The following companies and individuals have contributed financially or in a professional services capacity to the Hong Kong Maritime Museum Endowment Trust, formed in 2010 to support the development of Pier 8, Central as the new home of the Hong Kong Maritime Museum.

A separate list of supporting individuals, organisations, object donors and specialists can be found at www.hkmaritimemuseum.org.

Principal Contributor
The Government of Hong Kong
Special Administrative Region

Diamond Donors >HK$3 million
Anonymous
Mr. Kwok Tak-sing
China United Shipbuilding Co., Ltd.
COSCO (Hong Kong) Group Ltd.
Fairmont Shipping (H.K.) Ltd.
Anthony J Hardy and Susan C Hardy
Hongkong International Terminals Limited
KC Maritime Limited
The K.H. Koo Charitable Foundation
Koo Family Company Limited
Ocean Line Holdings Ltd.
Pacific Basin Shipping (HK) Ltd.
Parakou Shipping Limited
Mr. Helmut Sohmen
The Swire Group Charitable Trust
Taiship Company Limited
The T.Y. Chao Family Trust
Unique Shipping (H.K.) Limited
Wah Kwong Shipping Holdings Ltd.

Platinum Donors >HK$1 million to <HK$3 million
China Merchants Charitable Foundation Limited
China Shipbuilding Industry Corporation
Chinese Maritime Transport (Hong Kong) Limited
Inco & Co
Mr. Kenneth K.W. Lo
Takinip Company Limited
The T.Y. Chao Family Trust
Unique Shipping (H.K.) Limited
V.K. Hsu & Sons Foundation Ltd.
Wah Kwong Shipping Holdings Ltd.

Gold Donors >HK$500,000 to <HK$1 million
American Bureau of Shipping (HK) Limited
China Classification Society
Lloyd’s Register Asia
Nippon Kaiji Kyokai

Silver Donor >HK$250,000 to <HK$500,000
Simon K.Y. Lee Foundation Limited

Bronze Donors >HK$100,000 to <HK$250,000
Mr. Giuseppe Eskenazi
Det Norske Veritas AS

Crystal Donors <HK$100,000
The Bahamas Maritime Authority
Xiling Group
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3 From the Director
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9 Administration
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15 Board, Trustee and Committee Members
The Hong Kong Maritime Museum Ltd is delighted to produce its first Annual Report for the 12-month period ended 31 March 2014. It has been an exciting year of accomplishments – from moving to a dramatic new facility to capitalizing on what our expanded premises and a team of professionals can offer – bringing the past, present and future of maritime to the community of, and visitors to, Hong Kong. By far the most significant event of the year was the Museum’s re-opening at our new location at Pier 8.

On 25 February 2013, the Chief Executive of the Hong Kong Special Administrative Region, Mr. C. Y. Leung, declared the Museum open in the presence of over 200 guests including Mr. CC Tung, Chairman of the Hong Kong Maritime Museum Trust and Mr. Anthony Hardy, Chairman of the Hong Kong Maritime Museum Limited.

The relocation was made possible by the contributions of many, including HK$113.8 million from the Hong Kong Government to cover planning and conversion costs of the pier and HK$29.6 million from the Hong Kong Maritime Museum Endowment Trust to cover staff and operational costs, equipment and collections. The latter contribution was funded through donations provided by the Hong Kong shipping industry, private donors and charitable foundations. As part of the agreement with government, a five-year recurrent funding package was negotiated valued at HK$4.4 million.

The planning and physical reconstruction of the Museum at Pier 8 involved five main entities:

- A project control group representing HKMM Ltd and P&T Architects and Engineers, with day-to-day executive authority provided by the Museum Director;
- P&T Architects and Engineers (design and technical consultants);
- Hsin Chong Construction Group Limited (principal building contractor);
- Haley Sharpe Design (exhibition designers); and
- Kingsmen (exhibition fabricators).

The Hong Kong Maritime Museum
In addition, HKMM Ltd reported to the Home Affairs Bureau which represented the interests of the Hong Kong Government.

Over the 13-month period 25 February 2013 to 31 March 2014, HKMM attracted a total of 85,248 visitors of which 70% were Hong Kong residents with the balance being drawn from overseas (24%) and Mainland China (6%). Our expanded and centrally located facility enabled some 16,198 elderly or socially disadvantaged patrons to visit the Museum, equating to one-fifth of total visitors this past year. In addition, some 9,135 visitors were attracted to the Museum by its community and commercial events, including three temporary exhibitions: A Tale of Two Ventures – Photographs by Basil Pao, Around the World in 8000 Days – Travels with Michael Palin, and Through the Lens of John Thomson – Hong Kong and Coastal China, 1868 – 1872.

In the 2013 – 2014 financial year the cost of operating HKMM Ltd was HK$16.3 million. Funds were drawn from the Hong Kong Government (HK$4.4 million), the Hong Kong Maritime Museum Endowment Trust (HK$5.2 million) and commercial activities, including entrance fees and events, of HK$6.6 million. During the first year of operation Museum management were able to obtain a clear picture of operational costs and revenue opportunities that will assist in long-term planning.

The Museum’s first year of operation has demonstrated its high potential to become a significant Hong Kong community and tourist asset, based on firm foundations and strong public programmes. The organisation is grateful to the ongoing support it has received during the year in review from individuals and other organisations and looks forward to a dynamic second year of operation.

Finally, in April 2014, Mr. Anthony Hardy announced his retirement as Chairman after ten years of dedicated service. On behalf of the Directors, Trustees and Museum staff, his support and devotion to the Museum and its endeavours is sincerely appreciated.

Richard Wesley
Museum Director

Anthony J. Hardy
Founder of the Hong Kong Maritime Museum and Chairman from 2003 to 2014. Mr. Hardy’s vision, dedication and passion helped grow HKMM from a two-gallery site in Stanley to its present location at Pier 8 in the heart of Hong Kong’s Central Waterfront.
Successful formal and informal education programmes are the key to all thriving museums and from the opening of the Museum the organisation has deployed three staff to manage a variety of educational initiatives focused on the needs of adult learners, school groups and families.

During the first 12 months of operation the Museum managed four core activities:

- **A schools programme** that encourages informal Museum learning while also catering for specific school curriculum topics was launched. A downloadable Teacher’s Guide and a variety of student worksheets were developed during the year and information concerning programmes on offer was sent to the 2,000 schools in Hong Kong. A total of 3,386 students participated in these activities.

- **A Saturdays Talks programme** targeted at both the general public and Museum supporters was commenced. Initial topics covered a wide range of maritime, academic and travel subjects that included piracy, photography in early Hong Kong and classic yachts. This programme was run in parallel to the Museum’s temporary exhibitions, providing the opportunity for curatorial floor talks.

- **To encourage intergenerational learning and enjoyment**, the education team also devised a Sunday Family programme to encourage the joint exploration of the Museum by parents and young children. In addition to maritime based play activities, family guided tours and Museum theatre activities were created and tested using successful learning strategies devised by overseas museums and the expertise of the Museum’s professional staff.

- **A guided tour service** was introduced to Museum exhibitions to cater to the general public, specialists and VIPs. This activity has proved particularly popular on weekends and with organised special interest groups associated with the maritime industry.

The success of these programmes has been largely based on the establishment of a small team of volunteers, predominantly university students, who have both the desire and aptitude to work as educators with young people under the guidance of the Museum’s education staff.

In addition to these programmes, the education team coordinated outreach programmes associated with Maritime Awareness Week and facilitated a “pop up” exhibit featuring the response of the Hong Kong community to a pollution spill in local waters as a means of increasing engagement with local issues.
Immediately following the re-opening of the Museum, curatorial staff was fully occupied enhancing the presentation of the permanent exhibits and answering questions from the many thousands of Hong Kong residents who flocked to see the city’s latest attraction. Supported by the Museum’s contract conservator they were also involved in ensuring that the collection items had settled into their new environment and showed no sign of stress. Particular areas of interest were oil paintings and light / humidity sensitive paper-based collection items. In some instances the original exhibition design was slightly adjusted to protect exhibition items from a high volume of visitors.

To explore the potential of the Museum as a venue for temporary exhibitions, three photographic-based exhibitions were scheduled, two of which were sponsored by shipping company Wah Kwong. Curatorial staff gained valuable experience in the process of receiving, hanging and promoting externally generated exhibits while adding a unique Hong Kong Maritime Museum content element.

A unique collaboration with the Bodleian Library, Oxford University enabled the priceless Selden Map (circa 1650) to be exhibited outside the United Kingdom for the first time in over 350 years. This recently rediscovered example of European and Asian influenced cartography depicting Southeast Asia has shed new light on seventeenth century Chinese trade routes. Supporting material was provided by the Ashmolean Museum and local map collector Mr. K L Tam.

This project was the responsibility of the organisation’s first Chief Curator, Dr. Tianlong Jiao who was appointed by the Museum in May 2013. This position was made possible through a generous, annual sponsorship provided by Dr. Frank Tsao Wen-king of International Maritime Carriers (IMC).

A third significant curatorial activity was the organisation of the Museum store following the relocation of the entire collection from Stanley. This activity has improved ease of access to the Museum’s growing reserve collection of paintings, ship models and maritime technology items. Small sensitive items have also been boxed up to improve security and access.

The Museum acquired a total of 57 items during the period valued at HK$1.0 million. The highlights included a rare Han dynasty green glazed tower boat funeral vessel, a large Chinese porcelain vase dedicated to Lord Nelson, and a model of a Star Class yacht Treenlaur made in the Stanley prison of war camp.
MARKETING AND VISITATION

During the 2013 – 2014 financial year the Museum attracted a total of 85,248 visitors. Seventy percent of visitors were local residents.

Media relations and marketing priorities included free coverage in daily newspaper and long life magazines ranging from the Cathay Pacific Discovery publication to Tatler with some 300 individual media references achieved by staff and our public relations agency DNA.

Public awareness of the Museum at Pier 8 was also increased by companies that hired event space and used their own internal channels to promote the venue. Organisations who helped the Museum in this manner included Alliance Francaise, Café Scientique, Oxford University, the Nesbitt Centre and the Hong Kong Ship Owners Association.

Through liaison with Star Ferry, the Transport Department and other relevant agencies, permission was obtained to install directional signage in the vicinity of the Museum as part of a longer-term campaign to improve its visibility.

For most potential visitors the website is the primary source of information which is updated on a daily basis and serves as a portal to our associated YouTube channel, Flickr site, Facebook and Weibo listings. During the financial year a strong effort was also made to update tourist information on Chinese travel sites and to build relationships with tour operators.

Combined, these initiatives have placed the Museum in a strong position to develop its visitor base in its second year of operation as the institution becomes better known to the Hong Kong community and tourists.
A critical objective for the Museum is to achieve long-term financial sustainability. Event hire was identified as a key source of income and marketing. Over a 12-month period, 59 special and community events were held attracting gross revenue of HK$2.3 million, attended by some 9,135 guests.

Spaces that have regularly been made available include the Special Exhibitions Gallery, Harbour Viewing Gallery, the Museum boardroom and the Education Room. A flexible hiring approach has allowed the Museum to cater to a diverse range of groups, ranging from fashion brands and product launches to community organisations seeking a venue for special events. Under certain circumstances involving charities, free or heavily discounted access has been provided. New partnerships have been developed with organisations that regularly organise public talks including the Royal Geographic Society and the Asiatic Society, increasing the diversity of audiences utilising the Museum.

A major initiative completed during the year was the opening of a museum café – Café 8 – in partnership with the Nesbitt Centre that provides training and work opportunities for individuals with learning disabilities.

**Special Events and Commercial Activities**

This partnership, in addition to the obvious social benefits, has created a solid cash flow to the Museum that will only grow as the facility becomes better known.

The Museum has also taken out a lease on a shop adjacent to the entrance as a high-end sales point for maritime home wares, with the space also serving as a billboard highlighting the location of the Museum.

All of these commercial initiatives, combined with the Museum’s fundraising program have enabled the Museum to commence a five-year strategy to build a self-sustaining business model in partnership with the Hong Kong Government.
Currently the Museum operates seven days per week, closed only for the first two days of the Chinese New Year. This operational reality has required the Museum to develop an appropriate staffing profile and ensure adequate specialist contracting firms are in place to provide the necessary technical services.

During the 2013 – 2014 fiscal year the Museum established six operational sections, Directors Office, Finance, Security, Curatorial, Education and Building Maintenance (see Organisational Chart). As part of this process the Museum created the new positions of Chief Curator, Finance Manager, Accounts Clerk, Head of Web and New Media, Education Services Coordinator and Building Services Coordinator. Two new positions, Head of Development and Head of Marketing, have also been filled to increase external recognition and support.

Through a generous sponsorship by Swire, the Museum was able to benefit from a three-week internal audit process. Subjects reviewed included IT management, building security and asset management. Recommendations were implemented and reviewed by a newly formed Audit Committee supporting an ongoing program of organisational development.

During the same period, the Museum’s staffing manual was reviewed and updated to reflect the growth in staff numbers and the need for full compliance with relevant government regulations, including occupational health.

International staff development opportunities were provided for three staff and local training in fire safety and first aid was provided for front line staff.
Responsibility for day-to-day public safety was vested in the new position of Security Coordinator supported by contractor Chubb Security. After hours coverage is provided by two Museum Assistants working a 12-hour night shift on a seven day a week basis. Teams of four Museum Assistants work with the public and ensure their safety both during and after normal opening hours.

Building maintenance is managed by a Building Maintenance Coordinator supported by cleaning, air conditioning and IT contractors. The Museum also employs a full time Technical Officer who is a qualified electrician. Additional advice is provided by P&T Architects and Engineers on an as needs basis.

The major project completed during the year was Café 8, with museum staff coordinator contractors ensuring the facility was fit for purpose and met all food and hygiene standards under the laws of Hong Kong. Major works included the installation of equipment and the upgrading of the air conditioning.

In February 2014, the Museum took full responsibility for the management of the building with the expiration of the majority of building defect liability agreements with Hsing Chong.
# FINANCIAL PERFORMANCE

Hong Kong Maritime Museum  
Condensed Financial Statements  
For the Period 1 April 2013 through 31 March 2014

<table>
<thead>
<tr>
<th>INCOME</th>
<th>HKD (000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission and Fees</td>
<td>1,220</td>
</tr>
<tr>
<td>Rentals and Events</td>
<td>2,251</td>
</tr>
<tr>
<td>Public and Social Enterprise Programmes</td>
<td>1,007</td>
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<tr>
<td>Government Grant</td>
<td>4,429</td>
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<tr>
<td>Endowment Grant</td>
<td>5,210</td>
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<tr>
<td>Other</td>
<td>2,165</td>
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<tr>
<td><strong>Total Income</strong></td>
<td><strong>16,282</strong></td>
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<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff, Consultant and Office Expenditures</td>
<td>10,705</td>
</tr>
<tr>
<td>Building, Equipment Maintenance and Insurance</td>
<td>2,395</td>
</tr>
<tr>
<td>Public and Education Programmes</td>
<td>2,132</td>
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<tr>
<td>Communications, Marketing and Fundraising</td>
<td>726</td>
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<tr>
<td>Museum Shop</td>
<td>324</td>
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<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>16,282</strong></td>
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<table>
<thead>
<tr>
<th>OTHER</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Relocation Government Grant</td>
<td>6,737</td>
</tr>
<tr>
<td>Relocation, Expansion Expenses</td>
<td>(6,737)</td>
</tr>
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</table>
VISITOR STATISTICS

Visitors 25 February 2013 to 31 March 2014

<table>
<thead>
<tr>
<th>Month</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>1,259</td>
<td>4,349</td>
</tr>
<tr>
<td>Feb</td>
<td>7,350</td>
<td>5,231</td>
</tr>
<tr>
<td>Mar</td>
<td>6,405</td>
<td>5,314</td>
</tr>
<tr>
<td>Apr</td>
<td>7,230</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>7,251</td>
<td></td>
</tr>
<tr>
<td>Jun</td>
<td>7,232</td>
<td></td>
</tr>
<tr>
<td>Jul</td>
<td>7,585</td>
<td></td>
</tr>
<tr>
<td>Aug</td>
<td>5,653</td>
<td></td>
</tr>
<tr>
<td>Sep</td>
<td>5,846</td>
<td></td>
</tr>
<tr>
<td>Oct</td>
<td>8,528</td>
<td></td>
</tr>
<tr>
<td>Nov</td>
<td>6,015</td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

VISITOR BY TYPE

<table>
<thead>
<tr>
<th>Type</th>
<th>Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td>50,125</td>
</tr>
<tr>
<td>Children</td>
<td>15,539</td>
</tr>
<tr>
<td>Senior</td>
<td>15,370</td>
</tr>
<tr>
<td>Students</td>
<td>3,386</td>
</tr>
<tr>
<td>Disabled</td>
<td>828</td>
</tr>
<tr>
<td>Total</td>
<td>85,248</td>
</tr>
</tbody>
</table>
## KEY PERFORMANCE INDICATORS

### 1 Community Involvement and Experience

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors - All</td>
<td>85,248</td>
</tr>
<tr>
<td>Visitors - Students</td>
<td>3,386</td>
</tr>
<tr>
<td>School Visits to HKMM</td>
<td>62</td>
</tr>
<tr>
<td>Visits by HKMM to Schools</td>
<td>5</td>
</tr>
<tr>
<td>Unique Visitors to Website</td>
<td>128,318</td>
</tr>
</tbody>
</table>

### 2 Curatorial, Academic Activity, and Exhibitions

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibitions</td>
<td>4</td>
</tr>
<tr>
<td>Published Articles</td>
<td>5</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>57</td>
</tr>
<tr>
<td>% of collection items on display</td>
<td>25%</td>
</tr>
<tr>
<td>% of collection items viewable online</td>
<td>4%</td>
</tr>
</tbody>
</table>

### 3 Marketing and Promotion

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Media Hits and Mentions</td>
<td>300</td>
</tr>
<tr>
<td>Value of Media Coverage</td>
<td>HK$7.0 million</td>
</tr>
<tr>
<td>In-kind Sponsorships</td>
<td>HK$1.8 million</td>
</tr>
<tr>
<td>Collaborative/Partner Projects</td>
<td>4</td>
</tr>
</tbody>
</table>
ORGANIZATIONAL CHART

Hong Kong Maritime Museum Trust
Responsible for
• Control of Assets
• Policy Development

Hong Kong Maritime Museum Ltd
Responsible for
• Day-to-day Operations
• Recruitment
• Fundraising

Hong Kong Maritime Museum Endowment Trust
Responsible for
• Treasury
• Investments
• Disbursements of Funds

Fundraising Committee
Education Committee
Collection Committee
Development Committee

Audit Committee

Museum Director's Office
Responsible for
• Policy Implementation
• Control of Operations
• Coordination of Fundraising

Finance and Business Development Unit
Responsible for
• Corporate Governance
• Financial Controls
• Sponsorship
• Commercial Activities
• Marketing
• Business Development
• Human Resources
• Friends of HKMM

Museum Services Unit
Responsible for
• Collection Management
• Exhibition Development
• Research and Library Services
• Education and Public Programmes

Building Services Unit
Responsible for
• Building Maintenance
• Services Maintenance
• Security
• Cleaning
• Building Regulatory Compliance
• External Contractors
• Restaurant/Functions
BOARD, TRUSTEES AND COMMITTEE MEMBERS

HONG KONG MARITIME MUSEUM LTD 
DIRECTORS

- Anthony J Hardy (Chairman)
- Chee Chow David Koo (Director)
- Yiu Kei Chan
- Yee Andrew Chen
- Kong James Chin
- Susan Ha
- Chee Kong Kenneth Koo
- KL Tam
- Lieh Sing Alan Tung
- Sik Ying William Waung

HONG KONG MARITIME MUSEUM ENDOWMENT TRUSTEES

- Chee Chen Tung (Chairman)
- Yee Andrew Chen
- Chee Kong Kenneth Koo
- Sik Ying William Waung

HONG KONG MARITIME MUSEUM TRUSTEES

- Chee Chen Tung (Chairman)
- Yiu Kei Chan
- Sih Ming Sabrina Chao
- Sing Chi Eric Ip
- Chee Kong Kenneth Koo
- JB Rae-Smith
- Sai Cheung Ian Shiu
- Timothy John Smith
- Sun Pao Joseph Ting
- Dr Frank Tsao Wen-king
- Roger Freeman Tupper
- Liang Zhang
- Fu Kwok David Cheng

COMMITTEES

- Audit
- Collection
- Education
- Development
- Fundraising

AUDIT COMMITTEE MEMBERS

- Yee Andrew Chen, HKMM Board Member
- Alan Ng, Senior Executive, PricewaterhouseCoopers
- JB Rae-Smith, HKMM Trustee
- Roger Freeman Tupper, HKMM Trustee
- Sik Ying William Waung, Former Chief Examiner on PCLL at University of Hong Kong and City University; Chief Examiner of Hong Kong Bar Association for foreign lawyers examinations

COLLECTION COMMITTEE MEMBERS

- Kungshin Chou, PhD, Former Director, National Palace Museum, Taipei
- Anthony J Hardy, Chairman, HKMM Ltd
- Claudius Mueller, PhD, Former Director, State Museum of Ethnology, Berlin
- KL Tam, HKMM Ltd, Board of Directors
- Joseph Ting, PhD, Former Chief Curator, Hong Kong History Museum
- Sik Ying William Waung, HKMM Ltd, Board of Directors
- Richard Wesley, HKMM Museum Director
- Tianlong Jiao, PhD, Dr Frank Tsao Wen-king, Chief Curator, HKMM
- Jane Sze, Associate Curator, HKMM
- Ms. Moody Tang, Associate Register, HKMM

EDUCATION COMMITTEE MEMBERS

- Susan Ha, Chair, Retired Secondary School Principal, Education Consultant
- Tom Cheng, Assistant Education Officer, HKMM
- Jacqueline Hamer, Vice Principal, Primary, Renaissance College
- Tianlong Jiao, PhD, Dr Frank Tsao Wen-king, Chief Curator, HKMM
- Caroline Lang, Head of Education and Public Programmes, HKMM
- Leung Cho Nga, PhD, Former Lecturer, Hong Kong Institute of Education, Researcher and Writer on Hong Kong History
- Annette Lo, Education Programme Coordinator, HKMM
- Yuan Kit Yan, Alice, Liberal Studies Teacher, Tack Ching Girls' Secondary School
- Sik Ying William Waung, Former Chief Examiner on PCLL at University of Hong Kong and City University; Chief Examiner of Hong Kong Bar Association for foreign lawyers examinations
- Richard Wesley, Museum Director

FUNDRAISING COMMITTEE MEMBERS

- Anthony J Hardy, Chairman, HKMM Ltd
- Chee Chow David Koo, HKMM Ltd
- Yee Andrew Chen, HKMM Ltd
- Richard Wesley, Museum Director
- Jennifer Schlueter, Head of Development

HKMM SENIOR MANAGEMENT TEAM

- Richard Wesley, Museum Director
- Tianlong Jiao, PhD, Dr Frank Tsao Wen-king, Chief Curator
- Louisa Leung, Finance Manager
- Caroline Lang, Head of Education and Public Programmes
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Dr Frank Tao Wen-king
The Tung Foundation

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Chinese Maritime Transport (Hong Kong) Limited
Inco & Co
Mr Kenneth K.W. Lo
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Wah Kwang Shipping Holdings Ltd.

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Simon K.Y. Lee Foundation Limited

Bronze Donors >HK$100,000 to <HK$250,000
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