



Professionalism

專業精神

05



建立更優秀的團隊組織

Building a Better Organisation

憑藉專業精神，縝密籌劃，迎接種種挑戰

Refined strategies help the Registry meet challenges years ahead.



業務回顧 Business Review

財務目標及摘要

公司註冊處於一九九三年八月一日根據前立法局通過的決議成立營運基金。《營運基金條例》(第430章)規定，本處必須按照商業原則，在財政自給的基礎上運作，目標是：

- 使營運基金的收入足以支付提供服務的一切開支；及

Financial Objectives and Highlights

The Companies Registry was established as a trading fund on 1 August 1993 by a resolution passed by the Legislative Council (LegCo). As required by the Trading Funds Ordinance (Cap. 430), the Registry operates under commercial principles on a self-financing basis, aiming to:-

- meet all expenses incurred in the provision of services out of the income of the Registry; and

財務摘要 Financial Summary

以百萬港元計 HK\$ million	2011-12	2012-13
營業額 Turnover	483.2	532.1
運作成本 Operating costs	239.9	249.0
除稅後盈利 Profit after tax	216.6	253.6
已付予 / 須付予政府的股息 Dividends paid / payable to the Government	216.6	253.6
固定資產平均淨值回報率 Rate of return on average net fixed assets	54.9%	63.6%

營業額及盈利 Turnover and Profit

截至三月三十一日止的年度 For the year ended 31 March

以百萬港元計 HK\$ million



- 營業總額
Turnover
- 除稅後盈利
Profit after Tax
- 固定資產平均淨值回報率
Rate of return on average net fixed assets

- 為所運用的固定資產平均淨值取得合理的回報。目標回報率由財政司司長制訂，二零一二至一三年度的回報率是6.7%。

- achieve a reasonable return on the average net fixed assets employed. The target rate of return for 2012-13 was 6.7 per cent as determined by the Financial Secretary.

財務表現

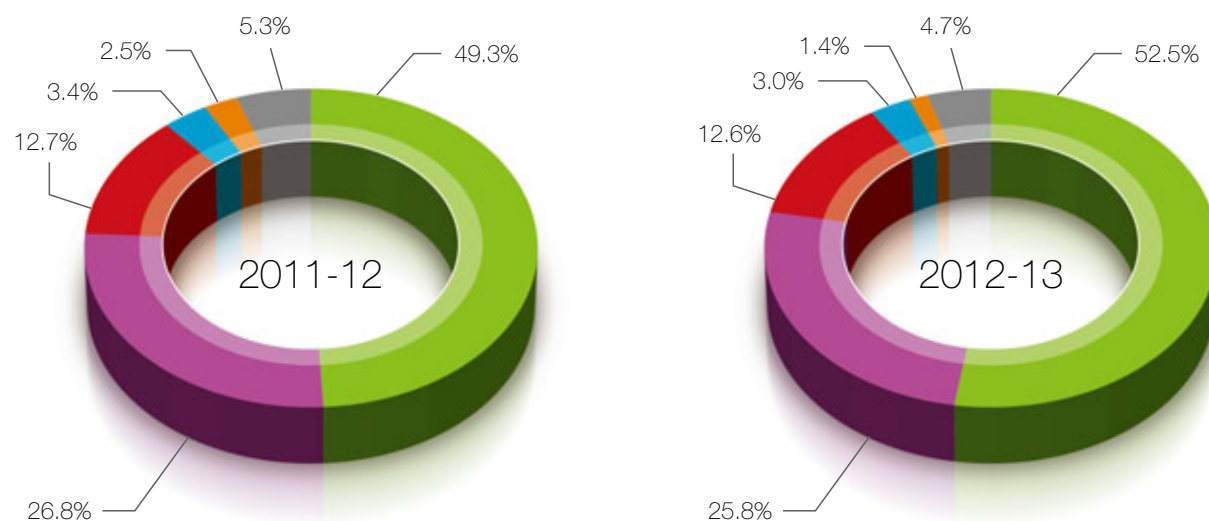
本處經審計的周年帳目表和審計署署長報告載於附錄C。《營運基金條例》規定，周年帳目表須按照公認會計原則製備並須提交立法會省覽。

Financial Performance

The audited annual accounts of the Registry together with the Report of the Director of Audit are set out in Appendix C. The accounts are prepared in accordance with the generally accepted accounting principles and will be tabled before LegCo as required by the Trading Funds Ordinance.

營業額

Turnover



公司註冊成立費 Incorporation fees

押記文件登記費 Charges registration fees

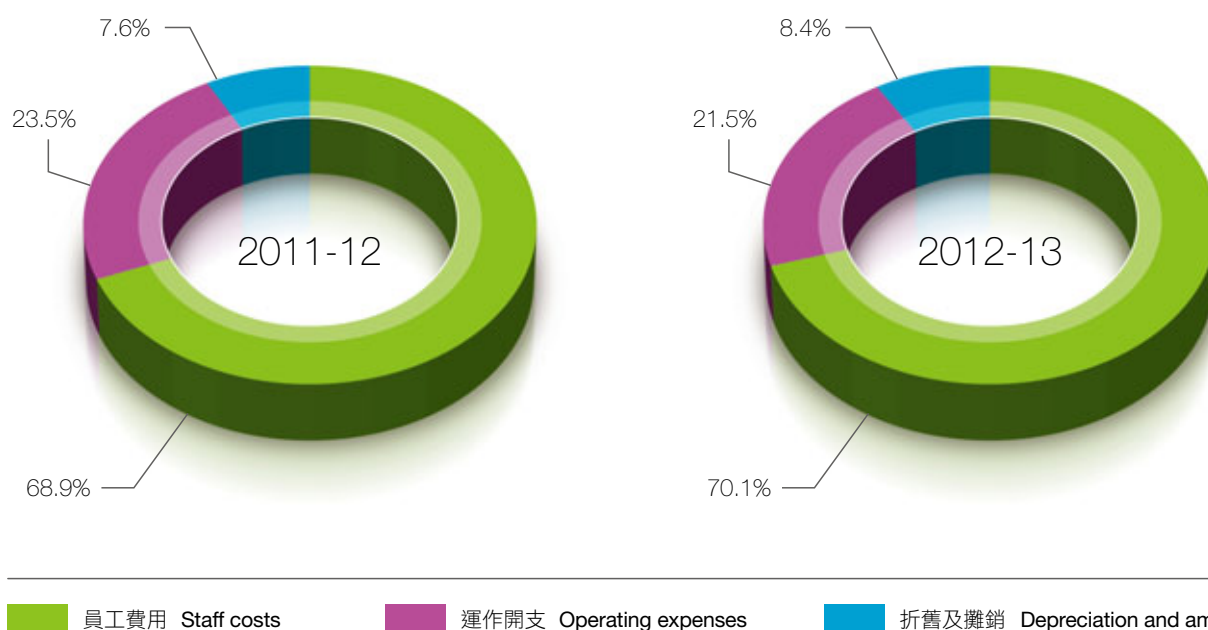
周年申報表登記費 Annual Registration fees

管理及代收服務費用 Fees for administration and collection services

查冊及影印收費 Search and copying fees

其他費用 Other fees

運作成本 Operating Costs



儘管二零一二至一三年的外圍環境較為波動，但本處於該段期間仍能繼續取得佳績。營業額及除稅後盈利分別為5億3,210萬元及2億5,360萬元，與二零一一至一二年度相比，增幅分別達10.1%及17.1%。

多年來，本處一直都能夠在財政自給的基礎上運作，並累積足夠儲備，用以持續發展及應付緊急需要。截至二零一三年三月三十一日，本處的現金及銀行和外匯基金存款合共達6億7,330萬元。本處負債主要包括員工所積存假期的貨幣化價值、網上查冊中心及「註冊易」登記用戶的預付款項、稅款及應累算費用。以上充裕的儲備使本處能在新《公司條例》實施後，肩負起新的角色及執行新增的職能，並不斷加強基礎設施，為公眾提供優質服務而無須借貸。

Despite a more volatile external environment in 2012-13, the Registry continued to achieve fruitful results for this period. Turnover and profit after tax were \$532.1 million and \$253.6 million respectively, representing an increase of 10.1 per cent and 17.1 per cent respectively when compared to those of 2011-12.

Over the years, the Registry has been able to operate on a self-financing basis and accumulate adequate reserve for ongoing development and contingent needs. As at 31 March 2013, the Registry had a total of \$673.3 million cash in hand and deposits with banks and the Exchange Fund. The Registry's liabilities mainly composed of the monetised value of the untaken leave of its staff, prepayments from registered users of Cyber Search Centre and e-Registry, taxation and accrued expenses. This healthy reserve enabled the Registry to assume new roles and perform additional functions following the implementation of the new Companies Ordinance, and to strengthen its infrastructure continuously for provision of quality services to the public without loan financing.

二零一三至一四年度及其後的預測 Forecast for 2013-14 and Beyond

儘管二零一二至一三年度的表現理想，但基於本處的營業額很容易受外圍或本地經濟波動所影響，因此本處在預測未來業務方面採取了審慎的態度。

外圍經濟環境在二零一二年下半年較為穩定，但到二零一三年，歐元區經濟受重債拖累，而美國經濟增長未穩卻又受制於薪俸稅上調及開支自動削減，加上先進經濟體及同類經濟體的需求仍然疲弱不振等不利因素，外圍經濟已變得異常波動。以上不利因素會繼續拖累亞洲包括香港的經濟活動。

基於上述外圍因素，本處的財務表現在二零一三至一四年度可能會更難預測。二零一二至一三年度註冊成立的公司數目高企的情況在來年或許不再持續。至於本處其他主要業務，亦因商業及物業市場會預期出現放緩的現象，令押記登記的數目亦只會錄得溫和增長。儘管如此，鑑於近年登記冊上的公司總數上升，預期來年向本處提交的周年申報表數目及查冊的數目會相應增加。

就中期而言，預料本處的業務在二零一四至一五年度起會大致穩定，每年的業務增長溫和。唯一例外的情況，是二零一四至一五年度須予登記的押記數目，預期會大幅下跌約20%，原因是新《公司條例》修改登記規定，訂明無須登記以現金存款作抵押的押記。在此情況下，本處這幾年的業績難免受影響。此外，本處亦有必要投放額外資源，以應付本處在新《公司條例》下須肩負的新角色及新職能。

In spite of the robust performance in 2012-13, the Registry has adopted a prudent approach in projecting its business ahead, bearing in mind that the business volume of the Registry is vulnerable to any external or local economic fluctuations.

Following the relatively stable environment in the latter part of 2012, the external economy has turned more volatile in 2013 under such headwinds as the eurozone economy saddled by the debt overhang, the continuous uneven growth in the United States hampered by the payroll tax hike and automatic spending cuts, the continued sluggishness in demand in the advanced economies and the like. All of these would continue to put a drag on economic activities in Asia including Hong Kong.

With these external factors, the Registry's financial performance in 2013-14 is likely to be more uncertain. The very high number of company incorporation in 2012-13 may not be sustainable in the coming year. For other major activities of the Registry, a moderate growth for registration of charges has also been registered as a result of the anticipated slowdown in business and property market. Nevertheless, given the surge in the total number of companies on the Register in recent years, the number of annual returns to be filed with the Registry and the number of searches in the coming year are expected to rise correspondingly.

In the medium term, it is anticipated that the Registry's business will be generally stable from 2014-15 onwards with a moderate annual growth. The only exception is as regards the number of charges to be registered in 2014-15, which is expected to drop sharply by about 20 per cent, consequent upon the changes in registration requirements under the new Ordinance as registration of charges against cash deposits will no longer be required. In the circumstance, the business performance of the Registry in these years will unavoidably be affected. It will also be necessary to invest additional resources for the Registry to take up new roles and functions under the new Ordinance.

儘管本處預期新《公司條例》的實施會帶來新挑戰，但因我們有嚴格的財務管理，加上不斷提高生產力，本處有信心達到固定資產平均淨值的目標回報率，並保持足夠的財政能力，以應付業務方面難以預計的波動。因此，本處需要維持充足儲備，以執行以下措施：

- 提升資訊科技基礎設施，以配合新《公司條例》的實施；
- 為本處在新《公司條例》下要肩負的新角色及新職能作好準備；
- 推行宣傳及推廣新《公司條例》的活動，使新條例順利實施；及
- 檢討並制訂本處資訊科技基礎設施的長遠發展計劃。

Although the Registry anticipates new challenges arising from the implementation of the new Ordinance, with strict financial control and ongoing enhancement of productivity, the Registry has confidence in achieving the target rate of return on average net fixed assets employed and maintaining an adequate financial capability to meet any unforeseeable adverse business fluctuations. In this regard, the Registry needs to retain sufficient reserve to carry out the following initiatives:-

- enhancing the IT infrastructure to facilitate the implementation of the new Ordinance;
- preparing for the Registry's new roles and new functions under the new Ordinance;
- implementing programmes for publicising and promoting the new Ordinance to facilitate its smooth implementation; and
- reviewing and formulating the longer term development plan of the Registry's IT infrastructure.



人力資源 Human Resources

組織

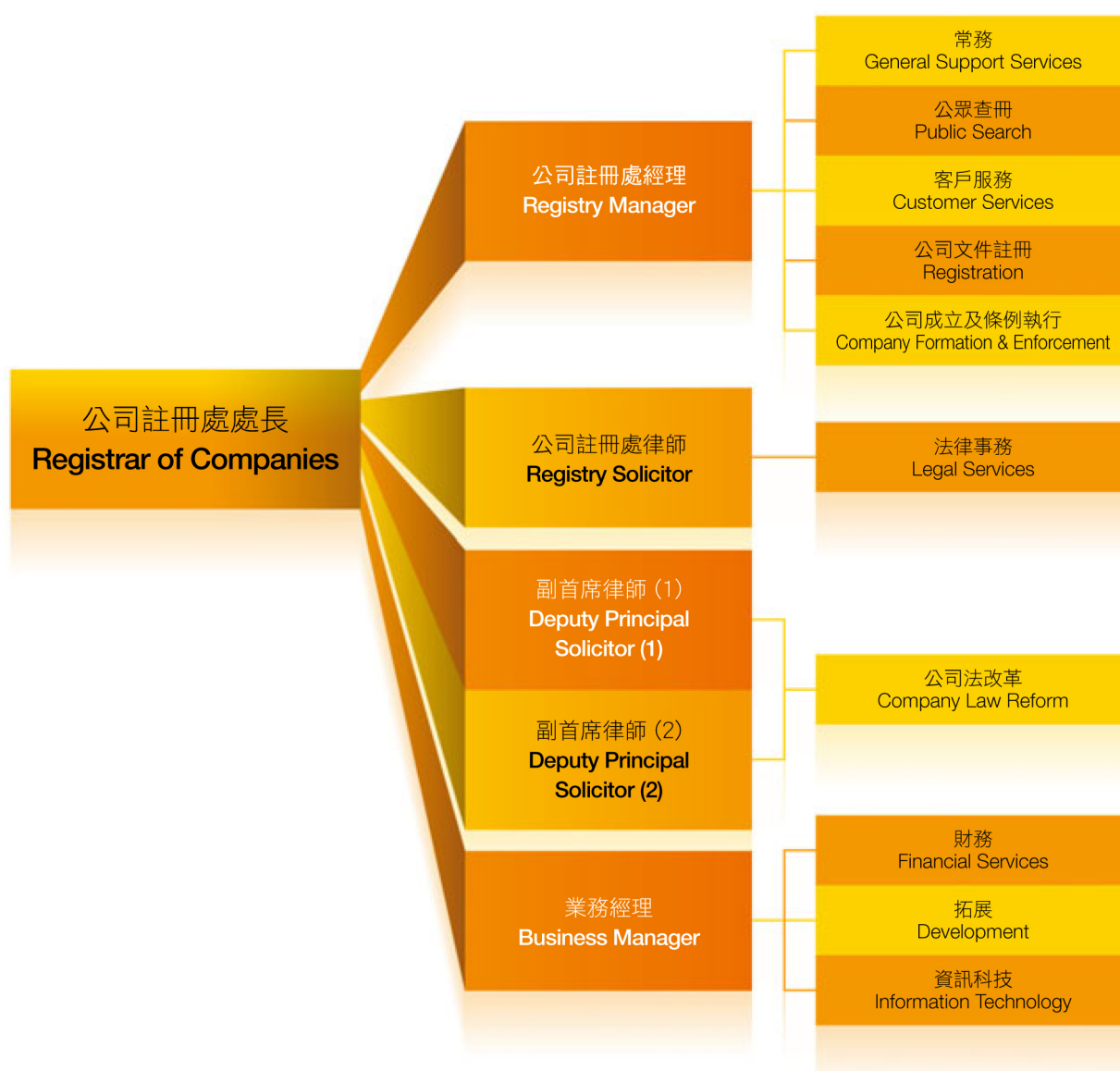
截至二零一三年三月底，本處共有365名員工，包括291名公務員及75名合約員工。為應付增加的工作量，本處的人手較去年稍微增加。

Organisation

As at the end of March 2013, the total headcount of the Registry was 365, of which 291 are civil servants, and 75, contract staff. To cope with the increased workload, the headcount was slightly increased compared with that in previous year.

公司註冊處組織圖

Companies Registry's Organisation Chart



總部的高級管理人員
Senior officers of Headquarters



公司成立及條例執行部的管理人員
Managers of the Company Formation
and Enforcement Division





公眾查冊部的管理人員
Managers of the Public Search Division



公司文件註冊部的管理人員
Managers of the Registration Division

招聘員工

本處認同制訂有效的人力計劃並維持一支高質素的專業團隊，對為客戶提供優質服務，以及對日後持續擔當更重要的角色做好準備至為重要。有見及此，由本處高層管理人員組成的部門編制委員會，負責審議人力方面的建議，並向公司註冊處處長推薦方案，以制訂本處的人力計劃。

Staff Recruitment

The Registry recognises the importance of formulating a good manpower plan and maintaining a team of high-calibre and professional staff members for providing quality services to customers, and for sustaining the further development of its role in the future. In this respect, its Departmental Establishment Committee, composed of senior officers of the Registry, considers staffing proposals and makes recommendations to the Registrar of Companies for the formulation of the Registry's manpower plans.



培訓及發展

本處每年均會制訂部門培訓發展計劃，以促進不同職系人員的培訓發展。本處已委任培訓經理，以監督及推行為本處人員而設的培訓計劃。

本處一向重視不斷學習及自我提升的精神。為此，本處鼓勵員工參加由公務員事務局公務員培訓處舉辦的培訓課程，並提名員工參加本地或海外的研討會及會議，以擴闊他們的視野，增廣見聞。至於新加入本處的員工，本處為他們舉辦一個為期兩天的迎新課程，讓他們更加了解本處及本處的工作。此外，本處亦資助員工修讀與工作有關的外間課程和參加考試。

截至二零一三年三月的年度，本處員工共參加了583個培訓日。

Training and Development

The Registry formulates a Departmental Training and Development Plan every year to support the training and development of different grades of officers. Training managers are appointed to monitor and implement the training programmes for officers.

The Registry attaches great importance to the culture of continuous learning and self development. To this end, the Registry encourages staff to attend training programmes organised by the Civil Service Training and Development Institute of the Civil Service Bureau, and nominates staff to attend local and overseas seminars and conferences to broaden their perspectives and widen their exposure. For new recruits, a two-day Induction Programme is conducted to provide them with a better understanding of the Registry and its work. Furthermore, the Registry offers financial support to staff members who wish to attend external work-related courses and examinations.

For the year ending March 2013, a total of 583 training days have been achieved.



員工獎勵及嘉許

本處設有增進員工表現計劃，以加強員工對部門服務承諾的認識和承擔，並不斷提升服務水平。該計劃設有三個獎項，分別是工作表現獎、最佳服務獎及最佳櫃檯職員獎。

在二零一二至一三年度，本處超越了所有服務承諾的目標水平。本處因此向合資格的員工頒發工作表現獎，以表揚他們的工作及出色表現。在二零一二年，本處的客戶投票選出「本地公司更改名稱 — 網上提交文件」服務（一項由新公司註冊組提供的服務）為最佳服務。最佳櫃檯職員獎有助促進本處員工竭誠為客戶提供有禮及高效率服務的使命感。去年，我們的客戶交回共2,492份投票表格，選出14名最佳櫃檯職員獎的得獎者。

Staff Motivation and Recognition

The Registry has implemented a Staff Motivation Scheme to promote the awareness of, commitment to and ongoing enhancement of performance pledges. The Scheme consists of three awards, namely, the Registry Performance Award, Best Service Award and Best Counter Staff Award.

As the Registry has exceeded the targets of all its pledges for 2012-13, the Registry Performance Award was granted to all eligible staff in recognition of their efforts and excellent performance. In 2012, "Change of Name of Local Companies (e-Submission)", a service provided by the New Companies Section, was voted by our customers as the winner of the Best Service Award. The Best Counter Staff Award has helped instil a sense of commitment in staff to provide courteous and efficient service. Last year, 14 winners of the Best Counter Staff Award were selected by our counter customers in 2,492 voting forms returned.



本處舉辦最佳服務獎及最佳櫃檯職員獎。

The Registry organises the Best Service Award and the Best Counter Staff Award Contest.

與員工溝通

本處十分重視與員工溝通，並鼓勵各級員工之間相互溝通。由管方及員方代表組成的部門協商委員會定期召開會議，討論與工作有關的事項，並蒐集員工的意見。公司註冊處處長亦不時與各部別的管理人員舉行會議，討論未來數年的工作路向、策略及新措施。此外，本處每季都出版員工通訊，以加強不同部別人員之間的溝通與聯繫。

Communications with Staff

The Registry values communications with its staff and encourages communication to flow across all level of staff. The Departmental Consultative Committee, which consists of management and staff representatives, holds regular meetings to discuss work-related issues and gather opinions from staff. The Registrar of Companies also meets divisional managers from time to time to discuss work directions, strategies and initiatives of the Registry for the years ahead. Furthermore, staff newsletters are published quarterly to enhance communication and bonding among staff across different divisions.



公司註冊處員工通訊
Companies Registry
Staff Newsletter

為加強本處整體的效率和生產力，本處管方致力鼓勵所有員工充分發揮潛能。本處員工的主管人員，每年均會就員工工作表現的評核報告與員工進行面談，討論員工的工作表現，並就員工的事業發展需要提出培訓方面的建議。這些直接的面談提供良好機會，讓主管人員及下屬得以討論員工的事業前途及發展計劃，並可交流意見及想法。

本處設有完善機制處理員工的投訴。本處已委任公司註冊處經理擔任部門的員工投訴主任，確保員工的每宗投訴均得到妥善處理，並迅速作出必需的糾正。

With a view to enhancing the Registry's overall effectiveness and productivity, the management strives to encourage all staff members to perform to their full potential. Staff appraisal interviews are conducted annually to discuss staff performance and to recommend training for their development needs. These face-to-face interviews serve as good opportunities for supervisors and subordinates to discuss career prospects, development plans and share ideas and thoughts.

The Registry has a well established mechanism to handle staff complaints. The Registry Manager has been appointed as the Departmental Staff Complaints Officer to ensure that every complaint is properly handled, and that any necessary remedial action is taken promptly.