭、深刻地詮釋了樂曲的內涵。他極具大師風範，他的身體簡直是由音樂細胞所構成，他無愧世界頂級指揮家的稱號，他是我們國家的國寶級人物。

Liang Zhaorong

Chair of the Orchestral Department Xinghai Conservatory of Music

星海音樂學院教授、原管弦樂系系主任 梁兆榮

30.12.2003

能與世界一流的香港中樂團同台演出，是我們的榮幸，就讓口琴與中樂擦出一次史無前例的光芒火花！

It is our honour to share the same stage as the world-class HKCO. See unprecedented musical sparks fly between harmonicas and Chinese music!

Dr. Ho Pak-cheong

King's Harmonica Quintet

英皇口琴五重奏 何百昌醫生

13.3.2004

When I hear the Hong Kong Chinese Orchestra, I see the marvelous mix of East and West that is irrefutably-Hong Kong!

我聽香港中樂團的演奏，便看到絕對是只有香港才擁有的中西文化交匯特色。

Julian Gallant

Chief Conductor, Russian Orchestra of London

倫敦俄羅斯樂團首席指揮 賈蘭特

10.11.2003

What a marvellous concert it was. The acoustics were wonderful. The sounds were very clear and the ensemble excellent. It was the most exceptional combination of place and timbre.

這場音樂會真精彩，音響效果美妙，音色清激，樂隊出色。場地與音色的配合可用「超凡」來形容。

Jean Burrow

The Associated Board of the Royal Schools of Music

英國皇家音樂學院聯合委員會 貝露

10.11.2003

What they said about us 他們的話

newspaper clippings and messages from artistes 新聞剪報及藝術家留言

In this concert, where three quarters of the works played were new commissioned works, the Orchestra has demonstrated what is known as quality performance. The Orchestra has already reached its mature state. Its performance shows high artistry at both the individual level and group level.

在新作佔3/4比例的音樂會上，香港中樂團表現出最佳的品性與特質，樂隊盡顯成熟風範，演奏足見厚道功夫，整體融合與個人水準都很出色。

Zhi Yan, Shanghai
紫茵，上海
20.2.2004

Conducting without his baton, Yan Huichang led his Orchestra to perform the colourful, poetic and melodious *Beautiful Clouds Chasing the Moon*. What came next was an abstract from Mr Peng Xiuwen's *Terra Cotta Warriors Fantasia* with a clearly defined musical theme - anti-war. The former piece of music has demonstrated the musicality of a national orchestra while the latter, the expressivity and artistic influence of the Hong Kong Chinese Orchestra.

闊惠昌首先不用指揮棒，指揮樂團演奏了洋溢著詩情畫意，色彩多變，層次細膩豐富的《彩雲追月》；然後演奏音樂形象鮮明突出，帶有反戰意味的彭修文《秦·兵馬俑》的選段版本。前曲充分表現大民族樂團細膩動人的美妙音色，後曲則發揮了香港中樂團的強大豐富表現力，和深刻的藝術感染力；

Chow Fan-fu
Tai Kung Pao
《大公報》周凡夫
15.5.2004

演繹民樂精妙神韻 展示指揮精湛技藝

華彩樂章傾倒古城觀眾

趙季平作品音樂會首演獲得巨大成功



"The Magic Notes of Zhao Jiping" is one of the few high quality concerts that were held in our city in recent years. The performance was well received by our citizens. Full attendance was recorded at all four concerts, with the total number exceeding 5,000. Atmosphere was good in every concert. The two masters in music Zhao Jiping and Yan Huichang worked hand in hand to perform for their country folk and this was praised by many in our city.

近年來我市少有的高規格音樂會盛事，在古城市民中引起強烈反響。4場音樂會場場爆滿，規模超過5000人，每場演出氣氛熱烈、高潮迭起，趙季平、闊惠昌兩位中國音樂重量級人物攜手為家鄉父老獻藝，在古城西安傳為美談

Xian Wanbao 西安晚報
1.1.2004

Cao Peng said, "Working with a high standard Orchestra renders enjoyment and pleasing artistic experience, because the conductor needs not to worry too much about things like precision, rhythm, sight-reading, etc. Therefore, during rehearsal, I can simply concentrate on the way to perform a particular piece of composition as to how to express its style and passion. I feel comfortable throughout the cooperation process and therefore I do not hesitate in writing this comment in the Orchestra's message book, "The pyramid of music of the Orient". The managerial competence and devotion of all members of the Orchestra are appreciated. Rehearsing with the musicians of the Orchestra has been a process of artistic creation. The executives are young but competent. They possess rich knowledge in their field and work with high efficiency.

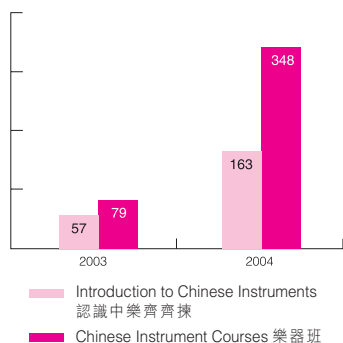
曹鵬說：“和這樣優秀的樂團合作，是一種愉快的藝術享受。因為他們的音準、節奏、新譜視奏等已不需指揮過多的去操心。所以排練時我主要是處理好樂曲，體現出風格，表達準感情。整個合作我感到得心、稱心、放心。我在這個團的留言本上毫不猶豫地寫了‘東方樂界的一座金字塔’的讚美之言。”香港中樂團的管理井井有條，演奏員有執著的敬業精神，十分難能可貴。和他們一起排練是一種聚精會神的藝術創造，行政人員年輕有為、精通業務、效率甚高。



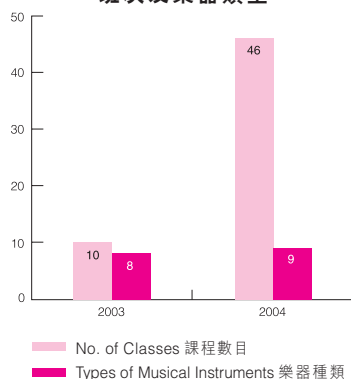
Shanghai 《上海音訊》
25.3.2004

Education and Nurturing of Young Players

No. of Students Attending Chinese Instrument Courses
樂器班參加人數



No. of Classes and Types of Musical Instruments
班次及樂器類型



Participation in HKCO's regular concert "The Eight School Zheng Music Down the Ages" in February 2004
2004年2月於香港中樂團「八大箏派古今名曲」演出。

In order to cultivate children and teenagers with the art of Chinese music, the Orchestra established the Hong Kong Children Chinese Orchestra in January 2003 and organized the Chinese Instrument Courses in September 2002. Continuous growth of the activities is indicative of the support from parents and youngsters alike. "Introduction to Chinese Instruments" offered its fourth course in 2004 and the number of students reached a total of 163. In order to satisfy market demand, Chinese Instrument Courses for adults and different organizations were also introduced this year.

List of Special Activities During the Year

- The young members first participated in the 3,000 - strong mass performance of *And The Earth Shall Move* at the Opening Rally of the "Hong Kong Drum Festival" on 13 July;
- Contributed to "A Precious Little Baby" concert at Hong Kong Cultural Centre Concert Hall in August;
- Performed at Times Square in mid-August to launch the "Hong Kong Synergy 24 Drum Competition";
- Performed at the "Asia Cultural Co-operation Forum" held at the Hong Kong Museum of Coastal Defence in September under the auspices of the Home Affairs Bureau;
- Performed at the "Asia Ethnic Cultural Concert" at the Hong Kong Cultural Centre Piazza in mid-October;
- Performed at the "Junior Hong Kong Chinese Orchestra and Chinese Instrument Courses Annual Concert" at the Hong Kong Cultural Centre Concert Hall in November;
- Zheng Group of the Junior Hong Kong Chinese Orchestra performed at "The Eight School Zheng Music Down the Ages" Concert at Tsuen Wan Town Hall in February.



Annual Performance of Junior Hong Kong Chinese Orchestra and Chinese Instrument Courses on 22 November 2003.

2003年11月22日舉行的「香港兒童中樂團及樂器班週年匯演」。

致力教育，扶植樂苗



為了培育兒童及青少年對中國音樂的藝術修養，樂團於2003年1月成立香港兒童中樂團，但早於2002年9月已經開始舉辦樂器班。活動的參與人次持續增長，見證了家長和青少年的支持。「認識中樂齊齊揀」第四期課程已於2004年展開，報名人數高達163人。為應付市場的需要，樂團再於本年度推出為成人及各類型組織而設的樂器班。



年內特別表演活動

- 7月13日，在維多利亞公園舉行的「香港鼓樂節開幕式」中參與三千人齊奏《雷霆萬鈞》；
- 2003年8月，香港兒童中樂團於「家有一寶」音樂會中作首次演出；
- 8月中旬在時代廣場舉行的「香港活力鼓令24式」中作示範表演；
- 9月獲民政事務局邀請於香港海防博物館舉行的「亞洲文化合作論壇」中演出；
- 10月中，再獲邀在香港文化中心露天廣場的「亞裔藝采」中演出；
- 11月假香港文化中心音樂廳舉行「香港兒童中樂團及樂器班週年匯演」。
- 2004年2月，香港兒童中樂團箏團於「八大箏派古今名曲」音樂會中演出。



Diversified Development of the Promotion of Chinese Music

多元發展，推廣中樂

Publications 刊物出版



上冊



CD



下冊



CD

The Enjoyment of Chinese Orchestral Music, a joint publication with Joint Publishing (Hong Kong) Company Limited.

《中樂因您更動聽 - 民族管弦樂導賞》，由香港中樂團及三聯書店(香港)有限公司聯合出版。



Conference Proceedings of International Symposium On the Ecology of Chinese Music in a Modern Environment and its Future Development.

《探討中國音樂在現代的生存環境及其發展》座談會論文集

Release of Albums 影音產品



The Magic Notes of Zhao Jiping - DVD

《趙季平音樂精選之夜》- DVD



The Magic Notes of Zhao Jiping - VCD

《趙季平音樂精選之夜》- VCD



Love Concerto - SACD

《情綿綿》- SACD

Electronic Media Broadcasting and Communications

電子傳媒轉播及傳訊

Video Broadcast 電視轉播項目

- (i) "Hong Kong Drum Festival Opening Rally" - Worldwide coverage by CNN, Phoenix TV, CCTV, as well as broadcasting by local television stations.
The broadcasted programme on Pearl has hit the highest audience index for cultural broadcasted programmes.
「香港鼓樂節開幕式」 - 美國 CNN 有限電視，鳳凰衛視、中國中央電視台第四台作全球轉播；本地電視台作本地轉播。成為明珠台收視率最高的文化轉播節目。
- (ii) "Majestic Drum I" - Worldwide broadcast by CCTV channel 4 as well as Radio Television HK.
「鼓王群英會 I」 - 中國中央電視台第四台及香港電台電視部作全球轉播。
- (iii) Production of a 30-minute documentary by the Anhui Province Culture and Arts Broadcasting Centre introducing the music and the management of the Orchestra. The programme will be broadcast nationwide and, through CCTV, to worldwide audiences.
安徽省文化藝術傳播中心特地拍攝一輯長達30分鐘的電視節目，報導樂團的管理及活動。有關節目將於國內及作全世界衛星傳播。

Audio Broadcast by Radio 4, Radio & Television Hong Kong

香港電台第四台電台轉播項目

- (iv) "Majestic Drum I" 「鼓王群英會 I」
- (v) "Majestic Drum II" 「鼓王群英會 II」
- (vi) "Global Chinese Composers in Concert - Opening Concert of 2003 Chinese Composers' Festival"
「華人音樂璀璨光華 - 2003 年華人作曲家音樂節開幕音樂會」
- (vii) "The Wonderful World of Reeds" 「笙簧世界」



"Global Chinese Composers in Concert - Opening Concert of 2003 Chinese Composers' Festival"
「華人音樂璀璨光華 - 2003 年華人作曲家音樂節開幕音樂會」



A series of workshops were organized by HKCO to enable the exchange between guest artistes and the audience. "Music from the Heart - Zampa Ufijishi Daiko".

樂團舉辦一系列的講座，為客席表演嘉賓和觀眾提供交流的機會。



Chinese Herbal Medicine & Butterfly Watching and "Poon Tsoi" Lunch
中草藥、賞蝶行、盆菜宴。



FoHKCO Volunteer Helper.
摯友義工。

Friends of Hong Kong Chinese Orchestra (FoHKCO) Activities

香港中樂團摯友會(中樂摯友會)活動

FoHKCO has been organizing a variety of activities for our friends ranging from attending rehearsals and music seminars to sending Hung Ming Lanterns. E-news is also sent to members and non-members who want to obtain first hand information about the orchestra's activities. The E-news has become an increasingly popular means of communication.

《中樂摯友會》為摯友提供多元化的活動，由參觀樂團綵排到孔明燈許願活動，類別可謂包羅萬有。我們亦定期寄出電子通訊予希望獲得有關樂團活動第一手資訊的會員及非會員，選擇獲取電子通訊的人數不斷增長。

Friends of Hong Kong Chinese Orchestra Activities 2004 2003 +/- 香港中樂團摯友會(中樂摯友會)活動

Friends of Hong Kong Chinese Orchestra Activities 香港中樂團摯友會(中樂摯友會)活動	2004	2003	+/-
Number of Members 摯友會會員人數	747	546	+37%
Number of Members of FoHKCO Volunteer Group 摯友義務小組會員人數	34	28	+21%
Number of Organizations Provided Purchase Discounts to FoHKCO 提供購物優惠予中樂摯友會的機構數目	34	25	+36%



Over 100 Friends participated in The Hung Ming Lantern wish-sending activities organized by the FoHKCO.
超過 100 位摯友參與由《中樂摯友會》舉辦的孔明燈許願活動。

HKCO Website 樂團網頁

More information has been uploaded to the HKCO website, including interviews, rehearsal clippings and concert reviews. A “chat room” on recent developments of musical instruments was also introduced, leading to a remarkable increase in the viewers of the HKCO website.

上載樂團網頁的資訊日益增加，當中包括採訪、綵排剪影和音樂會重溫，有關樂器最新發展的聊天室亦已展開，瀏覽樂團網址的人數因而顯著增長。



Hong Kong Drum Festival
香港鼓樂節



Resounding Drums of the 27th Orchestral Season to Bolster Hong Kong Hong Kong Drum Festival 2003



"Drum Music Exhibition" tours libraries and shopping malls.
於各圖書館、購物商場舉行「香港鼓樂展覽」。



Queue to test the mood at "Know Your Drumming Index - Drums to Test Your Mood".
「Rock 'n Roll 鳴鼓指數任你敲」·設於各大場館及商場予市民共同參與。

The SARS outbreak brought to the fore all the underlying strengths that have made Hong Kong what it is today - a world city!

In the post-SARS era, when Hong Kong was mustering its strength to bounce back, we at the HKCO wished to contribute our part. We therefore held a spectacular event on July 13th at Victoria Park to mark the opening of the "Hong Kong Drum Festival". The community responded with great enthusiasm, and on that sunny day, many of them came together at our clarion call of "Synergizing Our Hong Kong" in a mass drum performance. After the Opening Rally, we organized a series of activities to provide opportunities for more in-depth understanding of Chinese drum music. They included the "Hong Kong Synergy 24 Drum Competition", the interactive game "Know Your Drumming Index - Drums to Test Your Mood", the "Drum Music Exhibition" and the concert "Majestic Drums I". "Majestic Drums II", served the dual role of being the closing concert of the "Hong Kong Drum Festival", and as part of the programme of the "Legends of China Festival". It is our hope that the Drum Festival, which was brought about after a year of planning and preparation, would bring the heartening, exuberant sound of drums to tell the world: we are a city with "a sound of roaring thunder that echoes in many lands and soars to the sky". It is most encouraging that enthusiastic response was received from the public, and the "Hong Kong Drum Festival" has given the people of Hong Kong wonderful memories.



The largest drum ensemble in the world - New Guinness World Record jointly created by 3,140 drummers in Hong Kong.
世界最大型的鼓樂合奏，獲列入《健力士世界紀錄大全》，由3,140名香港鼓手共同締造。

悠揚鼓樂振香江 第 27 樂季 - 2003 香港鼓樂節



The largest Chinese Drum (diameter 3.47m) and Gong (diameter 1.55m)
世界最大的中國鼓，直徑達 3.47 米，還有最大的銅鑼，直徑達 1.55 米。



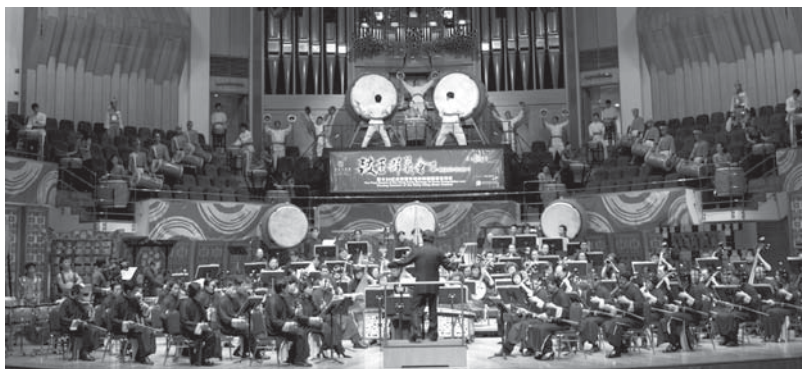
Performers in "Hong Kong Synergy 24 Drum Competition".
「香港活力鼓令 24 式擂台賽」參賽隊伍。



"Hong Kong Drum Festival Opening Rally".
「香港鼓樂節開幕式」

非典型肺炎一役，盡顯香港賴以成功的優點。

「非典」過後，香港奮力恢復原貌，樂團有感應出一分力，遂於 7 月 13 日假維多利亞公園舉行大型活動，推出「香港鼓樂節」，以振奮香港民眾的士氣。公眾反應熱烈，積極響應我們的呼籲出席「澎湃活力、香港同心」活動，在烈日下共同擊鼓。開幕儀式後，我們持續舉辦了一系列的活動，提供機會讓公眾進一步認識中國鼓樂，當中包括「香港活力鼓令 24 式擂台賽」、互動遊戲「Rock' n Roll 鳴鼓指數任你敲」、「香港鼓樂展覽」和「鼓王群英會 I」音樂會。「鼓王群英會 II」音樂會具雙重身份，既是「香港鼓樂節」的閉幕音樂會，也是另一活動「中國傳奇」的節目之一。「香港鼓樂節」籌備經年，我們希望充滿活力、振奮人心的悠揚鼓樂能代我們向世界宣告：我們是具有「聲迴萬里、響徹雲霄」之勢的動感都市。「香港鼓樂節」引起公眾熱烈的反應，為香港人留下美好回憶，實令我們感到非常鼓舞。



Majestic Drums II 「鼓王群英會 II」音樂會

Date 日期	Event 活動	Place 地點
July 2003 2003 年 7 月	<ul style="list-style-type: none"> Opening Rally 開幕式 Drum Music Exhibition 香港鼓樂展覽 	<ul style="list-style-type: none"> Victoria Park 香港維多利亞公園 Harbour City 海港城
August 2003 2003 年 8 月	<ul style="list-style-type: none"> Synergy 24 Drum Competition - Demonstration 香港活力鼓令 24 式擂台賽 - 示範表演 	<ul style="list-style-type: none"> Times Square 時代廣場
September 2003 2003 年 9 月	<ul style="list-style-type: none"> Drum Music Exhibition 香港鼓樂展覽 Synergy 24 Drum Competition - Heats 香港活力鼓令 24 式擂台賽 - 初賽 Know Your Drumming Index - Drums to Test Your Mood Rock' n Roll 鳴鼓指數任你敲 Majestic Drums 鼓王群英會音樂會 	<ul style="list-style-type: none"> HK Cultural Centre Piazza and Concert Hall 香港文化中心廣場及音樂廳 Times Square 時代廣場 Harbour City 海港城
October 2003 2003 年 10 月	<ul style="list-style-type: none"> Drum Music Exhibition 香港鼓樂展覽 Know Your Drumming Index - Drums to Test Your Mood Rock' n Roll 鳴鼓指數任你敲 Majestic Drums 鼓王群英會音樂會 Synergy 24 Drum Competition Final 香港活力鼓令 24 式擂台賽決賽 	<ul style="list-style-type: none"> HK Cultural Centre Piazza and Concert Hall 香港文化中心廣場及音樂廳 Hollywood Plaza 荷里活廣場

What they said about us 他們的話

newspaper clippings and messages from artistes 新聞剪報及藝術家留言

Thundering drums can move mountains. The rousing rally of the "Hong Kong Drum Festival", which opens today, signifies the bouncing back of Hong Kong and urges the Hong Kong people to stand united and look ahead.

戰鼓雷動最能振奮人心，今日揭幕的「香港鼓樂節」「大鑼大鼓」亦寓意香港能重振澎湃活動，同時鼓動香港人團結向前。

Sing Tao Daily 《星島日報》
13.7.2003

The "Hong Kong Drum Festival" was opened with three high-ringing drum beats by the Chairman of the Honorary Advisory Group of the HKCO "Hong Kong Drum Festival" and Secretary for Home Affairs, Dr Patrick Ho, on the world's biggest Chinese drum, an impressive instrument of 3.47 metres in diameter making its first appearance in Hong Kong, and three resounding clanks on the world's largest gong, which has a diameter of 1.55 metres, by Legislative Council member, Timothy Fok..... Then under the conductor's baton, a mass performance featuring 3,000 drums began. The thunderous, surging roll rocked Victoria Park, and went straight to the heart of all those present.

「香港鼓樂節」榮譽顧問團主席、民政事務局長何志平打響頭炮，以過人的臂力，敲擊了直徑達3.47米、首度在本港亮相的世界最大中國鼓三次；再由立法會議員霍震霆敲響直徑達1.55米、同樣是世界最大銅鑼三下，以金鼓齊鳴的形式，宣示「香港鼓樂節」的開幕.....3,000鼓群按着指揮的指示齊來擊鼓，打出的鼓聲，令維園地動山搖，在場人士的心靈無不感受到澎湃鼓聲所帶來的無比震撼！

Hong Kong Economic Times 《經濟日報》
14.7.2003



Renowned artiste Li Minxiang performs at "Majestic Drum I" concert.

著名音樂家李民雄先生於「鼓王群英會I」中演出。

Apple Daily 《蘋果日報》
14.7.2003

The activity, entitled Synergizing Our Hong Kong, was presented by the Hong Kong Chinese Orchestra as the Opening Rally of the "Hong Kong Drum Festival". At 4 o'clock in the afternoon, in the searing heat of 30 °C, three thousand strong drummers who had practised for two weeks, performed the drum piece, *And The Earth Shall Move*. Under the conductor's baton, their drums rolled out in true sky-rocketing and earth-shaking grandeur, in an attempt to achieve a Guinness World Record of having the largest number of people beating Chinese drums..... Three thousand people drumming together signifies prosperity and economic boom for Hong Kong in the coming future.

這個名為「澎湃活力·香港同心」的活動由香港中樂團主辦，為「香港鼓樂節」揭開序幕。下午四時，在三十多度的高溫下，三千多名鼓手經過兩星期的練習後，表演節目《雷震萬鈞》，按指揮的指示擊鼓，打出地動山搖的鼓聲，亦聲創下最多人同一時間敲擊中國鼓的健力士紀錄，三千人一起打鼓，預兆香港蓬勃向上，今後經濟繁榮。

Wen Wei Po 《文匯報》
14.7.2003

The thunderous roar of a huge drum chased away the complaining voices, as all hearts became one to raise the spirit of the people..... All eyes of the three thousand strong drummers were focused, and the drum beats sounded in unison. Under the baton of Yan Huichang, Music Director of the Hong Kong Chinese Orchestra, they made a new "Guinness World Record" of having the largest number of people drumming at the same time at the Opening Rally of the "Hong Kong Drum Festival". They also played accompaniment to the world debut of the world's largest Peace Drum and gong. The sound of drums and the tremendous applause rocketed to the sky.

巨鼓震天，驅走聲聲怨氣；萬眾齊心，「擊」起揚揚士氣.....三千多人視線一致，節奏齊整，在香港中樂團音樂總監盧惠昌的指揮下，於「香港鼓樂節」開幕式上締造健力士最多人同時擊鼓紀錄，又為世界最大太平鼓及銅鑼的首度敲響而伴奏，鼓聲加上喝采聲，響徹雲霄！

Tai Kung Pao 《大公報》
14.7.2003



Working Group of "Hong Kong Drum Festival" having a meeting with representatives of District Offices.

籌備小組與18區區議會代表進行「香港鼓樂節」工作會議。

development of Chinese drum music in Hong Kong. It seems the tremendous work and efforts involved in mobilizing the entire staff and members of the HKCO to bring forward the "Hong Kong Drum Festival" in a bid to boost the morale of Hong Kong has paid off.

這個世界超級大鼓敲響時.....不斷迴響擴散，仿如有另一個音響世界，可以說是前所未有的獨特感受。相信世間任何高檔音響器材亦難以重播出這種低頻音響的感覺，這顯然亦非當日在場過萬人士所能聽得到和感受得到，就一如為這項激奮人心的盛會，背後有大量行政人員、義工付出了難以計算的心力汗水，同樣是在台前無數觀眾所未能看得到的.....香港中樂團透過今次活動，不僅能大大加強樂團在社會大眾中的認受性，對中國鼓樂在香港的發展更會帶來新的動力。樂團上下為響應振奮香港活動而將「香港鼓樂節」提前「催生」所付出的重大勞動，看來仍是值得的。

When this, the world's super-sized drum sounded..... its reverberations rippled and spread, creating an amazing other-worldliness and an acoustic experience as never before. These low frequency vibes could not have been captured and recreated by the world's best hi-fi equipment. But then, this was not heard or shared by everybody in the crowd of over ten thousand present on the occasion. It was just like the brain work, the efforts and sweating labour of the arts administrators and volunteers dedicated to this heartening event which went unnoticed by the audience sitting down there... The Hong Kong Chinese Orchestra, through organizing this event, has not only cut a higher profile in the local community, but also contributed a new driving force to the

Chow Fan-fu Tai Kung Pao
周凡夫 《大公報》
20.9.2003

Statement On Corporate Governance

公司管治報告



Clockwise from Chairman Ms Carlye Tsui (Centre), Mr John Fan (Vice Chairman), Prof Chan Wing-wah (Hon Secretary), Ms Celina Chin (Executive Director), Mr Tony Ma (Council Member), Ms Susanna Chiu (Council Member), Mr Kelvin Wong (Council Member), Mr Davie Au-yeung (Council Member), Mr Henry Lai (Council Member), Mr Hubert Yan (Artistic Director), Dr Joshua Chan (Council Member), Mr Carlson Tong (Vice Chairman)

(順時針方向) 樂團理事會主席徐尉玲太平紳士(中)、范錦平太平紳士(副主席)、陳永華教授太平紳士(義務秘書)、錢敏華女士(行政總監)、馬啟濃先生(理事)、趙麗娟女士(理事)、黃天祐先生(理事)、歐陽贊邦先生(理事)、賴顯榮律師(理事)、閻惠昌先生(藝術總監)、陳錦標博士(理事)、唐家成先生(副主席)

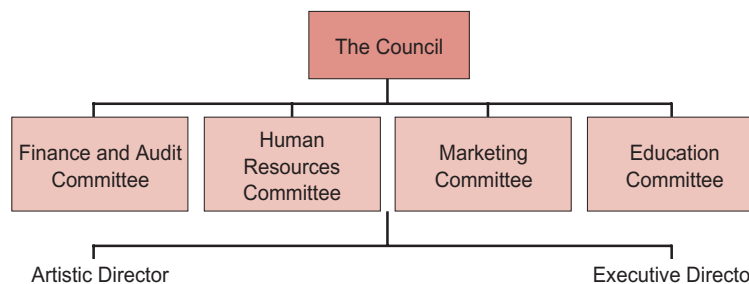


Since its incorporation in 2001, and as a non-profit-distributing organization, the Hong Kong Chinese Orchestra has always been striving to be one of the companies with the best corporate practice. To ensure best corporate practice, disclosure and transparency are essential. We aim to provide ample information for our stakeholders and to account for the utilization of the funds received from the public. We also aim to improve public understanding of the structure, policies and activities of the Orchestra so as to enhance its reputation and respect as a world-class orchestra.

The Council

Council Structure

Management of the Orchestra is overseen by the Council which comprises ten Non-Executive Directors from diverse backgrounds. The two Principal Executives, i.e., the Artistic Director and the Executive Director also participate in Council meetings on a regular basis. All members participate actively in analyzing issues through in-depth and thorough discussions and provide independent professional advice in the furtherance of their duties so as to arrive at a conclusion in the best interests of the Orchestra.



The Council consists of the following members:

	Position	Expiry of Term of Office
Ms Carlye W L Tsui	Chairman	2004
Mr John K P Fan	Vice Chairman	2004
Mr Carlson Tong (Appointed on 11 June 2003)	Vice Chairman	2005
Prof Chan Wing-wah	Hon Secretary	2005
Mr Davie T P Au-yeung (Appointed by Government)	Council Member	2004
Ms Chiu Lai-kuen, Susanna (Appointed by Government)	Council Member	2004
Mr Lai Hin-wing, Henry (Appointed by Government)	Council Member	2004
Mr Wong Tin-yau Kelvin	Council Member	2004
Dr Chan Kam-biu, Joshua (Appointed on 11 June 2003)	Council Member	2005
Mr Ma Kai-loong Tony (Appointed on 11 June 2003)	Council Member	2005

Note: Ms Barbara Fei served the Council as Vice Chairman until 11 June 2003.

Role and Responsibilities of Council

The Council is responsible for overall strategy, implementation and delegation of policy, approval of annual budget and artistic direction, approval of budget for major and special projects or related financial matters like overseas touring projects and the “Hong Kong Drum Festival Opening Rally”, which was part of the Re-launch Hong Kong Project. The Council also monitors the strategic direction, financial status and progress of the Orchestra's subsidiaries: Hong Kong Children Chinese Orchestra Limited, Hong Kong Young Chinese Orchestra Limited and Hong Kong Junior Chinese Orchestra Limited. The Council bears the ultimate responsibility for the management of the Orchestra through close monitoring, strategy formulation, decision making and provision of guidance. Day-to-day operation of the Orchestra is delegated to the Artistic Director and Executive Director jointly.

The Chairman ensures that the Council goes through enlightened and considered decision-making processes. Council Members participate actively in analyzing the subject under discussion, approaching this from various perspectives. Options are carefully examined to assess the potential impact on the numerous stakeholders. The diverse backgrounds of the Council Members ensure that views are expressed and that conclusions balance the interests of all stakeholders. Decisions are made after due diligence in consideration of matters and in exercising rational judgment on the basis of facts and figures, financial and organizational effects, feasibility of each project, the public interest and various alternatives.

Meetings and Attendance of the Council

The Council and Committees have a formal schedule of matters reserved for them and they meet regularly in a pattern ranging from bi-monthly to quarterly during the year. The Principal Executives or Members may request the Council to convene a special meeting in case of emergency or under a special situation, either held in the form of a regular meeting or by circulation in special circumstances.

Except for those meetings convened under emergencies or exceptional cases, Council and Committee meetings are conducted in accordance with the following procedures:

- The Executive Director formulates meeting schedules of the Council and the Committees on a yearly basis and submits such meeting schedules to every participant of the meetings, including representatives of the Leisure and Cultural Services Department (LCSD), six months prior to the first meeting date of the year;
- The Orchestra dispatches a notice of meeting to every participant of the meeting two weeks prior to the meeting date. The notice sets out information such as details of the meeting time, location and agenda;



The Hon Selina Chow and Chairman Carlye Tsui are two of the officials of “Hong Kong Drum Festival Opening Rally”.

擔任「香港鼓樂節開幕式」主禮嘉賓的周梁淑怡與徐麗玲主席。



Council Members participate at “Hong Kong Drum Festival Opening Rally”.

理事參與「香港鼓樂節開幕式」。



The Council 理事會

- Meeting documents are delivered to every participant of the meeting one week prior to the meeting date;
- Minutes of each meeting are sent to every participant of the meeting for review;
- The reviewed and revised minutes of the meeting are put forward at the next meeting for approval.

Frequency of Meetings and Attendance Statistics

	Council	Finance and Audit Committee	Human Resources Committee	Marketing Committee	Education Committee
Number of Meetings Convened (Average attendance / Average number of persons)	11 (84%/8)	5 (92%/4)	5 (80%/4)	2 (88%/4)	4 (80%/3)

Attendance rate % (Number of times)

Ms Carlye W L Tsui	91% (10) [*]	100% (5)	100% (5)	100% (2)	75% (3)
Mr John K P Fan	73% (8)	N/A	60% (3)	N/A	100% (4) [*]
Mr Carlson Tong	64% (7)	100% (5) [*]	N/A	N/A	N/A
Prof Chan Wing-wah	91% (10)	N/A	N/A	N/A	N/A
Mr Davie T P Au-yeung	100% (11)	N/A	100% (5) [*]	100% (2)	N/A
Ms Chiu Lai-kuen Susanna	82% (9)	80% (4)	N/A	50% (1)	N/A
Mr Lai Hin-wing Henry	91% (10)	N/A	60% (3)	N/A	N/A
Mr Wong Tin-yau Kelvin	82% (9)	80% (4)	N/A	100% (2) [*]	100% (4)
Dr Chan Kam-biu Joshua ⁺ (Appointed on 11.6.2003)	86% (6)	100% (3)	N/A	N/A	100% (2)
Mr Ma Kai-loong Tony ⁺ (Appointed on 11.6.2003)	86% (6)	N/A	100% (4)	N/A	N/A
Dr Cham Lai Suk-ching Estella ^{**}	N/A	N/A	N/A	N/A	75% (3)
Mr Yan Huichang Hubert	91% (10)	N/A	100% (5)	100% (2)	75% (3)
Ms Celina M W Chin	100% (11)	100% (5)	100% (5)	100% (2)	100% (4)

Note: Ms Barbara Fei served the Council as Vice Chairman until 11 June 2003.

* Chairman of Council / Sub-committee

** Co-opted Committee Member

+ Attendance is calculated against the number of meetings organized during period of service.



Council meeting 理事會會議



Council Chairman & Council Members perform at Annual Dinner.
理事會主席及理事於周年聚餐演出。



All Council Members attend the Annual Retreat with all staff of the Orchestra.
理事會全體理事與樂團全體職員一同參與周年集思會。



All Council Members and the two Principal Executives toast the staff of the Orchestra at Annual Dinner.
理事會全體理事與兩位總監於周年聚餐向樂團團員祝酒。

Committees of the Council

The Council is organized into four committees in order to monitor the operation of the Orchestra with greater effectiveness. All committees have a formal schedule of matters to address and they meet regularly during the year.

Committee and Composition(Chairman*) Finance and Audit Committee

Mr Carlson Tong*
Ms Carlye W L Tsui
Ms Chiu Lai-kuen, Susanna
Mr Wong Tin-yau, Kelvin
Dr Chan Kam-biu, Joshua
Ms Celina M W Chin (Executive Director)

Scope of Work

Financial performance,
budgetary control,
accounting policies
and internal control

Human Resources Committee

Mr Davie T P Au-yeung*
Ms Carlye W L Tsui
Mr John K P Fan
Mr Lai Hin-wing, Henry
Mr Ma Kai-loong, Tony
Mr Yan Huichang, Hubert (Artistic Director)
Ms Celina M W Chin (Executive Director)

Policies and monitoring :
organization, recruitment,
development,
staff appraisal and
remuneration

Marketing Committee

Mr Wong Tin-yau, Kelvin*
Ms Carlye W L Tsui
Mr Davie T P Au-yeung
Ms Chiu Lai-kuen, Susanna
Mr Yan Huichang, Hubert (Artistic Director)
Ms Celina M W Chin (Executive Director)

Strategies and monitoring :
marketing, sales and
fund-raising

Education Committee

Mr John K P Fan*
Ms Carlye W L Tsui
Mr Wong Tin-yau, Kelvin
Dr Chan Kam-biu, Joshua
Dr Cham Lai Suk Ching, Estella (Co-opted member)
Mr Yan Huichang, Hubert (Artistic Director)
Ms Celina M W Chin (Executive Director)

Formulating promotion
programmes of Chinese
music among schools

Remuneration and Development of the Council and Senior Administration Staff

All non-executive directors of the Council serve the Orchestra on a pro bono publico basis.

The remuneration of senior administration executives is determined by the Council on the same basis as other employees of the Orchestra, in an open contract term. Total staff cost for 2004 amounted to HK\$41.2 million, compared to HK\$40.5 million in 2003.

Remuneration of senior administration executives is analysed as follows:-

	Number of Persons	
	2004	2003
On pro bono publico basis (Council Members)	10	9
Between HK\$300,001 to HK500,000	3	3
Between HK\$500,001 to HK1,000,000	1	1
	<u>14</u>	<u>13</u>

Apart from organizing value-added workshops with selected subjects facilitated by Council Members and Annual Retreats for the Council and all staff, the Council encourages its members to pursue continuing director development. All Council Members and the two Principal Executives are now members of The Hong Kong Institute of Directors, participating from time to time in speaker meetings and training courses of the Institute and all have access to the Institute's guidelines and updates on director practices. The Chairman and one member of the Council, in particular, are frequently engaged in training directors and speaking at forums on corporate governance. The Artistic Director has obtained a Certificate in the Role of Company Directors and the Executive Director has obtained a Professional Diploma in Corporate Governance and Directorship.

Terms of Office

According to the Articles of Association of the Orchestra, the Council consists of no less than six members and no more than 20 members. Two-thirds of the Council are elected by Members of the Company and one-third is appointed by the Government of the HKSAR, the funding body. The term of office of elected Council Members is two years and 50% of the elected Council Members must retire at each AGM with eligibility to be re-elected to allow for turnover and continuity. The term of office of appointed Council Members is one year.

The Council has a nomination process whereby new candidates identified for election to the Council are formally proposed for consideration at a Council meeting, on the basis of the candidate's skill-set, willingness to dedicate time and effort to Council work, team-playing inclination, appreciation and support of the mission of the Company, network and other potential value to be added to the Company. Donation to the Company is not a consideration for appointment to the Council.

Finance and Audit Committee

Role, Function and Independence

The Finance and Audit Committee consists of five Council members. Its main responsibilities are to oversee the financial performance, budgetary control, accounting policies and internal financial control of the Orchestra. The Executive Director presents monthly financial statements to the Committee which takes a completely independent view to enforce an internal control before endorsement.

Attendance at meetings and Composition of the Committee are specified on pages 31 and 32.

Internal Review

- The Finance and Audit Committee exercises strategic internal control of the finance issues of the Orchestra. Key Performance Indicators (KPIs) were introduced this year to enable a better monitoring of the financial performance of the Orchestra. It has also undergone a review of procurement procedures, authority levels and tender procedures. As a recipient of public funding, the Company is subject to internal audit reviews arranged by the LCSD. Two reviews have taken place recently: a study of internal control and procedures by the ICAC and a value-for-money study by the Quality Assurance Section of the LCSD. The Finance and Audit Committee works closely with the management to scrutinize reports from these reviews and take action if necessary.
- Risk Management
To cope with the ever changing environment, it is deemed necessary for the Orchestra to be fully aware of its opportunities and threats. The Committee is thus planning to set up internal audit for the orchestra and identify consultants to perform planning work so as to formulate its strategy towards the acute financial status and other underlying risks.
- Accounting and Procurement Manual
In order to provide clear instructions to the staff about the Orchestra's accounting and procurement procedures, the Orchestra has compiled its first Accounting Manual, consolidating guidelines on various procedures created over the past three years.



Council Members & representatives of Hong Kong Bank Foundation attend the concert of "A Precious Little Baby"
理事與滙豐銀行慈善基金代表出席「家有一寶」音樂會。

Human Resources Committee

Role, Function and Independence

The Committee consists of five Council members and two Principal Executives, i.e. the Artistic Director and the Executive Director. The Committee's role is to formulate policies and monitor organization, recruitment, development, staff appraisal and remuneration. With the two Principal Executives as representatives of members of the Orchestra, the Committee takes an in-depth, all-round but independent view to fulfill its role and function.

Attendance at meetings and Composition of the Committee are specified on pages 31 and 32.

Internal Review

- Staff Development

The Orchestra employs 106 employees, plus project staff employed on contract basis. Employees are remunerated according to the nature of their work, qualifications, experience and market trend. Salary increments are at the sole discretion of the Orchestra in view of individual staff's performance as well as the



Orchestra's financial condition. Due to the current economic downturn and increasing subvention cuts from the LCSD, the Orchestra finds it difficult to reward staff performance in monetary terms. However, the Human Resources Committee introduced policies and measures to encourage artistic and administration staff to make full use of staff development opportunities.

- Human Resources Manual

In order to establish a clear set of guidelines with respect to the Orchestra's human resources policies and procedures, the Orchestra has compiled its first Human Resources Manual, consolidating guidelines on various procedures created over the past three years.

Marketing Committee

Role, Function and Independence

The Committee consists of four Council members and two Principal Executives, i.e. the Artistic Director and the Executive Director. Government funding has been gradually reducing each year. In spite of reduced grants, with a market focus and sensitivity, the Committee formulates policies and marketing strategies to reach new market segments and potential sponsors. HKCO is an identifiable brand in the world of Chinese orchestral music and is a pioneer in many ways to open up new markets. The recording of SACD has set a precedent as the world's first SACD live recording for a full-scale Chinese orchestra.

Attendance at meetings and Composition of the Committee are specified on pages 31 and 32.

Internal Review

- Audience Survey

The Committee carried out an in-depth review of the Report of HKCO Audience Survey conducted by The Hong Kong Polytechnic University. Favorable comments on the branding and activities standard of the Orchestra were received, although it is deemed necessary to keep up our standard and extend our promotion and marketing strategies in a more diversified direction, even with restricted funding.

- Review of Report on Marketing Strategies

A report on the Orchestra's marketing strategies was completed by the Executive Director and submitted for the Committee's review. With extensive experience in their respective fields, members of the Committee have provided valuable and fruitful suggestions for future development. Keeping cost-effective promotion activities as a principle, new strategies on brand building, positioning in the global market and on the 4Ps - product, price, place and promotion were thoroughly discussed in meetings. A meeting with marketing consultants is also planned to formulate and review our marketing strategies.

- Raising Funds

In the new era of the 21st century, all performing arts groups in the world are facing severe competition, not only from the classical arts field, but also from a variety of entertainments and the continuous production of new digital products. Various fund raising activities and projects are planned to develop new audiences and increase the Orchestra's income.



Representatives of Hong Kong Polytechnic University present the findings of the Audience Survey.

香港理工大學代表匯報觀眾意見調查結果。



Hongkong Bank Foundation sponsors the set-up cost of JHKCO.

滙豐銀行慈善基金資助香港兒童中樂團創立經費。

Education Committee

Role, Function and Independence

The promotion of Chinese music among youngsters in schools is a significant issue. The Education Committee was established for strategic planning and formulating promotion programmes of Chinese music among schools. The Committee consists of four Council members, one co-opted member and two Principal Executives, i.e. the Artistic Director and the Executive Director. Dr Cham Lai Suk Ching Estella kindly accepted our invitation to be a Member of the Education Committee, a great honour for the Orchestra. Dr Cham, as Music Advisor of the Orchestra, has worked with the Education Department for many years and has extensive experience in the organization of art education. She is the first co-opted Committee Member of the Orchestra.



Attendance at meetings and Composition of the Committee are specified on pages 31 and 32.

Internal Review

- Chinese Instrument Courses for Schools

The Education Committee has been exercising strategic control on the development of Chinese music promotion activities and Chinese instrument courses among schools and community centres. An audience survey exercise on our outreach activities was carried out to keep us close to the market.

- Meet-the-teacher Sessions

In order to ensure policies and measures meet environmental expectations and standards, a total of four "meet-the-teachers" sessions were organized to communicate with the principals and teachers from both primary and secondary schools. Over 80 representatives from 60 schools participated in the project and the Orchestra has introduced immediate follow-up activities like student guided concerts and the planning of a Gala Chinese music performance for schools.

- Scholarships and Guidelines for Setting Up a Chinese Orchestra

Scholarships and financial assistance were offered to members of the Hong Kong Children Chinese Orchestra and Chinese Instrument Courses during the year to assist talented youngsters with financial difficulties to have a chance to develop their potential. During the year, the Orchestra has compiled guidelines on the setting up of a Chinese Orchestra and Chinese orchestral music environment. The guidelines are distributed free to teachers and have been uploaded on the Orchestra website for international access.

Stakeholders Relations

The Council meets regularly for brainstorming ideas in its review of the existing strategies, as well as to discuss the formulation of future strategies. Representatives from the LCSD attend all Council meetings and offer advice on the running of the Orchestra when necessary. Various communication channels are opened up to all members of the Orchestra, as well as a continuous close dialogue with the representatives of the LCSD. Harmonious working relations are sustained to ensure that different parties work hand in hand for the best interests of the Orchestra. As a non-profit-distributing organization providing service to the people of Hong Kong, public relations are also emphasized by providing adequate and up-to-date information on the activities of the Orchestra in a user-friendly manner.

Regular reports and documents are submitted and published to enhance disclosure on the operation and financial status of the Orchestra. Such reports and documents include:

Overseers	Reports	Frequency
Sponsors and Stakeholders	Annual Report	yearly
LCSD	Funds application Audited financial statements Activities summary Unaudited financial statements	yearly yearly yearly monthly
The Council	Annual financial budget Orchestral season programme plan Unaudited financial statements Concert summary	yearly yearly monthly following every concert
The Public and Audience	Season brochure Posters and leaflets of concerts FoHKCO Newsletter Website E-news	yearly 4 weeks before concert bi-monthly continuous update continuous update

Council Members attend concerts and activities of the Orchestra.
理事出席樂團音樂會及活動。



Mr Wong Tin-yau Kelvin
黃天祐先生



Dr Chan Kam-biu Joshua
陳錦標博士



Mr Carlson Tong
唐家成先生

Other Matters

The Council has established policies for contribution to Corporate Social Responsibilities by the Orchestra, which are translated into the following practices:-

- Programmes in fulfillment of corporate citizenship, eg regular outreach free concerts to schools, rehabilitation centres, hospitals and elderly centres. A participation in Relaunch Hong Kong with “Hong Kong Drum Festival” and the musical “Sweet and Sour Hong Kong”.
- Environmental-friendly office practices and encouragement of environmental protection through delivery of messages in concert programmes for children.
- Provision of equal opportunities in recruitment and career advancement.
- Compliance with privacy of personal data in the handling of marketing and staff databases, as stipulated by law.
- Controls to ensure fair tendering procedures, provision of anti-corruption guidelines for all staff and a two-tier system for the declaration of interests by Council Members and staff.



The Hon Tung Chee-hwa considers the Hong Kong Chinese Orchestra to be “the pride of Hong Kong”. 董特首於演出後表示「香港中樂團是香港人的驕傲」。



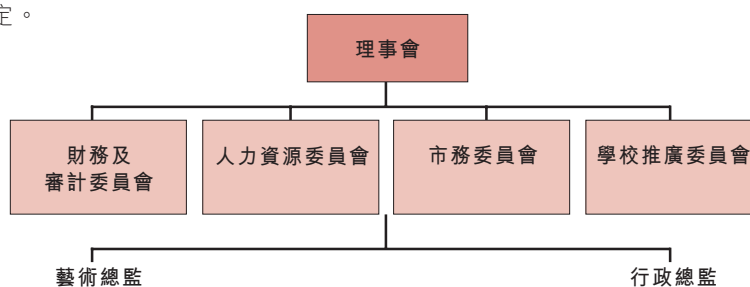
The Orchestra at the Natural History Museum in London as the “Cultural Ambassador of Hong Kong”. 樂團擔任「香港音樂文化大使」於倫敦歷史博物館演出。

自 2001 年公司化以來，作為非分配利潤組織的香港中樂團一直致力爭取成為擁有最佳常規的公司之一。披露和透明度是確保最佳管治的要素。為此，我們著意為權益相關者提供充分的資訊，解釋從公眾所得資助的運用，加深公眾對樂團結構、政策和活動的認識，藉以提升樂團作為世界級樂團的聲譽和地位。

理事會

理事會架構

理事會是由十位來自不同背景的非執行理事和兩位總監(即藝術總監和行政總監)組成，負責監察樂團的管理。理事會所有成員均積極參與分析問題，經過深入透徹的討論，提出獨立的專業意見，最後作出為樂團最佳利益的決定。



樂團理事會之成員為：

	職銜	任期屆滿
徐尉玲女士	主席	2004年
范錦平先生	副主席	2004年
唐家成先生(2003年6月11日獲選副主席)	副主席	2005年
陳永華教授	義務秘書	2005年
歐陽贊邦先生(政府委任)	理事	2004年
趙麗娟女士(政府委任)	理事	2004年
賴顯榮律師(政府委任)	理事	2004年
黃天祐先生	理事	2004年
陳錦標博士(2003年6月11日獲選理事)	理事	2005年
馬啟濃先生(2003年6月11日獲選理事)	理事	2005年

註：費明儀副主席於 2003 年 6 月 11 日卸任。

理事會的職能和責任

理事會負責制訂整體策略、推行和委任政策、批核每年財政預算和音樂路向、批核特別及重要項目的財政預算，並負責一切有關財務的事宜，如為海外巡迴演出和「重整香港經濟」活動之一的「香港鼓樂節」籌措資金。同時，理事會負責監察樂團的附屬公司，包括香港兒童中樂團有限公司、香港青少年中樂團有限公司和香港少年中樂團有限公司的策略方向、財務狀況及發展進程。理事會透過緊密監察、制訂政策、決策和提供指引管理樂團，對樂團的管理負有最終的責任。然日常業務的管理則交由藝術總監和行政總監負責。

理事會主席確保理事會決策過程開明而周全。理事積極分析研討事項，從多角度深入研究，繼而再審核各方案對權益相關者的潛在影響。理事來自不同背景，有效確保理事作出均衡的意見，以及平衡所有權益相關者利益的結論。經過詳盡的研究，理事基於事實和數據、對財務和組織的影響、項目可行性、公眾利益以及其他可選方案而作出合理的決策。

會議次數及會議出席率

理事會及其轄下之委員會均作定期之聚集議事，一般為每兩月一次至每季度一次。在緊急或特別的情況下，總監會請示理事會要求召開或以定期會議方式、或以傳閱方式進行的特別會議。

除一些緊急召開的會議及特別情況外，理事會及各委員會的會議按以下程序進行：

- 行政總監每年制訂理事會及各委員會的會議時間表，並於首次會議的六個月前把會議時間表送交各與會人士，包括康樂及文化事務署之代表；
- 於會議的兩星期前，樂團會發出會議通知予各與會人士，內容包括詳細的會議時間、地點及議程等資料；
- 會議文件於會議的一星期前送交各與會人士審閱及準備會議；
- 會議完畢後，樂團會撮寫會議記錄，並送交各與會人士審閱；
- 經審閱及修訂後的會議記錄於下一次會議上通過。

會議次數及出席數據

	理事會	財務及 審計委員會	人力資源 委員會	市務 委員會	學校推廣 委員會
會議舉行次數 (平均出席率/ 平均出席人數)	11 (84%/8)	5 (92%/4)	5 (80%/4)	2 (88%/4)	4 (80%/3)
出席率 % (出席次數)					
徐尉玲女士	*91% (10)	100% (5)	100% (5)	100% (2)	75% (3)
范錦平先生	73% (8)	不適用	60%(3)	不適用	*100% (4)
唐家成先生 (2003年6月11日 獲選副主席)	64%(7)	*100% (5)	不適用	不適用	不適用
陳永華教授	91% (10)	不適用	不適用	不適用	不適用
歐陽贊邦先生	100% (11)	不適用	100% (5)	100% (2)	不適用
趙麗娟女士	82%(9)	80%(4)	不適用	50% (1)	不適用
賴顯榮律師	91% (10)	不適用	60% (3)	不適用	不適用
黃天祐先生	82%(9)	80%(4)	不適用	*100% (2)	100% (4)
陳錦標博士 ⁺ (2003年6月11日 獲選理事)	86% (6)	100% (3)	不適用	不適用	100% (2)
馬欣濃先生 ⁺ (2003年6月11日 獲選理事)	86% (6)	不適用	100% (4)	不適用	不適用
湛黎淑貞博士 ^{**}	不適用	不適用	不適用	不適用	75% (3)
閻惠昌先生	91% (10)	不適用	100% (5)	100% (2)	75% (3)
錢敬華女士	100% (11)	100% (5)	100% (5)	100% (2)	100% (4)

註：費明儀副主席於2003年6月11日卸任。

* 理事會/委員會主席

** 增選委員

+ 出席率乃根據在任期間的會議次數而計算。



Dr The Hon Patrick Ho Chi-ping officiates at the Opening Rally of "Hong Kong Drum Festival".
何志平局長為「香港鼓樂節」揭開序幕。



The Hon Timothy Fok hits the largest gong.
霍震霆議員敲響最大的銅鑼。



Mr John Fan and Prof Chan Wing-wah at "Hong Kong Drum Festival Opening Rally".
范錦平先生及陳永華教授於「香港鼓樂節開幕式」。



Council Member Mr Henry Lai officiates at the "Chinese Percussion Instruments" Special Stamps Issue Date Ceremony.
理事賴顯榮律師主持「中國敲擊樂器」郵票的特別郵戳蓋印儀式。

理事會轄下委員會

理事會轄下設立四個委員會，目的是能更有效監察樂團的運作。年內，所有委員會均定期作聚集議事，商討表定事項。

委員會及委員會成員名單 (主席*)

財務及審計委員會

唐家成先生*
徐尉玲女士
趙麗娟女士
黃天祐先生
陳錦標博士
錢敏華女士 (行政總監)

工作範圍

財務表現、預算監控、會計政策、內部管治程序

人力資源委員會

歐陽贊邦先生*
徐尉玲女士
范錦平先生
賴顯榮律師
馬啟濃先生
閻惠昌先生 (藝術總監)
錢敏華女士 (行政總監)

制訂政策及監察：組織、招聘；培訓、工作表現評估制度、薪酬

市務委員會

黃天祐先生*
徐尉玲女士
歐陽贊邦先生
趙麗娟女士
閻惠昌先生 (藝術總監)
錢敏華女士 (行政總監)

制訂策略及監察：市務、售票、籌款

學校推廣教育委員會

范錦平先生*
徐尉玲女士
黃天祐先生
陳錦標博士
湛黎淑貞博士 (當然委員)
閻惠昌先生 (藝術總監)
錢敏華女士 (行政總監)

制訂向學校推廣中樂之計劃

理事會及高級行政人員的薪酬和培訓

所有理事會的非執行理事均是義務為樂團服務，並無酬金。

高級行政人員的酬金是由理事會決定，一如樂團的其他僱員，以公開合約形式為基礎。2004年的員工薪酬總支出合計為港幣四千一百二十萬元，2003年則為四千零五十萬元。

高級行政人員的薪酬分析如下：

	人數	
	2004	2003
義務無酬（理事）	10	9
港幣 300,001 元至港幣 500,000 元	3	3
港幣 500,001 元至港幣 1,000,000 元	1	1
	<u>14</u>	<u>13</u>

理事會不時舉辦增值工作坊及集思會，並就特定主題擔任主持，除此之外亦鼓勵理事實行董事持續專業發展。現時，所有理事和兩位總監均為香港董事學會的會員。他們經常參加香港董事學會舉辦的董事培訓活動，並在公司管治論壇上演講。藝術總監已取得「公司董事職能證書」，而行政總監則取得「公司管治及董事專業文憑」。

任期

根據樂團的公司章程，理事會的成員人數不得少於六位，也不能超過20位，當中三分之二為選任理事，三分之一為政府委任理事。選任理事的任期為兩年。半數選任理事須於每次週年大會卸任，惟可候選連任，從而允許新舊交替的同時，也得以保持一定的連貫性。委任理事的任期為一年。

理事會有一提名程序。過程中，新的理事會選舉候選人名單會正式提交到理事會會議進行商討。理事會根據候選人的技能、願意投入時間和精力參與理事會工作的程度、團隊精神、對公司使命的正確認識和支持，以及其人際網絡和其他對公司潛在的貢獻作為選拔準則。捐款予本公司並不列入為理事會委任的考慮因素。

財務及審計委員會

職能、功能和獨立性

財務及審計委員會由五位理事組成。理事主要的責任是監察樂團的財務表現、預算、會計政策和內部管制程序。總監於會議上向委員會呈交每月財務報表。委員會從獨立的角度檢閱報表，執行內部監察後，方才會接納有關的財務報表。

委員會的成員名單、委員會會議舉辦次數和出席率列載於第31至32頁中。

Council Members attend concerts and activities of the Orchestra.

理事出席樂團音樂會及活動。



Mr Ma Kai-loong, Tony
馬啟濃先生



Mr Davie T P Au-yeung
歐陽贊邦先生



Ms Chiu Lai-kuen, Susanna
趙麗娟女士

內部檢討

- 財務及審計委員會就樂團的財務事宜不斷執行內部策略性監察。在過去年度內，委員會每月計算績效指標，並顯示指標趨勢，使更深入全面披露樂團的財務狀況。此外，委員會也就採購程序、權限和招標程序作出檢討。作為接受公共資助的機構，本公司須接受由康樂及文化事務署安排的內部審計覆核。近期舉行的覆核有二：其一為廉政公署執行的內部監控和內部程序調查；其二為由康樂及文化事務署服務質素檢定科執行的公平價值調查。財務及審計委員會與管理層緊密合作，檢閱覆核報告，並在有需要的情況下採取適當的行動。
- 危機管理
為了應付瞬息萬變的環境，樂團應充分了解周遭的機會和威脅。委員會於是計劃為樂團成立內部審計，物色顧問執行籌劃工作，制訂應付財政困難和其他潛伏危機的對策。
- 會計及採購手冊
為了就樂團的會計及採購程序提供清晰的指引，樂團於過去的年度綜合了過往三年就多種程序發出的指引，編製成首本會計手冊。

人力資源委員會

職能、功能和獨立性

委員會由五位理事和兩位總監(即藝術總監及行政總監)組成。委員會負責制訂政策和監察、招聘、培訓、工作表現評估制度和釐定薪酬。兩位總監(即藝術總監和行政總監)參與委員會，作為團員的代表，故委員會能更深入、更全面履行其職能和責任，同時又不失其獨立性。

委員會的成員名單、委員會會議舉辦次數和出席率列載於第 31 至 32 頁。

內部檢討

- 職員培訓
樂團聘任106名僱員，包括以合約形式聘用的項目職員。僱員的薪酬按工作性質、資歷和市場趨勢釐定。薪酬加幅則由理事會按職員的表現和樂團的財務狀況酌情決定。由於近來經濟不景，加上康樂及文化事務署進一步削減資助，樂團實難於從金錢上反映職員的表現。然而人力資源委員會推出了多項政策和措施，鼓勵藝術部和行政部的職員充分掌握職員培訓機會，提升自我能力。
- 人力資源手冊
為了就樂團的人力資源政策和程序提供清晰的指引，樂團於過去的年度綜合了過往三年就多種程序發出的指引，編製成首本人力資源手冊。



Annual Retreat
集思會

市務委員會

職能、功能和獨立性

市務委員會由四位理事和兩位總監（即行政總監和藝術總監）組成。政府的資助每年遞減，縱然如此，委員會憑藉明確的市場焦點和敏銳的市場觸角，制訂了全新的政策和市務策略，結果成功滲入新的市場領域，尋獲新贊助人。中樂團是中樂世界中的一個獨特品牌，在多方面均是開拓新市場的先驅，如樂團錄製了全球首隻的大型中樂團音樂會 SACD 現場錄音，實屬破天荒之舉。

委員會的成員名單、委員會會議舉辦次數和出席率列載於本報告的第 31 至 32 頁。

內部檢討

- 觀眾意見調查

委員會就香港理工大學提供的香港中樂團觀眾意見調查進行深入討論和檢討。縱然一般受訪者對樂團的品牌和活動水準均予以好評，但樂團仍須保持水準，即使資源有限，也應進一步深入推廣，制訂並推行多元推廣策略。

- 市務推廣策略檢討報告

行政總監完成樂團市務推廣策略檢討報告後，呈交予委員會進行檢核。委員會委員為各界精英，在其範疇的知識非常豐富，為市務推廣的未來發展提供珍貴而具成效的建議。除持續籌辦富成本效益的推廣活動外，委員會亦就品牌建立、世界市場定位、產品、價錢、地點和推廣制訂新策略，並於會議上詳盡探討。委員會已計劃安排與市務顧問會面，檢討現有方案及制訂新的市務策略。

- 籌款

在 21 世紀，全球的表演藝術團體均面對激烈的競爭，競爭不單來自傳統藝術範疇，其他娛樂項目和持續推出的新數碼產品亦加入了競爭的行列。樂團已計劃多項籌款活動和項目，以開拓觀眾層面，增加樂團收入。

學校推廣計劃委員會

職能、功能和獨立性

向青少年推廣中樂將變得非常重要。有見及此，樂團成立學校推廣計劃委員會，負責制訂向學校推廣中樂之計劃。委員會由四位理事、一位當然委員和兩位總監（即藝術總監及行政總監）組成。湛黎淑貞博士接受樂團的邀請，擔任學校推廣計劃委員會的委員，實屬本會的榮幸。作為樂團音樂顧問的湛博士為教育署工作多年，藝術教育的經驗非常豐富。她是樂團的首位增選委員。

委員會的成員名單、委員會會議舉辦次數和出席率列載於第 31 至 32 頁。

內部檢討

- 於學校開辦樂器訓練班

學校推廣計劃委員會就中樂推廣活動及學校、社區中心樂器班施行策略性監察，並就外展活動進行觀眾意見調查，使樂團得以緊貼市場。

- 「會唔老師」

為了確保推行的政策和措施符合社會期望及標準，樂團舉行共四次名為「會唔老師」的聚會，提供機會讓樂團和各中小學校長及老師互相溝通。共 60 間學校超過 80 名代表參與此項目。樂團亦隨即舉辦跟進活動如學生導賞音樂會，及協助學校籌劃中樂表演日。



Chinese Instrument Courses
樂器班

- 《中樂團成立手冊》及獎學金

樂團於過去的年度內為香港兒童中樂團和樂器班提供獎學金和資助，協助有經濟困難、卻又甚具音樂天分的青少年發展潛能。樂團更就中樂團的成立和中國管弦樂情況編製了一本指引。指引免費派發予學校老師，亦上載於樂團的網頁，供全球閱覽。



Outreach concert at a school.
學校巡迴演出。

與權益相關者的關係

理事會定期會面，就現行的策略和表現謀求新意念，並商討未來策略。康樂及文化事務署代表會列席於所有理事會會議，從旁觀察樂團的運作。與此同時，樂團積極開拓多種溝通渠道予樂團全體職員。我們致力維持和諧的工作關係，使不同工作範疇的人員能攜手合作，為樂團取得最佳利益。作為為香港民眾提供服務的非分配利潤組織，樂團也非常注重與公眾的關係。樂團透過簡便的方法為公眾提供充足的最新活動資訊，以加強與公眾的關係。



Concert in Xian.
西安演出。



A group photo : Ms Annisa Wong (Director of LCSD), Ms SK Choi (Deputy Director of LCSD), Council Chairman, Council Members and members of the Orchestra at "Capering Notes" concert.

康樂及文化事務署署長王倩儀及副署長蔡淑娟，理事會主席及理事欣賞「躍動的音符」音樂會後與演出團員合照。



"Majestic Drums II" interval reception.
「鼓王群英會 II」中場酒會。

樂團定期發表報告和相關文獻，藉以增加有關營運和財務狀況的披露，當中包括：

監察者	報告	發表頻率
贊助人及權益相關者	年報	每年
康樂及文化事務署	撥款申請 經審核財務報表 活動總結 未經審核財務報表	每年 每年 每年 每月
理事會	年度財政預算 樂季節目構思 未經審核財務報表 音樂會總結	每年 每年 每月 每場音樂會後
公眾及觀眾	樂季小冊子 音樂會海報及宣傳單張 摯友營 網頁 電子通訊	每年 音樂會前四星期 每兩月 不斷更新 不斷更新

其他事項

理事會設立政策，讓樂團履行「企業社會責任」，透過下列業務常規以體現：-

- 於節目上實現「企業公民」之責，例如：為學校、康復中心、醫院、老人院等提供定期免費外展演出；主辦「香港鼓樂節」及音樂劇「酸酸甜甜香港地」以響應「香港重整經濟活動」。
- 於日常辦公室中實行環保，又於「親親子女」系列音樂會中，傳遞訊息以鼓勵環保。
- 於招聘及普升程序中，奉行平等機會原則。
- 於處理市務及職員資料庫時，依據法例保護個人資料的私隱。
- 成立監控制度確保執行公平採購，頒發防止貪污指引予全體職員，釐定理事會成員及全體職員必須遵守之兩層利益申報機制。



Council Chairman and Members, Music Advisor, soloist and composers at "Global Chinese Composers in Concert - Opening Concert of 2003 Chinese Composers' Festival".
理事會主席及理事、音樂顧問、獨奏家和作曲家攝於「華人音樂璀璨光華 - 2003年華人作曲家音樂節開幕音樂會」。

BRIEF BIODATA OF COUNCIL MEMBERS AND PRINCIPAL EXECUTIVES

理事會及總監簡介



Ms Carlye W L Tsui, BBS, MBE, JP
Chairman

徐尉玲太平紳士 BBS MBE
主席

An Economics graduate of the University of Hong Kong; Fellow, The Hong Kong Institute of Directors, Hong Kong Institution of Engineers and The British Computer Society; Chartered Information Technology Professional; holder of "Professional Diploma in Corporate Governance and Directorship" and "Professional Diploma in SME Directorship"; Hon Fellow, Hong Kong Association for Computer Education; Chief Executive Officer, The Hong Kong Institute of Directors; Member, Wan Chai District Council, Broadcasting Authority, Council for AIDS Trust Fund, SME Committee and Board of Chung Ying Theatre Company; former Urban Councillor and Provisional Urban Councillor; awardee of Ten Outstanding Young Persons 1981 and IT Achiever of the Year 1992.

香港大學經濟系文學士，香港董事學會、香港工程師學會及英國電腦學會資深會員，特許資訊科技專業人士，「公司管治及董事專業文憑」及「中小企董事專業文憑」持有人；香港電腦教育學會榮譽資深會員；香港董事學會行政總裁；灣仔區議會議員，香港廣播事務管理局成員，愛滋病信託基金委員會、中小企委員會委員和中英劇團有限公司董事局成員，前市政局及臨時市政局議員；1981年「十大傑出青年」得獎者及1992年香港傑出資訊科技成就人士。



Mr Fan Kam-ping, BBS, JP
Vice Chairman

范錦平 太平紳士, BBS
副主席

Secondary school Principal; Member, Hong Kong Sports Development Council; Member, Board of Directors, Provisional Hong Kong Sports Distribute Company Limited; Chairman, Hong Kong Subsidized Secondary Schools Council (1994-1998); Chairman of Board, Hong Kong Schools Sports Federation (1998-2000); Hon Secretary, Shamshuipo Arts Association; Member, The Hong Kong Institute of Directors; Chairman, Students Sports Activities Sub-committee; Vice-chairman, Community Sports Committee (HAB); former Urban Councillor and District Board Member.

中學校長；香港康體發展局董事局成員；香港體育學院董事局成員；香港津貼中學議會前主席(1994-1998)；香港學界體育聯會前主席；深水埗文藝協會義務秘書；香港董事學會會員；學生體育活動統籌小組委員會主席；社區體育活動委員會副主席；前市政局及區議會議員。



Mr Carlson Tong
Vice Chairman

(Appointed on 11 June 2003)

唐家成先生
副主席

(2003年6月11日獲選副主席)

Partner, KPMG, Certified Public Accountants; Council Member, Hong Kong Society of Accountants; Member, The Hong Kong Institute of Directors; Member, Listing Committees, The Stock Exchange of Hong Kong Limited; Member, Takeovers & Mergers Panel, Takeovers Appeal Committee, Listing Committee and Dual Filing Advisory Committee, Securities and Futures Commission; Member, Corporate Management Committee, Sports Development Board.

畢馬威會計師事務所合夥人；香港會計師公會理事會會員；香港董事學會會員；香港交易所上市委員會會員；證券及期貨事務監察委員會內收購及合併委員會會員；收購上訴委員會會員及雙重存檔事宜顧問委員會會員；香港康體發展局政務委員成員。



Prof Chan Wing-wah, JP
Honorary Secretary
陳永華教授太平紳士
義務秘書

Chairman of Music Department, Associate Dean of Faculty of Arts, The Chinese University of Hong Kong; Chairman, Board of Trustees, Hong Kong Jockey Club Music and Dance Fund; Chairman, The Composers and Authors Society of Hong Kong; Chairman, Hong Kong Composers' Guild; Chairman, Arts Promotion Committee, Arts Development Council; Chairman, Artistic Advisory Committee of the Hong Kong Philharmonic Orchestra; awardee of Ten Outstanding Young Persons 1992.

香港中文大學音樂系系主任及文學院副院長；香港賽馬會音樂及舞蹈基金會主席；香港作曲家及作詞家協會主席；香港作曲家聯會主席；香港藝術發展局藝術推廣委員會主席；香港管弦樂團藝術委員會主席；1992年度「十大傑出青年」得獎者。



Mr Davie AU YEUNG Tsan-pong
Member
(Appointed by Government)
歐陽贊邦先生
理事 (政府委任)

Fellow, The Hong Kong Institute of Directors; Treasurer and Council Member, Hong Kong Committee for UNICEF, United Nations Children's Fund; Executive Committee Member, The Hong Kong Anti-Cancer Society; Non Executive Director, Wah Nam International Holdings Limited; Director, Chung Ying Theatre Company (HK) Limited; Independent Non-executive Director, Yip's Chemical Holdings Limited.

香港董事學會資深會員；聯合國兒童基金會香港委員會司庫及委員；香港防癌會執行委員會委員；華南投資控股有限公司非執行董事；中英劇團有限公司董事局成員；葉氏化工集團有限公司獨立非執行董事。



Ms Chiu Lai -kuen, Susanna
Member
(Appointed by Government)
趙麗娟女士
理事 (政府委任)

Senior Vice President, DVN (Holdings) Ltd; Council Member, The Hong Kong Society of Accountants; President, Information Systems Audit and Control Association (HK Chapter); Council Member, the Overseas Chinese Institute of CPA Members Association Limited; Member, The Hong Kong Institute of Directors; Awardee of the Ten Chinese Women of Achievement in the UK in 1991.

天地數碼(控股)有限公司高級副總裁；香港會計師公會理事；國際資訊系統審計協會(香港分會)主席；海外中國註冊會計師協會會員協進會理事；香港董事學會會員；1991年獲頒全英「十大傑出華裔女性」。



Mr Lai Hin-wing, Henry
Member
(Appointed by Government)
賴顯榮律師
理事 (政府委任)

Partner, P C Woo & Co; Notary Public; China-Appointed Attesting Officer; admitted as a solicitor in Hong Kong, England and Wales and the state of Victoria, Australia; Member, The Hong Kong Institute of Directors; Member, Solicitors Disciplinary Tribunal; Member, the Consent Committee of The Law Society of Hong Kong; practising in the legal field for more than 20 years; Director, Ebenezer School and Home for the Visually Impaired; Supervisor, Lock Tao Secondary School; honorary legal adviser to Hong Kong Juvenile Diabetes Association Limited; Member, Tseung Kwan O Hospital Governing Committee; Independent Non-executive Director of listed companies in Hong Kong.

胡百全律師事務所合夥人；香港國際公證人；中國委托公證人；香港註冊律師；英國及澳大利亞維多利亞省最高法院註冊律師；香港董事學會會員；香港律師紀律審裁組委員；香港律師會批准委員會委員；在法律界執業超過20年；香港心光盲人院暨學校董事；香港樂道中學校監；香港兒童糖尿協會有限公司義務法律顧問；將軍澳醫院管治委員會委員；香港多間上市公司獨立非執行董事。



Mr Wong Tin-yau, Kelvin
Member

黃天祐先生
理事

Deputy Managing Director, Cosco Pacific Limited; Deputy Chairman, The Hong Kong Institute of Directors; Chinese music enthusiast and a member of the Friends of the Hong Kong Chinese Orchestra; one of the performers of the outdoor concert entitled "Music from a Thousand Strings" organized by Hong Kong Chinese Orchestra at the Hong Kong Cultural Centre Piazza on 11 February 2001, which resulted in the Guinness World Record.

中遠太平洋有限公司董事副總經理；香港董事學會副主席；熱愛中樂，為香港中樂團摯友會成員；曾參與2001年2月11日由香港中樂團於香港文化中心廣場所舉辦的「千弦齊鳴」戶外音樂會演出，該次音樂會後來獲納入健力士紀錄大全。



Dr Chan Kam-biu, Joshua
Member

(Appointed on 11 June 2003)
陳錦標博士
理事
(2003年6月11日獲選理事)

Prolific Hong Kong composer with over 150 compositions and arrangements written for various media in diversified styles. Associate Professor, University of Hong Kong where he teaches composition and electronic music. Music Advisor, Leisure and Cultural Services Department. Former Assessor, Hong Kong Arts Development Council and Hong Kong Quality Education Fund.

香港多產作曲家，為多類媒體創作及改編不同風格的作品達150多首；香港大學副教授、任教作曲及電子音樂；香港康樂及文化事務處音樂顧問；曾擔任香港藝術發展局及香港優質教育基金評審員。



Mr Ma Kai-loong, Tony
Member

(Appointed on 11 June 2003)
馬啟濃先生
理事
(2003年6月11日獲選理事)

Arts and culture administrator with Government for 29 years, having been in charge of cultural presentations, performance venues, performing companies, museums and libraries. Last position: Assistant Director (Heritage & Museums), Leisure and Cultural Services Department.

藝術文化行政人員，在政府服務達29年，先後主理文化表演、表演場地及藝團、博物館及圖書館等；離任前為康樂及文化事務署助理署長(文化及博物館)。



Ms Barbara Fei, BBS
Vice Chairman
(until 11 June 2003)

費明儀女士
副主席
(2003年6月11日卸任理事)

An outstanding figure in the local music circle; Music Director and Conductor, Allegro Singers; Chairman, Hong Kong Association of Choral Societies Ltd; Honorary Research Fellow, the Centre for Asian Studies of University of Hong Kong; Vice Chairman, Hong Kong Culture Association; Chairman, Hong Kong Ethnomusicology Society; Principal, Hong Kong Music Institute; Chairman, Music Committee of the Arts Development Council.

本港音樂界知名人士；明儀合唱團音樂總監及指揮；香港合唱團協會主席；香港大學亞洲研究中心名譽研究院士；香港各界文化促進會副會長；香港民族音樂學會會長；香港音樂專科學校校長；香港藝術發展局音樂小組委員會主席。



Mr Yan Huichang Hubert BBS
Artistic Director/
Principal Conductor
閻惠昌先生 BBS
藝術總監 / 首席指揮

Graduate of the Shanghai Conservatory of Music with a Bachelor's Degree with distinction after receiving five years of professional training in Chinese music conducting; conferred the title of National Class One Conductor at the First Professional Appraisal of China in 1987; appointed Music Director of Hong Kong Chinese Orchestra in 1997 after having worked with professional Chinese orchestras as conductor, in Beijing, Shanghai, Taiwan and Singapore; worked in music of other genres in addition to playing an active role in the Chinese music scene; awardee of the Cultural Medallion (Music) of the National Arts Council of Singapore in September 2001, the Gold Prize for World Academic Contribution, the Gold Statue Prize for Achievements of World Cultural Celebrities and the Gold Prize for The Famous Figures Works Exhibition of the Arts Circles in China in October 2001; achievements documented in The Famous Figures of the Contemporary Arts Circles in China; awardee of the Bronze Bauhinia Star (BBS) by the Government of the HKSAR in 2004; Member, The Hong Kong Institute of Directors.

在接受五年大學正規中樂指揮教育後，以優異成績畢業於上海音樂學院；1987年獲中國首屆專業評級授予國家一級指揮之榮譽；曾先後指揮過北京、上海、台灣、新加坡所有專業國樂團，並於1997年應邀出任香港中樂團音樂總監；除了活躍於中樂舞台之外，亦有涉足交響樂團的指揮；2001年9月，獲新加坡政府頒發2001年文化獎；獲世界學術貢獻獎評審委員會頒發「金獎」；2001年10月獲世界文化名人成就金獎評委會頒發「金像獎」、中國國際名人研究院評審委員會頒發「中國藝術界名人作品展示會金鼎獎」；成就同時獲列入《中國當代藝術界名人錄》；2004年獲香港特別行政區行政長官頒授銅紫荊星章；香港董事學會會員。

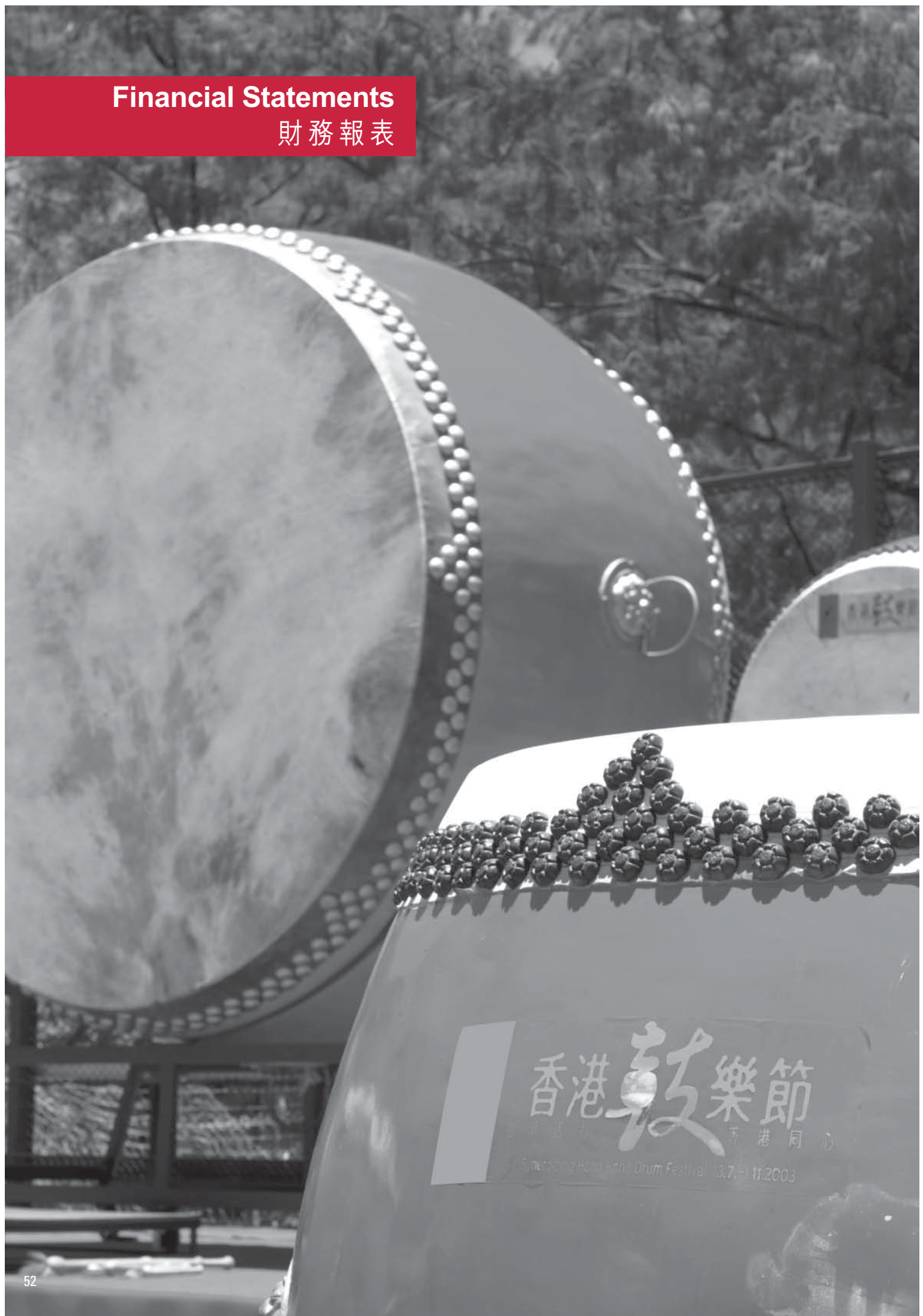


Ms Chin Man-wah Celina
Executive Director
錢敏華女士
行政總監

Member, The Hong Kong Institute of Directors; graduate of a Professional Programme in Arts Administration organized by UCLA and former USD, holder of The Hong Kong Institute of Directors Diploma in Company Direction and Professional Diploma in Corporate Governance & Directorship; recipient of Commendation for High Degree of Vigilance from the Director of Immigration in 1985; joined the Cultural Services Section of the former Urban Services Department in 1989 and since then has worked in offices serving the Hong Kong Repertory Theatre, Festivals of Asian Arts, Chinese Music Festival, Hong Kong International Film Festival, Hong Kong International Arts Carnival and Hong Kong Chinese Orchestra; appointed the first Executive Director of Hong Kong Chinese Orchestra Limited; rich experience in many aspects of arts administration including human resources, programme management, publications, organization of festivals and competitions, international conferences and productions of various scales, including two Guinness Record events: a mass performance of Music from a Thousand Strings (2001) and another mass performance on drums, *And The Earth Shall Move*, which was part of the Hong Kong Drum Festival 2003.

香港董事學會會員；完成美國加州洛杉磯大學和前市政事務署聯辦的專業藝術行政訓練課程；公司董事文憑及公司管治專業文憑持有人；於1985年在職期間，獲人民入境事務署署長頒發高度警備嘉許；1989年加入前市政事務署，自此以後為香港話劇團、亞洲藝術節、中國音樂節、香港國際電影節、國際綜藝合家歡和香港中樂團服務，並於2001年香港中樂團公司化後獲理事會委任為首任行政總監；從事多方面藝術行政工作，包括人力資源管理、節目統籌、刊物出版、藝術節籌劃、國際會議及比賽籌辦和各大小型活動製作，其中包括由香港中樂團所舉辦的「香港胡琴節之千弦齊鳴」（2001年）及「香港鼓樂節之雷霆萬鈞」（2003年），該兩項活動後來獲納入健力士紀錄大全。

Financial Statements
財務報表



REPORT OF THE COUNCIL MEMBERS

The Council Members present their report and the audited financial statements of the Company and the Group for the year ended 31 March 2004.

Principal activities

With effect from 1 April 2001, the Company took over from the Leisure and Cultural Services Department of the Government of the HKSAR the running of the Hong Kong Chinese Orchestra.

The Hong Kong Chinese Orchestra is the only professional Chinese orchestra in Hong Kong and one of the largest and most renowned of its type in the world. The Group and the Company present symphonic music based on traditional folk repertoires and full-scale contemporary compositions. The principal activities of the Group and the Company consist of providing Chinese music programmes of different styles to blend the diverse artistic expressions and techniques of today with the traditional culture of China in interpretation of metropolitan life, as well as rendering promotion, education, research and development of traditional and modern Chinese music. There were no significant changes in the nature of the Group's principal activities during the year.

Results

The Group's surplus for the year ended 31 March 2004 and the state of affairs of the Company and the Group at that date are set out in the financial statements on pages 59 to 75.

Council

The Council Members of the Company during the year were:

Ms Tsui Wai Ling, Carlye	Chairman
Mr Fan Kam Ping, John	Vice Chairman
Mr Tong Carlson	(appointed as Vice Chairman on 11 June 2003)
Prof Chan Wing-wah	Hon Secretary
Mr Wong Tin Yau, Kelvin	
Mr Au-yeung Tsan Pong, Davie	
Ms Chiu Lai Kuen, Susanna	
Mr Lai Hin Wing, Henry	
Dr Chan Kam Biu, Joshua	(appointed on 11 June 2003)
Mr Ma Kai Loong, Tony	(appointed on 11 June 2003)
Mrs Coe Barbara (Barbara Fei)	(resigned on 11 June 2003)

In accordance with article 50 of the Company's articles of association, the Chairman and Vice-Chairmen will retire from their respective offices and shall be eligible for re-election at the forthcoming Annual General Meeting.

Council Members' interests

At no time during the year was the Company and its subsidiaries a party to any arrangements to enable the Company's Council Members to acquire benefits by means of the acquisition of debentures of the Company or any other body corporate.

理事會報告

理事會同寅欣然呈交截至 2004 年 3 月 31 日止年度之理事會報告及經審核財務報表，以供閱覽。

主要業務

由 2001 年 4 月 1 日起，本公司正式繼香港特別行政區政府康樂及文化事務署接管香港中樂團。

香港中樂團是香港唯一的專業中樂團，也是世界上最大規模的中樂團之一，演出的樂曲包括傳統民族音樂及近代大型交響性作品。本集團及公司的主要業務包括提供不同類型的中樂節目，結合當代多種不同藝術表現手法與傳統文化，演繹大都會的生活，以及積極宣傳推廣、教育、研究、發展傳統和現代中國音樂。本年度集團的主要業務性質並沒重大轉變。

業績

截至 2004 年 3 月 31 日止，本集團及公司的盈餘及資產負債表載於本年報之第 59 頁至第 75 頁。

理事會

報告年內，理事會成員如下：

徐尉玲女士	主席
范錦平先生	副主席
唐家成先生	2003 年 6 月 11 日獲選副主席
陳永華教授	義務秘書
黃天祐先生	
歐陽贊邦先生	
趙麗娟女士	
賴顯榮律師	
陳錦標先生	2003 年 6 月 11 日獲選理事
馬啟濃先生	2003 年 6 月 11 日獲選理事
費明儀女士	2003 年 6 月 11 日卸任理事

按照公司章程第 50 條，理事會的主席及副主席須退任，惟可候選連任。

理事會成員之利益

年內，本公司與其附屬公司並無透過任何安排令本公司之理事可藉購置本公司或其他團體之票據而獲得利益。

HONG KONG CHINESE ORCHESTRA LIMITED

(Limited by Guarantee)

REPORT OF THE COUNCIL MEMBERS

Council Members' interests in contracts

Except for the following, no Council Member had a significant beneficial interest in any contract of significance to the business of the Company to which the Company and its subsidiaries was a party during the year.

- (a) The Company engaged Dr Chan Kam Biu, Joshua for the arrangement work on 26 May 2003 and 10 October 2003 for fees of HK\$2,000 and HK\$10,000 respectively.
- (b) The Company engaged Prof Chan Wing Wah as guest artiste for its concerts held on 8 June 2003 for a fee of HK\$20,000.

All the above transactions were conducted on an arm's length basis.

Auditors

Ernst & Young retire and a resolution for their reappointment as auditors of the Company will be proposed at the forthcoming annual general meeting.

ON BEHALF OF THE COUNCIL

Carlye W L Tsui

Chairman

Hong Kong, 19 July 2004

香港中樂團有限公司
(有擔保有限責任公司)

理事會報告

理事之合約利益

除下列以外，本公司與其附屬公司並無參與簽訂合約，使本公司理事於報告年內享有重大利益。

- (a) 本公司於2003年5月26日以酬金港幣2,000元，及2003年10月10日以酬金港幣10,000元聘請陳錦標先生為樂團改編樂曲。
- (b) 本公司於2003年6月8日以酬金港幣20,000元聘請陳永華先生擔任本公司音樂會客席藝術家。

上述之交易均以公平及公正之形式進行。

核數師

安永會計師事務所將退任本公司的核數師，惟可候選連任。

承理事會命

徐蔚玲

主席

香港，2004年7月19日

REPORT OF THE AUDITORS

To the members

Hong Kong Chinese Orchestra Limited

(Incorporated in Hong Kong with limited liability by guarantee)

We have audited the financial statements on pages 59 to 75 which have been prepared in accordance with accounting principles generally accepted in Hong Kong.

Respective responsibilities of Council Members and auditors

The Companies Ordinance requires the Council Members to prepare financial statements which give a true and fair view. In preparing financial statements which give a true and fair view it is fundamental that appropriate accounting policies are selected and applied consistently. It is our responsibility to form an independent opinion, based on our audit, on those financial statements and to report our opinion solely to you, as a body, in accordance with Section 141 of the Companies Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Basis of opinion

We conducted our audit in accordance with Statements of Auditing Standards issued by the Hong Kong Society of Accountants. An audit includes an examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Council Members in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Company's and the Group's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance as to whether the financial statements are free from material misstatement. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements. We believe that our audit provides a reasonable basis for our opinion.

Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the Company and of the Group as at 31 March 2004 and of its surplus and cash flows of the Group for the year then ended and have been properly prepared in accordance with the Companies Ordinance.

Ernst & Young

Certified Public Accountants

Hong Kong, 19 July 2004

核數師報告

致香港中樂團有限公司列位會員
(於香港註冊成立之有擔保有限責任公司)

本核數師行已完成審核第59頁至第75頁之財務報表，該等財務報表乃按照香港普遍接納之會計原則編製。

理事及核數師各自之責任

編製真實兼公平之財務報表乃公司理事之責任。在編製該等真實兼公平之財務報表時，理事必須採用適當之會計政策，並且貫徹應用該等會計政策。本行之責任是根據吾等之審核結果，對該等財務報表作出獨立意見。按照公司條例第141條，本行所作出的意見只為和只會向會員報告，並無其他目的。本行並不就本報告之內容對其他人等負有任何責任，亦不會接納任何有關責任。

意見之基礎

本行以按照香港會計師公會所頒佈之核數準則進行審核工作。審核範圍包括以抽查方式查核與財務報表所載數額及披露事項有關之憑證，亦包括評審理事於編製財務報表時所作之重大評估和判斷，所採用之會計政策是否適合貴公司之具體情況，及有否貫徹應用並足夠披露該等會計政策。

本行在策劃和進行審核工作時，已力求取得所有本行認為必需之資料及解釋，以便獲得充分憑證，以合理確定該等財務報表並無重大之錯誤陳述。在作出意見時，本行亦已評估該等財務報表所載之資料在整體上是否足夠。本行相信，吾等之審核工作已為下列意見提供合理之基礎。

意見

本行認為上述財務報表真實及公平地反映貴集團與公司於2004年3月31日之財務狀況，及貴集團截至2004年3月31日止年度之盈餘及現金流量，並按照公司條例之披露規定妥為編製。

安永會計師事務所

執業會計師

香港，2004年7月19日

HONG KONG CHINESE ORCHESTRA LIMITED 香港中樂團有限公司

(Limited by Guarantee) 有擔保有限責任公司

CONSOLIDATED STATEMENT OF INCOME AND EXPENDITURE 綜合收益帳

Year ended 31 March 2004 截至 2004 年 3 月 31 日止年度

	Notes 附註	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	2004 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	2003 Total 總數 HK\$ 港幣
INCOME 收入							
Income from concerts and other performances 音樂會及其他演出的收入		2,702,381	1,862,066	4,564,447	2,787,536	296,014	3,083,550
Government subsidy 政府資助	4	52,612,000	-	52,612,000	53,576,000	-	53,576,000
Donations 捐款	5	2,320,027	513,277	2,833,304	200,000	426,974	626,974
Revenue from training course 培訓課程收入		-	1,023,491	1,023,491	-	294,748	294,748
Other revenue 其他收入	6	885,538	22,125	907,663	398,315	8,863	407,178
		<u>58,519,946</u>	<u>3,420,959</u>	<u>61,940,905</u>	<u>56,961,851</u>	<u>1,026,599</u>	<u>57,988,450</u>
EXPENDITURE 支出							
Concert production costs 音樂會製作費用	7	9,429,155	1,093,933	10,523,088	5,789,858	73,832	5,863,690
Payroll and related expenses 薪資及相關開支	8	40,357,267	837,391	41,194,658	40,362,974	175,461	40,538,435
Marketing and fund raising expenses 市務推廣及海外演出支出		2,414,448	38,384	2,452,832	2,465,130	95,490	2,560,620
Other operating expenses 其他營運開支	9	5,951,874	74,225	6,026,099	5,814,826	183,290	5,998,116
		<u>58,152,744</u>	<u>2,043,933</u>	<u>60,196,677</u>	<u>54,432,788</u>	<u>528,073</u>	<u>54,960,861</u>
SURPLUS FOR THE YEAR 年度所得盈餘		<u>367,202</u>	<u>1,377,026</u>	<u>1,744,228</u>	<u>2,529,063</u>	<u>498,526</u>	<u>3,027,589</u>

HONG KONG CHINESE ORCHESTRA LIMITED 香港中樂團有限公司

(Limited by Guarantee) 有擔保有限責任公司

CONSOLIDATED BALANCE SHEET 綜合資產負債表

31 March 2004 2004年3月31日

	Notes 附註	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	2004 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	2003 Total 總數 HK\$ 港幣
CURRENT ASSETS							
流動資產							
Accounts receivable 應收帳款		489,668	-	489,668	303,024	-	303,024
Donations receivable 應收捐款		-	-	-	200,000	-	200,000
Prepayments and deposits 預付款項及按金		1,174,181	105,583	1,279,764	1,151,843	85,024	1,236,867
Cash and cash equivalents 現金及等同現金項目	14	9,484,917	2,149,246	11,634,163	9,904,525	580,424	10,484,949
		<u>11,148,766</u>	<u>2,254,829</u>	<u>13,403,595</u>	<u>11,559,392</u>	<u>665,448</u>	<u>12,224,840</u>
CURRENT LIABILITIES							
流動負債							
Creditors and accrued liabilities 應付帳款和應計費用		5,203,421	379,277	5,582,698	5,981,249	166,922	6,148,171
NET CURRENT ASSETS 流動資產淨值		<u>5,945,345</u>	<u>1,875,552</u>	<u>7,820,897</u>	<u>5,578,143</u>	<u>498,526</u>	<u>6,076,669</u>
RESERVES 儲備		<u>5,945,345</u>	<u>1,875,552</u>	<u>7,820,897</u>	<u>5,578,143</u>	<u>498,526</u>	<u>6,076,669</u>

Carly W L Tsui 徐尉玲
Chairman 主席

Carlson Tong 唐家成
Vice Chairman 副主席

HONG KONG CHINESE ORCHESTRA LIMITED 香港中樂團有限公司

(Limited by Guarantee) 有擔保有限責任公司

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY 綜合權益變動表

Year ended 31 March 2004 截至 2004 年 3 月 31 日止年度

	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	Total 總數 HK\$ 港幣
At 1 April 2003 2003 年 4 月 1 日	3,049,080	-	3,049,080
Surplus for the year 年度所得盈餘	<u>2,529,063</u>	<u>498,526</u>	<u>3,027,589</u>
At 31 March 2003 and 1 April 2003 2003 年 3 月 31 日及 2003 年 4 月 1 日	5,578,143	498,526	6,076,669
Surplus for the year 年度所得盈餘	<u>367,202</u>	<u>1,377,026</u>	<u>1,744,228</u>
At 31 March 2004 2004 年 3 月 31 日	<u><u>5,945,345</u></u>	<u><u>1,875,552</u></u>	<u><u>7,820,897</u></u>

Carly W L Tsui 徐蔚玲
Chairman 主席

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Vice Chairman 副主席

HONG KONG CHINESE ORCHESTRA LIMITED 香港中樂團有限公司

(Limited by Guarantee) 有擔保有限責任公司

CONSOLIDATED CASH FLOW STATEMENT 綜合現金流量表

Year ended 31 March 2004 截至 2004 年 3 月 31 日止年度

	Notes 附註	2004 HK\$ 港幣	2003 HK\$ 港幣
Surplus for the year 年度所得盈餘		1,744,228	3,027,589
Adjustments for interest income 利息收入調整	6	(57,066)	(73,486)
Operating gain before working capital changes 營運資金變更前之營運溢利		1,687,162	2,954,103
Increase in accounts receivable 應收帳增加		(186,644)	(17,707)
Decrease in donations receivable 應收捐款減少		200,000	1,505,645
Increase in prepayments and deposits 預付款項及按金增加		(42,897)	(693,149)
Decrease in creditors and accrued liabilities 應付帳款及應計費用減少		(565,473)	(418,371)
Cash inflow from operating activities 來自經營活動之現金流入		1,092,148	3,330,521
CASH FLOWS FROM INVESTING ACTIVITIES 投資活動現金流量			
Interest received 已收利息		57,066	73,486
Net cash inflow from investing activities 來自投資活動之現金流入淨額		57,066	73,486
INCREASE IN CASH AND CASH EQUIVALENTS 現金及等同現金項目增加		1,149,214	3,404,007
Cash and cash equivalents at beginning of year 於年度開始日的現金及等同現金項目		10,484,949	7,080,942
CASH AND CASH EQUIVALENTS AT END OF YEAR 於年度結束日的現金及等同現金項目		<u>11,634,163</u>	<u>10,484,949</u>
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS 現金及等同現金項目結餘分析			
Cash and bank balances 現金和銀行結餘		11,634,163	2,484,949
Fixed deposit 定期存款		-	8,000,000
		<u>11,634,163</u>	<u>10,484,949</u>

HONG KONG CHINESE ORCHESTRA LIMITED 香港中樂團有限公司

(Limited by Guarantee) 有擔保有限責任公司

BALANCE SHEET 資產負債表

31 March 2004 2004年3月31日

	Notes 附註	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	2004 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	2003 Total 總數 HK\$ 港幣
NON-CURRENT ASSETS 非流動資產							
Interests in subsidiaries 附屬公司權益	13	-	-	-	-	-	-
CURRENT ASSETS 流動資產							
Accounts receivable 應收帳款		489,668	-	489,668	303,024	-	303,024
Donations receivable 應收捐款		-	-	-	200,000	-	200,000
Prepayments and deposits 預付款項及按金		1,174,181	105,583	1,279,764	1,151,843	85,024	1,236,867
Cash and cash equivalents 現金及等同現金項目	14	9,484,917	2,149,246	11,634,163	9,904,525	580,424	10,484,949
		<u>11,148,766</u>	<u>2,254,829</u>	<u>13,403,595</u>	<u>11,559,392</u>	<u>665,448</u>	<u>12,224,840</u>
CURRENT LIABILITIES 流動負債							
Creditor and accrued liabilities 應付帳款和應計費用		5,203,421	379,277	5,582,698	5,981,249	166,922	6,148,171
NET CURRENT ASSETS 流動資產淨值		<u>5,945,345</u>	<u>1,875,552</u>	<u>7,820,897</u>	<u>5,578,143</u>	<u>498,526</u>	<u>6,076,669</u>
RESERVES 儲備		<u>5,945,345</u>	<u>1,875,552</u>	<u>7,820,897</u>	<u>5,578,143</u>	<u>498,526</u>	<u>6,076,669</u>

Carly W L Tsui 徐蔚玲
Chairman 主席

Carlson Tong 唐家成
Vice Chairman 副主席

NOTES TO FINANCIAL STATEMENTS

31 March 2004

1. CORPORATION INFORMATION

The Company was incorporated in Hong Kong on 7 February 2001 with limited liability by guarantee. The liability of the Members is limited to HK\$100 per Member.

The registered office of the Company is located at 7/F, Sheung Wan Municipal Services Building, 345 Queen's Road Central, Hong Kong.

During the year, the Group and the Company was involved in providing Chinese music programmes of different styles to blend the diverse artistic expressions and techniques of today with the traditional culture of China in interpretation of metropolitan life, as well as rendering promotion, education, research and development of traditional and modern Chinese music.

Pursuant to the Government's approval on 14 August 2002, a Development Fund was set up for the funding of non-subvented activities which fall outside the ambit of Government subvention and will be used for organising events and activities to further promote Chinese music. The General Fund accounts for all Government subvented activities and the Development Fund accounts for all non-subvented activities. The council members consider that it is more appropriate to present the financial results and positions of these funds as separate columns to reflect the actual results of these funds.

2. IMPACT OF A NEW STATEMENT OF STANDARD ACCOUNTING PRACTICE ("SSAP")

The new SSAP 35 "Accounting for government grants and disclosure of government assistance" is effective for the first time for the current year's financial statements.

SSAP 35 prescribes the accounting for government grants and other forms of government assistance. The adoption of this SSAP has had no significant impact for these financial statements on the amounts recorded for government grants, however, additional disclosures are now required and are detailed in notes 3 and 4 to the financial statements.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

These financial statements have been prepared in accordance with Hong Kong Statements of Standard Accounting Practice, accounting principles generally accepted in Hong Kong and the Companies Ordinance. They have been prepared under the historical cost convention.

NOTES TO FINANCIAL STATEMENTS

31 March 2004

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries for the year ended 31 March 2004. The results of subsidiaries acquired or disposed of during the year are consolidated from or to their effective dates of acquisition or disposal, respectively. All significant intercompany transactions and balances within the Group are eliminated on consolidation.

Subsidiaries

A subsidiary is a company in which the Company, directly or indirectly, controls more than half of its voting power or issued share capital or controls the composition of its board of directors.

The results of subsidiaries are included in the Company's statement of income and expenditure to the extent of dividends received and receivable. The Company's interests in subsidiaries are stated at cost less any impairment losses.

Related parties

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions. Parties are also considered to be related if they are subject to common control or common significant influence. Related parties may be individuals or corporate entities.

Revenue recognition

Revenue is recognised when it is probable that the economic benefits will flow to the Group and when the revenue can be measured reliably, on the following bases:

- (a) contributions from sponsors and donations, on a cash receipt basis or in the period as specified by the donor;
- (b) performance fees, on an accrual basis;
- (c) interest income, on a time proportion basis taking into account the principal outstanding and the effective interest rate applicable; and
- (d) membership fees, on a cash receipt basis.

Fixed assets

Expenditure on fixed assets is expensed when incurred.

NOTES TO FINANCIAL STATEMENTS

31 March 2004

Operating leases

Leases where substantially all the rewards and risks of ownership of assets remain with the lessor are accounted for as operating leases. Rentals payable under the operating leases are charged to the statement of income and expenditure on the straight-line basis over the lease terms.

Foreign currency transactions

Foreign currency transactions are recorded at the applicable exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated at the applicable exchange rates ruling at that date. Exchange differences are dealt with in the statement of income and expenditure.

Cash and cash equivalents

For the purpose of the consolidated cash flow statement, cash and cash equivalents comprise cash on hand and demand deposits, and short term highly liquid investments which are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, and have a short maturity of generally within three months when acquired, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

For the purpose of the balance sheet, cash equivalents comprise cash on hand and at banks, including term deposits, which are not restricted as to use.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income over the periods necessary to match the grant on a systematic basis to the costs that it is intended to compensate.

Employee benefits

Paid leave carried forward

The Group provides paid annual leave to its employees under their employment contracts on a calendar year basis. Under certain circumstances, such leave which remains untaken as at the balance sheet date is permitted to be carried forward and utilised by the respective employees in the following year. An accrual is made at the balance sheet date for the expected future cost of such paid leave earned during the year by the employees and carried forward.

NOTES TO FINANCIAL STATEMENTS

31 March 2004

Pension scheme

The Group operates a defined contribution Mandatory Provident Fund retirement benefits scheme (the "MPF Scheme") under the Mandatory Provident Fund Schemes Ordinance, for those employees who are eligible to participate in the MPF Scheme. Contributions are made based on a percentage of the employees' basic salaries and are charged to the statement of income and expenditure as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The Group's employer contributions vest fully with the employees when contributed into the MPF Scheme.

Development fund

Development fund was established for the funding of non-subvented activities, which fall outside the ambit of Government subvention. Development fund raised funds from public by soliciting donations and organising Chinese music related events.

4. GOVERNMENT SUBSIDY

The Group's Government subsidy represents subsidy from the Leisure and Cultural Services Department of the Government of the HKSAR for providing Chinese musical programmes of different styles. There are no unfulfilled conditions or contingencies relating to these grants.

財務報表附註

2004年3月31日

1. 公司資料

本公司於2001年2月7日在香港成立及註冊為有擔保有限責任公司。每名公司會員財務責任上限為港幣100元。

本公司的註冊地址為香港上環皇后大道中345號上環市政大廈7樓。

年內，本集團與公司提供不同類型的中樂節目，結合當代多種不同藝術表現手法與傳統文化以演繹大都會的生活，以及積極宣傳推廣、教育、研究和發展傳統和現代中國音樂。

本公司於2002年8月14日獲政府批准成立發展基金，以資助一些不被列入於受政府資助的活動範圍內之中國音樂推廣活動。本公司的普通基金是用於受政府資助的活動上，而發展基金則用於非受政府資助的活動上。理事會認為將兩項基金的財務結果及狀況分開呈列能更恰當地反映不同基金的實際業績。

2. 新制定及經修訂香港會計實務準則（「會計實務準則」）之影響

新制定的會計實務準則第35號有關「政府撥款會計及政府資助披露」首次於本年度的財務報表生效及應用。

會計實務準則第35號訂明政府撥款及其他形式資助的會計事宜。採納此會計實務準則對財務報表內錄得的政府資助並無重大影響，惟新準則要求在有關方面更詳盡的披露。有關的詳情載列於財務報表附註第3頁至第4頁。

3. 主要會計政策

編製財務報表之準則

本財務報表乃根據香港會計師公會修訂之所有適用的《會計實務準則》及詮釋、香港公認會計準則及《公司條例》的規定編製。本財務報表是以歷史成本作為編製基準。

綜合基準

綜合財務報表包括本公司及其附屬公司截至2004年3月31日止年度之財務報表。於本年度內所收購或出售之附屬公司業績，分別由收購生效日期起綜合計算或綜合計算至出售生效日期止。本集團內公司間之一切重大交易及結餘均於綜合帳目時抵銷。

附屬公司

附屬公司為本公司直接或間接操控其超過半數投票權或已發行股本或董事局成員委任權之公司。

附屬公司之業績包括已收及應收股息，已列入本公司之收益帳內。本公司於附屬公司之權益乃按成本扣除任何減值虧損後列帳。

財務報表附註

2004年3月31日

關連人士

倘一方可直接或間接控制另一方或對其財政及營運決策發揮重大影響，則雙方視為關連人士。倘雙方均受到同一控制或同一重大影響，則亦視為關連人士。有關連人士可分為個別人士或其他公司。

收入的入帳處理

收入是在經濟收益可能流入本集團，及能可靠地計算該等收入時，按以下方法進行入帳的：

- (a) 贊助及捐款乃在收到有關款項時入帳或按照捐款人指定的期間進行入帳。
- (b) 演出收入乃在已提供有關服務時入帳。
- (c) 銀行存款所產生之利息收入乃參考存款之金額及適用利率以時間分配基準入帳。
- (d) 會費乃在收到有關款項時入帳。

固定資產

固定資產的原值會於購置有關資產時立即全部報銷。

經營租賃

若有關資產的擁有權之相關風險及回報仍然落在出租人身上者，則該租賃將會被視為經營租賃來處理。經營租賃費用按個別租賃項目之年期以直線法計入收益帳內。

外幣兌換

以外幣結算之交易按交易日之匯率換算為港元。以外幣為單位的貨幣性資產及負債則按結算日的匯率換算為港元。外幣兌換差額已於收益帳內處理。

現金及等同現金項目

就綜合現金流量表而言，現金及等同現金項目包括現金及活期存款，以及高度流通之短期投資，此等投資只有影響細微的風險並可隨時兌換為可知數額之現金，一般於購入後三個月內到期，減去即期支付之銀行透支，從而組成本集團現金管理部分。

就資產負債表而言，現金及等同現金項目包括現金及銀行存款、定期存款，及性質與現金相似無限制使用之資產。

政府撥款

在相當肯定獲取撥款並履行所有附帶條件的時候，政府撥款即以其公平價值入帳。若撥款與某支出項目相連，有關撥款應有系統地按期計入收入以抵銷相關成本。

僱員福利

有薪假期結轉

本集團按日曆年度根據僱員合約向僱員提供有薪假期。在若干情況下，僱員於結算日還沒享用之有薪假期會獲准結轉至來年享用。僱員在本年度有薪假期之未來估計成本將於結算日作為應計負債並結轉至來年。

退休福利計劃

本集團根據《強制性公積金計劃條例》為合資格僱員提供定額供款退休福利計劃(「強積金計劃」)。根據該強積金計劃之規則，供款按合資格僱員基本薪金之百分比計算，於應付時從收益帳中扣除。該強積金計劃之資產由獨立管理之基金持有，並與本集團之資產分開。而本集團就該強積金計劃之有關僱主供款，則於供款後即為僱員所有。

發展基金

發展基金成立的目的是在於資助一些不被列入為受政府資助的活動。發展基金的收益來自公眾的捐款及舉辦中樂活動所得的盈餘。

4. 政府資助

政府資助代表由香港特別行政區政府康樂及文化事務署所發放的撥款，以提供不同類型的中樂節目。有關撥款並無未履行的附帶條件或事情。

5. DONATIONS 捐款

Group 集團						
	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2004 2004 年 3 月 31 日 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2003 2003 年 3 月 31 日 Total 總數 HK\$ 港幣
Donations from the Leisure & Culture Services Department (note) 康樂及文化事務署之捐款 (見附註)	2,320,027	-	2,320,027	-	-	-
Other donations and sponsors' contributions 其他捐款及贊助人之贊助	-	513,277	513,277	200,000	426,974	626,974
	<u>2,320,027</u>	<u>513,277</u>	<u>2,833,304</u>	<u>200,000</u>	<u>426,974</u>	<u>626,974</u>

Note: The donations in the current year were to sponsor the London Concert Tour held in November 2003 and the Hong Kong Drum Festival Opening Rally held in July 2003.

附註：此捐款是本年度用以資助於 2003 年 11 月舉行之倫敦巡迴演出及 2003 年 7 月舉行的「香港鼓樂節開幕式」。

6. OTHER REVENUE 其他收入

Group 集團						
	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2004 2004 年 3 月 31 日 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2003 2003 年 3 月 31 日 Total 總數 HK\$ 港幣
Membership fees from "Friends of Hong Kong Chinese Orchestra" 香港中樂團摯友會會費	81,090	-	81,090	54,430	-	54,430
Interest income 利息收入	54,255	2,811	57,066	73,477	9	73,486
Other income 其他收益	750,193	19,314	769,507	270,408	8,854	279,262
	<u>885,538</u>	<u>22,125</u>	<u>907,663</u>	<u>398,315</u>	<u>8,863</u>	<u>407,178</u>

7. CONCERT PRODUCTION COSTS 音樂會製作費用

	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2004 2004 年 3 月 31 日 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2003 2003 年 3 月 31 日 Total 總數 HK\$ 港幣
Honorariums to guest conductors, artistes and soloists 客席指揮、演出嘉賓及獨奏家之酬金	1,802,630	450,706	2,253,336	1,320,436	2,798	1,323,234
Transportation of musical Instruments 樂器運輸費用	741,666	29,860	771,526	237,571	54,626	292,197
Venue rental for rehearsals and performances 綵排及演出場地租金	1,556,222	17,078	1,573,300	1,291,973	1,319	1,293,292
Music scores, tapes and records 樂譜、影音製品	1,201,974	5,890	1,207,864	1,388,884	4,783	1,393,667
Other production costs 其他製作費用	4,126,663	590,399	4,717,062	1,550,994	10,306	1,561,300
	<u>9,429,155</u>	<u>1,093,933</u>	<u>10,523,088</u>	<u>5,789,858</u>	<u>73,832</u>	<u>5,863,690</u>

8. PAYROLL AND RELATED EXPENSES 薪資及相關開支

	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2004 2004 年 3 月 31 日 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2003 2003 年 3 月 31 日 Total 總數 HK\$ 港幣
Artistic 藝術						
Salaries 薪酬	28,656,149	531,584	29,187,733	28,625,196	151,977	28,777,173
Benefits 福利	4,852,130	148,820	5,000,950	4,677,256	6,770	4,684,026
Technical 技術						
Salaries 薪酬	648,000	-	648,000	477,440	-	477,440
Benefits 福利	30,000	-	30,000	22,072	-	22,072
Administration 行政						
Salaries 薪酬	5,102,356	148,726	5,251,082	5,379,271	16,714	5,395,985
Benefits 福利	186,612	8,261	194,873	198,092	-	198,092
Staff welfare 員工福利	882,020	-	882,020	983,647	-	983,647
	<u>40,357,267</u>	<u>837,391</u>	<u>41,194,658</u>	<u>40,362,974</u>	<u>175,461</u>	<u>40,538,435</u>

9. OTHER OPERATING EXPENSES 其他營運支出

	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2004 2004 年 3 月 31 日 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2003 2003 年 3 月 31 日 Total 總數 HK\$ 港幣
Rent and rates for office 辦公室租金及差餉	1,809,800	-	1,809,800	1,908,000	-	1,908,000
Fixed assets purchased written off 報銷購置之固定資產	598,275	48,451	646,726	683,583	-	683,583
Printing, stationery and postage 印刷、文具及郵費	1,469,614	25,774	1,495,388	1,238,635	33,289	1,271,924
Renovation and repairs 裝修及維修	358,905	-	358,905	253,615	-	253,615
Other office expenses 其他辦公室開支	1,549,250	-	1,549,250	1,651,442	-	1,651,442
Miscellaneous expenses 其他支出	166,030	-	166,030	79,551	150,001	229,552
	<u>5,951,874</u>	<u>74,225</u>	<u>6,026,099</u>	<u>5,814,826</u>	<u>183,290</u>	<u>5,998,116</u>

10. SURPLUS FOR THE YEAR 年度所得盈餘

The Group's surplus for the year is arrived at after charging :

本集團於年度所得盈餘已扣除下列項目：

	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2004 Total 2004 年 3 月 31 日 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2003 Total 2003 年 3 月 31 日 總數 HK\$ 港幣
Auditors' remuneration 核數師酬金	35,000	-	35,000	35,000	-	35,000
Operating lease rental on land and building 房地產經營租賃費用	<u>1,788,000</u>	<u>-</u>	<u>1,788,000</u>	<u>1,788,000</u>	<u>-</u>	<u>1,788,000</u>

The surplus for the year ended 31 March 2004 dealt with in the financial statements of the Company is HK\$1,744,228 (2003: HK\$3,027,589).

本公司於截至 2004 年 3 月 31 日止年度所得盈餘為港幣 1,744,228 元
(2003: 港幣 3,027,589 元)

11. COUNCIL MEMBERS' REMUNERATION 理事酬金

No council members received any remuneration in respect of their services during the year (2003: Nil).
本公司理事會成員概無就年度內擔任理事而收取任何費用或酬金(2003:無)。

12. TAX 稅項

The Company has been exempted under Section 88 of the Inland Revenue Ordinance from all taxes under the Ordinance. As a result, no provision for Hong Kong profits tax has been made in these financial statements.

本公司可根據《稅務條例》第88條獲豁免繳稅。因此，本公司並沒於財務報表內就香港利得稅作出撥備。

13. INTERESTS IN SUBSIDIARIES 附屬公司權益

	Company 公司	
	2004 HK\$ 港幣	2003 HK\$ 港幣
Unlisted shares, at cost 非上市股份，按成本	6	6
Due to subsidiaries 應付多家附屬公司款項	(6)	(6)
	<u>-</u>	<u>-</u>

The amounts due to subsidiaries are unsecured, interest-free and have no fixed terms of repayment.
應付多家附屬公司的款項均為無抵押、免息及無固定還款期。

Particulars of the subsidiaries are as follows

主要附屬公司之詳情如下：

Name 名稱	Place of incorporation and operations 成立及 經營地點	Nominal value of issued ordinary share capital 已發行股本之 面值	Percentage of equity directly attributable to the Company 本公司應佔股本 權益百分比 2004 2003		Principal activities 主要業務
Hong Kong Children Chinese Orchestra Limited 香港兒童中樂團有限公司	Hong Kong 香港	HK\$ 港幣 2	100	100	Dormant 不活躍
Hong Kong Young Chinese Orchestra Limited 香港青少年中樂團有限公司	Hong Kong 香港	HK\$ 港幣 2	100	100	Dormant 不活躍
Hong Kong Junior Chinese Orchestra Limited 香港少年中樂團有限公司	Hong Kong 香港	HK\$ 港幣 2	100	100	Dormant 不活躍

14. CASH AND CASH EQUIVALENTS 現金及等同現金項目

	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2004 2004 年 3 月 31 日 Total 總數 HK\$ 港幣	General fund 普通基金 HK\$ 港幣	Development fund 發展基金 HK\$ 港幣	31 March 2003 2003 年 3 月 31 日 Total 總數 HK\$ 港幣
Cash and bank balances 現金和銀行結餘	9,484,917	2,149,246	11,634,163	1,904,525	580,424	2,484,949
Fixed deposit 定期存款	-	-	-	8,000,000	-	8,000,000
	<u>9,484,917</u>	<u>2,149,246</u>	<u>11,634,163</u>	<u>9,904,525</u>	<u>580,424</u>	<u>10,484,949</u>

15. OPERATING LEASE ARRANGEMENTS 經營租賃安排

The Group leases its office property under operating lease arrangements. Lease for the property is negotiated for a term of three years.

At 31 March 2004, the Group and the Company had total future minimum lease payments under non-cancellable operating leases falling due as follows:

本集團透過為期三年的經營租賃安排租用了現時的辦公室。

於 2004 年 3 月 31 日，本集團與公司根據不可解除的經營租賃在日後應付的最低租金如下：

	Group and Company 集團與公司	
	2004 HK\$ 港幣	2003 HK\$ 港幣
Within one year 一年內	1,380,000	1,788,000
In the second to fifth years, inclusive 二至五年內	2,760,000	-
	<u>4,140,000</u>	<u>1,788,000</u>

16. APPROVAL OF THE FINANCIAL STATEMENTS 核准財務報表

The financial statements were approved and authorised for issue by the Council on 19 July 2004.

本財務報表於 2004 年 7 月 19 日經理事會核准並許可發出。

Programmes Throughout the Year

年內節目及活動記錄

Admission Concerts and Overseas Tours

收費音樂會及外訪演出

9-10.5.2003

Dragon Boat Festival Celebrations	相約在端午
Sha Tin Town Hall Auditorium	沙田大會堂演奏廳
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Tong Kin-woon (The Street-singer's Song/Nanyin/Guqin/Zheng), Leung Hon-wai (Cantonese Operatic Aria Singing), Lo Wai-leung (Houguan)	藝術家 / 獨奏家 唐健垣(龍舟/南音/古琴/箏)、梁漢威(粵曲演唱)、盧偉良(喉管)
Performing Session 2	演出場數 2
Pieces Performed 14	演出作品 14

23-24.5.2003

Zen Living	禪趣人生
Hong Kong City Hall Theatre	香港大會堂劇院
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Chan Ming-chi (Composer/Navigator), Tam Po-shek (Navigator/Xiao), Cheng Yin (Zhongruan), Luo Jing (Zheng), Kot Kai-lik (Guanzi)	藝術家 / 獨奏家 陳明志(作曲/主持)、譚寶碩(主持/簫)、張燕(中阮)、羅晶(箏)、葛繼力(管子)
Performing Session 2	演出場數 2
Pieces Performed 8	演出作品 8

6-7.6.2003

Music from the Heart I	心樂集 I
Hong Kong Cultural Centre Studio Theatre	香港文化中心劇場
Conductor Wong On-yuen	指揮 黃安源
Artistes / Soloists Chan Ming-chi (Navigator), Sun Yongzhi (Xiao), Li Tak-kong (Yangqin), Wang Dong (Bangu Lead Player), Yu Meilai (Yangqin), Luo Jing (Konghou), Xu Xuan (Gehu), Ngai Hon-yip (Gehu), Vonghemrat Pichan (Double Bass), Liang Zhihe (Double Bass), Teo Kheng-chong (Guqin), Liu Yang (Erhu), HKCO Chamber Music Group A&B	藝術家 / 獨奏家 陳明志(主持)、孫永志(簫)、李德江(揚琴)、王東(板鼓領奏)、余美麗(揚琴)、羅晶(箏)、徐軒(革胡)、魏漢業(革胡)、陳岳華(低音大提琴)、梁志和(低音大提琴)、張慶崇(古琴)、劉揚(二胡)、香港中樂團室樂團 A&B 組
Performing Session 2	演出場數 2
Pieces Performed 10	演出作品 10

8.6.2003

Music from the Heart II	心樂集 II
Hong Kong Cultural Centre Studio Theatre	香港文化中心劇場
Conductor Chan Wing-wah, Chan Ming-chi	指揮 陳永華、陳明志
Artistes / Soloists Chan Ming-chi (Navigator), Chan Hung-yin (Xiao/Dizi), Tam Po-shek (Xiao), Luo Jing (Zheng), Wong Ching (Pipa), Yim Hok-man (Percussion), Wang Dong (Percussion), Ronald Chin (Percussion), Chan San (Percussion), Lau Tzu-wah (Percussion)	藝術家 / 獨奏家 陳明志(主持)、陳鴻燕(簫/笛子)、譚寶碩(簫)、羅晶(箏)、王靜(琵琶)、閻學敏(敲擊)、王東(敲擊)、錢國偉(敲擊)、陳新(敲擊)、劉自華(敲擊)
Performing Session 1	演出場數 1
Pieces Performed 6	演出作品 6

20.6.2003

Capering Notes I	躍動的音符 I
Hong Kong City Hall Concert Hall	香港大會堂音樂廳
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Ching Sau-wing (Erhu), Lo Chun-wo (Gehu), Choo Boon-chong (Dizi), Ronald Chin (Paigu Lead Player), Ngai Kwun-wa (Banhu), Luo Jing (Zheng), Kot Kai-lik (Suona), Chan San (Xylophone)	藝術家 / 獨奏家 程秀榮(二胡)、羅浚和(革胡)、朱文昌(笛子)、錢國偉(排鼓領奏)、魏冠華(板胡)、羅晶(箏)、葛繼力(嗩吶)、陳新(木琴)
Performing Session 1	演出場數 1
Pieces Performed 11	演出作品 11

21.6.2003

Capering Notes II	躍動的音符 II
Hong Kong City Hall Concert Hall	香港大會堂音樂廳
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Hui Yin (Bass Erhu), Choo Boon-chong (Dizi), Wang Dong (Paigu Lead Player), Ngai Kwun-wa (Banhu), He Tao (Erhu), Liu Yang (Zhonghu), Luo Jing (Zheng), Kot Kai-lik (Suona), Chan San (Xylophone)	藝術家 / 獨奏家 許然(低音二胡)、朱文昌(笛子)、王東(排鼓領奏)、魏冠華(板胡)、何濤(二胡)、劉揚(中胡)、羅晶(箏)、葛繼力(嗩吶)、陳新(木琴)
Performing Session 1	演出場數 1
Pieces Performed 12	演出作品 12

1-3.8.2003

A Precious Little Baby	家有一寶
Hong Kong City Hall Concert Hall	香港大會堂音樂廳
Conductor Chew Hee-chait	指揮 周熙杰
Artistes / Soloists Josie (Script/Directing/Lyrics), Bear Children's Choir (Choir)	藝術家 / 獨奏家 祖詩(劇本 / 導演 / 填詞)、 熊熊兒童合唱團(合唱)
Performing Session 4	演出場數 4
Pieces Performed 20	演出作品 20

19-20.9.2003

Majestic Drums I	鼓王群英會 I
Hong Kong Cultural Centre Concert Hall	香港文化中心音樂廳
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Wubulikasam (Uighur Dab), Zampa Ufujishi Daiko (Japanese Daiko), Africa Djembe (African Drums), Lung Heung-wing (South American Drums, Western Drums), Island Sun Drum (South American Drums), Li Minxiong (Chinese Drums), Yim Hok- man (Chinese Drums)	藝術家 / 獨奏家 烏布利卡賽姆(維吾爾族手 鼓)、殘波大獅子太鼓(日本 太鼓)、非洲鼓樂團(非洲 鼓)、龍向榮(南美洲鼓、西 洋鼓)、小島陽光鼓樂團(南 美洲鼓)、李民雄(中國鼓)、 閻學敏(中國鼓)
Performing Session 2	演出場數 2
Pieces Performed 11	演出作品 11

10.10.2003

Golden Chinese Classics of the 20th Century I	不朽金曲 I
Hong Kong Cultural Centre Concert Hall	香港文化中心音樂廳
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Wong On-yuen (Gaohu), Wong Ching (Pipa), Liu Yang (Erhu), Ngai Kwun-wa (Jinghu), Lu Yunxia (Jing-erhu)	藝術家 / 獨奏家 黃安源(高胡)、王靜(琵琶)、 劉揚(二胡)、魏冠華(京胡)、 陸雲霞(京二胡)
Performing Session 1	演出場數 1
Pieces Performed 8	演出作品 8

11.10.2003

Golden Chinese Classics of the 20th Century II	不朽金曲 II
Hong Kong Cultural Centre Concert Hall	香港文化中心音樂廳
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Wong Ching (Pipa), Sun Yongzhi (Dongxiao), Hsin Hsiao-hung (Erhu), Lo Chun- wo (Gehu)	藝術家 / 獨奏家 王靜(琵琶)、孫永志(洞簫)、 辛小紅(二胡)、羅浚和(革胡)
Performing Session 1	演出場數 1
Pieces Performed 9	演出作品 9

31.10-1.11.2003

Majestic Drums II	鼓王群英會 II
Hong Kong Cultural Centre Concert Hall	香港文化中心音樂廳
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Yonghong Peace Drum Troupe of Lanzhou (Lanzhou Tai Ping Gu), Shanxi Jiangzhou Drum Troupe (Jiangzhou Dagu), The De'ang Water Drum Perform- ing Troupe of Ruili (The Water Drum), Yim Hok-man (Percussion)	藝術家 / 獨奏家 蘭州永宏太平鼓藝術團(蘭州 太平鼓)、山西絳州鼓樂藝術 團(絳州大鼓)、瑞麗·劬卯 果占壁德昂族水鼓表演隊(水 鼓)、閻學敏(敲擊)
Performing Session 2	演出場數 2
Pieces Performed 11	演出作品 11

26.11.2003

Global Chinese Composers in Concert	華人璀璨音樂會
Hong Kong City Hall Concert Hall	香港大會堂音樂廳
Conductor Yan Huichang	指揮 閻惠昌
Artistes / Soloists Wong Hiu-nam (Huqin), Kakujo Iwasa (Satsuma Biwa), Sun Yongzhi (Dizi, Shakuhachi)	藝術家 / 獨奏家 王曉南(胡琴)、岩佐鶴丈(薩 摩琵琶)、孫永志(笛子、尺 八)
Performing Session 1	演出場數 1
Pieces Performed 8	演出作品 8

12-13.12.2003

Have Fun with Chinese Music A Concert for the Family 合家歡 - 中樂親親您

Hong Kong Cultural Centre Concert Hall 香港文化中心音樂廳

Conductor 指揮
Chew Hee-chiat, Kathy Choi 周熙杰、蔡霍嘉敏

Artistes / Soloists 藝術家 / 獨奏家
Yuan Sha (Zheng), Sun Huang (Erhu), The Hong Kong Children's Choir (Choir), Junior Hong Kong Chinese Orchestra (Ensemble)
袁莎(箏)、孫凰(二胡)、香港兒童合唱團(合唱)、香港兒童中樂團(合奏)

Performing Session 演出場數
2 2

Pieces Performed 演出作品
12 12

9-10.1.2004

Tan Dun & HKCO 譚盾 & HKCO

Hong Kong Cultural Centre Concert Hall 香港文化中心音樂廳

Conductor 指揮
Tan Dun 譚盾

Artistes / Soloists 藝術家 / 獨奏家
David Cossin (Percussion), Ma Xianghua (Erhu/Zhonghu)
大衛·科辛(打擊樂)、馬向華(二胡/中胡)

Performing Session 演出場數
2 2

Pieces Performed 演出作品
4 4

30-31.1.2004

Proverbs of Love 愛的箴言

Hong Kong City Hall Concert Hall 香港大會堂音樂廳

Conductor 指揮
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Sha Xiaocao (Violin), Huang Hongying (Soprano)
夏小曹(小提琴)、黃紅英(女高音)

Performing Session 演出場數
2 2

Pieces Performed 演出作品
16 16

25-28.2.2004

The Eight Schools : Zheng Music Down the Ages 八大箏派古今名曲

Tsuen Wan Town Hall Cultural Activities Hall 荃灣大會堂文娛廳

Artistes / Soloists 藝術家 / 獨奏家
Choi Ngar-si (Navigator/Zheng), Luo Jing (Zheng), Tam Po-shek (Dongxiao), Junior Hong Kong Chinese Orchestra (Ensemble)
蔡雅絲(主持/箏)、羅晶(箏)、譚寶碩(洞簫)、香港兒童中樂團(合奏)

Performing Session 演出場數
4 4

Pieces Performed 演出作品
22 22

12-13.3.2004

The Wonderful World of Reeds-East West Rendezvous 笙簧世界

Hong Kong Cultural Centre Concert Hall 香港文化中心音樂廳

Conductor 指揮
Jing Jianshu 景建樹

Artistes / Soloists 藝術家 / 獨奏家
Hu Tianquan (Sheng), King's Harmonica Quintet (Harmonica), Hui Bun-yung (Pipe Organ)
胡天泉(笙)、英皇口琴五重奏(口琴)、許彬融(管風琴)

Performing Session 演出場數
2 2

Pieces Performed 演出作品
12 12

Ensemble and Educational Guided Concerts
小組音樂會及教育導賞專場

17.9.2004

Music from the Heart - Zampa Ufujishi Daiko 心樂集 - 殘波大獅子太鼓團

Hong Kong Chinese Orchestra Rehearsal Hall 香港中樂團排練室

Performing Session 演出場數
1 1

10.10.2003

A Guided Concert of Famous Works in Chinese Music 名曲導賞專場

Hong Kong Cultural Centre Concert Hall 香港文化中心音樂廳

Performing Session 演出場數
1 1

7.1.2004

Music from the Heart - David Cossin 心樂集 - 大衛·科辛工作坊

Hong Kong Chinese Orchestra Rehearsal Hall 香港中樂團排練室

Performing Session 演出場數
1 1

26-27.2.2004

Zheng Music Down the Ages Guided Concert	八大箏派導賞專場
Tsuen Wan Town Hall Cultural Activities Hall	荃灣大會堂文娛廳
Performing Session	演出場數
2	2

7.3.2004

Let's meet King's Harmonica Quintet	與英皇口琴五重奏見面
Hong Kong Chinese Orchestra Rehearsal Hall	香港中樂團排練室
Performing Session	演出場數
1	1

10.3.2004

Here comes the King of Sheng, Hu Tianquan	笙王胡天泉再臨香江
Hong Kong Chinese Orchestra Rehearsal Hall	香港中樂團排練室
Performing Session	演出場數
1	1

13.3.2004

Hui Bun-yung plays the pipe organ and tells you the secret to play it well	許彬融管風琴示範兼親自講解
Hong Kong Cultural Centre Concert Hall	香港文化中心音樂廳
Performing Session	演出場數
1	1

Special Commissioned Concerts & Overseas Tours**特別音樂會及外訪演出****Special Commissioned Concerts****特別音樂會****18-19.7.2003**

James Wong Concert - Under the Lion Rock	獅子山下音樂會
Hong Kong Coliseum	香港體育館
Conductor	指揮
Yan Huichang	閻惠昌
Performing Session	演出場數
2	2

29-30.11.2003; 2-7.12.2003

Sweet & Sour Hong Kong	酸酸甜甜香港地
Hong Kong Cultural Centre Grand Theatre	香港文化中心大劇院
Conductor	指揮
Yan Huichang	閻惠昌
Performing Session	演出場數
9	9

26-31.3.2004

Legend of The Great Archer	不死傳說
Sha Tin Town Hall Auditorium	沙田大會堂演奏廳
Conductor	指揮
Kuan Nai-chung	關迺忠
Performing Session	演出場數
5	5

Overseas Tours**外訪音樂會****10.11.2003**

London, UK	英國倫敦
The Natural History Museum	倫敦自然歷史博物館
Conductor	指揮
Yan Huichang	閻惠昌
Performing Session	演出場數
1	1

19-25.12.2003

The Pearl River Delta, China	中國珠江三角洲
Shantou Yidu Theatre	汕頭藝都劇院 (1)
Foshan Theatre	佛山影劇院 (1)
Dongguan Dongchen Cultural Centre	東莞東城文化中心 (1)
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Guangzhou Xinghai Concert Hall	廣州星海音樂廳 (2)
Zhuhai City Hall	珠海大會堂 (1)
Conductor	指揮
Yan Huichang	閻惠昌
Performing Session	演出場數
7	7

28-31.12.2003

Xian, China	中國西安
Yisu Grand Theatre	西安易俗大劇院
Conductor	指揮
Yan Huichang	閻惠昌
Performing Session	演出場數
4	4

Special Programmes and Recordings**特邀演出****1.10.2003**

54 th National Day Ceremony	慶祝中華人民共和國成立五十四周年國慶文藝晚會
Hong Kong Coliseum	香港體育館
Conductor	指揮
Yan Huichang	閻惠昌

06.2003

Recording for the film Warriors of Heaven and Earth	《英雄》電影配樂
India	印度
Huqin	胡琴
Wong On-yuen	黃安源
Dizi	笛子
Choo Boon-chong	朱文昌

Commissioned New Works

新委作及委編作品名單

Dragon Boat Festival Celebrations Arranged by Bu Can-rong Commissioned Work Qu Yuan, The Faithful Minister Who Drowned Himself	相約在端午 9-10/5/2003 編曲者 卜燦榮 曲名 屈原沉江	Have Fun with Chinese Music - a Concert for the Family Arranged by Liu Bin Commissioned Work Spring of Liang Shan	合家歡 - 中樂親親你 12-13/12/2003 編曲者 劉斌 曲名 涼山春
Zen Living Composed by Chan Ming-chi Commissioned Work The Journey to the End of the Earth - An Elegy for the Victims of War	禪趣人生 23-24/5/2003 作曲家 陳明志 曲名 望盡天涯路 - 戰爭受難者的哀歌	Arranged by Chew Hee-chiat Commissioned Work The Sound of Music Medley Arranged by Joshua Chan Commissioned Work Children • Love Hong Kong	編曲者 周熙杰 曲名 仙樂飄飄處處聞精選 編曲者 陳錦標 曲名 童心童真香港情
Music from the Heart I Arranged by Li Ka-wa Commissioned Work Double Concerto for Two Cellos and Piano, RV531 (1st and 2nd Movements)	心樂集 I 6-7/6/2003 編曲者 李家華 曲名 雙大提琴協奏曲 (第一及第二樂章)	Arranged by Phoon Yew-tien Commissioned Work Ethnic Charms	編曲者 潘耀田 曲名 民族風情
Music from the Heart II Composed by Chan Ming-chi Commissioned Work Hong Kong in a Fog - Dedicated to the Brave Fighters of Atypical Pneumonia (2003)	心樂集 II 8/6/2003 作曲家 陳明志 曲名 霧鎖香江 - 給抗非典型肺炎的戰士 (2003)	Tan Dun & HKCO Arranged by Chen Yuanlin Commissioned Work Crouching Tiger, Hidden Dragon	譚盾 9-10/1/2004 編曲者 陳遠林 曲名 臥虎藏龍
Capering Notes Arranged by Kwok Hang-kei Commissioned Work The Little Cavalry Boy	躍動的音符 20-21/6/2003 編曲者 郭亨基 曲名 小騎兵	Proverbs of Love Arranged by Lin Di Commissioned Work The Boat Song Arranged by Wu Yiwen Commissioned Work Camellia Arranged by Lin Di Commissioned Work Tales of a Small Town Arranged by Hui Cheung-wai Commissioned Work The Love Song of Kangding	愛的箴言 30-31/1/2004 編曲者 林笛 曲名 船歌 編曲者 武亦文 曲名 山茶花 編曲者 林笛 曲名 小城故事 編曲者 許翔威 曲名 康定情歌
Majestic Drums I Composed by Chan Ming-chi Commissioned Work Gu Lang Fei Fei (Power Drum Song)	鼓王群英會 I 19-20/9/2003 作曲家 陳明志 曲名 鼓浪菲菲		
Majestic Drums II Arranged by Zhang Lie Commissioned Work Let the Thunder of Drums Roll	鼓王群英會 II 21/10-1/11/2003 編曲者 張列 曲名 鼓樂澎湃		

Arranged by Wu Yiwen Commissioned Work A September Story	編曲者 武亦文 曲名 九月的故事
Arranged by Lin Di Commissioned Work Nostalgia for Our Native Land	編曲者 林笛 曲名 原鄉情濃
Arranged by Wu Yiwen Commissioned Work A Village that Lingers in My Heart	編曲者 武亦文 曲名 小村之戀
Arranged by Wu Yiwen Commissioned Work The White Sandy Beach	編曲者 武亦文 曲名 白沙灘
Arranged by Liu Xing Commissioned Work Proverbs of Love	編曲者 劉星 曲名 愛的箴言
The Wonderful World of Reeds - East West Rendezvous Arranged by Mui Kwong-chiu Commissioned Work Rhapsody of Colour Clouds Chasing the Moon	笙簧世界 12/3/2004 編曲者 梅廣釗 曲名 彩雲追月狂想曲
Arranged by Herman Ho Kwong-pui, Ho Pak-cheong, Chew Hee-chiat Commissioned Work Rumanian Rhapsody No. 1 in A Major	編曲者 何廣沛、何百昌、周熙杰 曲名 A 大調第一羅馬尼亞狂想曲
Arranged by Jian Jianshu Commissioned Work Jin Melody	編曲者 景建樹 曲名 晉調
Works Premiered by HKCO 樂團首演曲目	
Dragon Boat Festival Celebrations	相約在端午
The Dragon Boat Festival Wu Hua	龍舟競渡 吳華曲
-An entry to the 21st Century International Competition for Chinese Orchestral Composition	- 21 世紀國際作曲大賽參賽 作品
Music from the Heart II 心樂集 II	
Silver Strands Lee Wai-shan	銀縷 李慧珊曲
While the Script Speaks..... Ip Kim-ho	筆在說..... 葉劍豪曲
Morning Light Ng Cheuk-yin	晨光 伍卓賢曲
The Wonderful World of Reeds - East West Rendezvous	
Ethos : Symphonic Poem for Chinese Orchestra, No. 3 Zheng Bing	第三民族 鄭冰曲 交響詩 - 魄
-An entry to the 21st Century International Competition for Chinese Orchestral Composition	- 21 世紀國際作曲大賽參賽 作品

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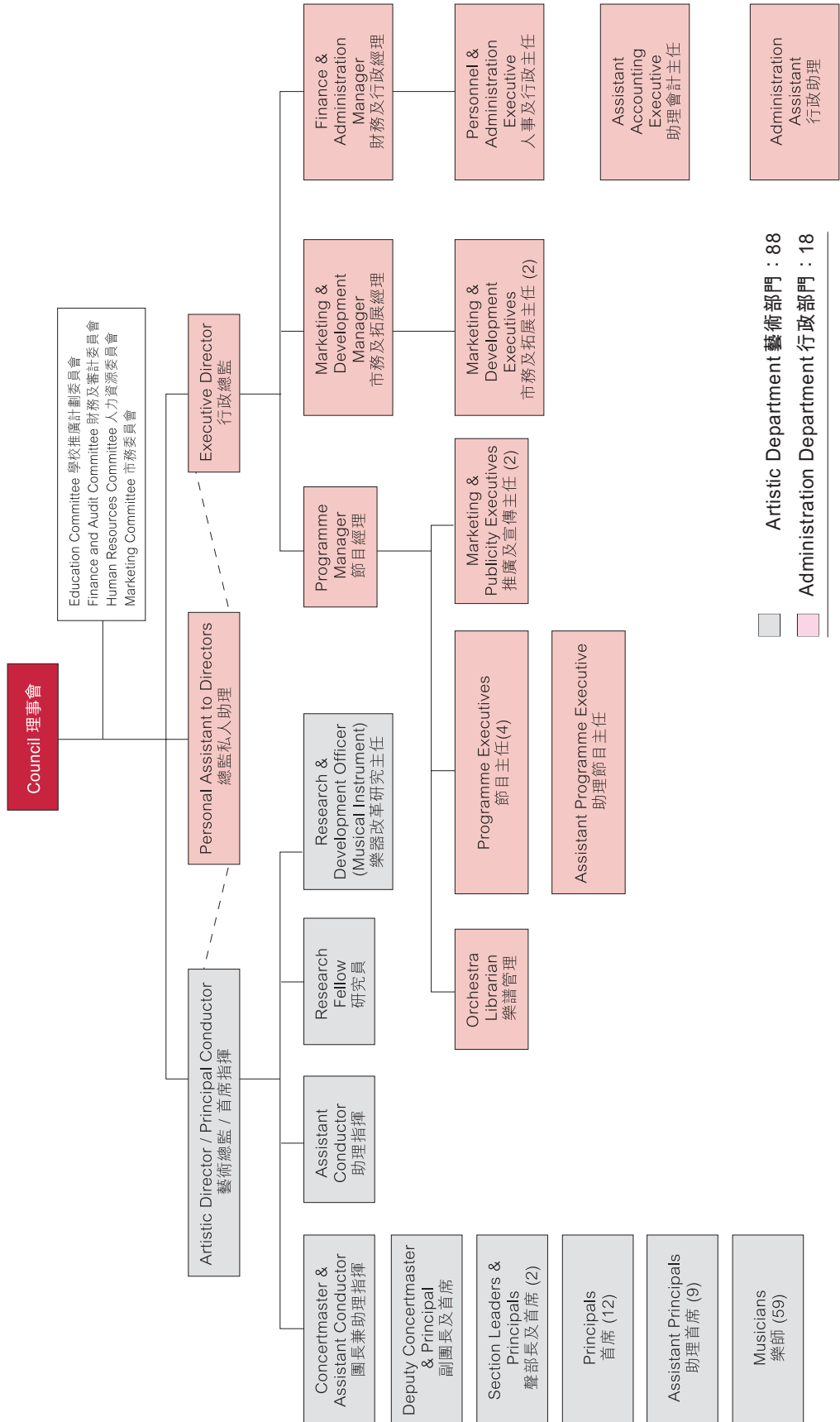
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