



HONG KONG  
maritime  
museum  
香港海事博物館

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ANNUAL REPORT  
年度報告

2018-2019

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LING



Black lacquered and gilt-decorated small writing desk (Bonheur-du-jour) with floral and figure motifs, Canton, c. 1825, HKMM2018.0014.0007

黑漆描金花卉人物紋女士用寫字台·廣州·約1825年





# MESSAGE FROM THE CHAIRMAN

## 主席的話



*Hong Kong's maritime heritage places our city in a global context like no other aspect of our history, and since the founding of the Hong Kong Maritime Museum in 2003, the Board of Directors and Trustees have emphasised the importance of reflecting the port's development as a hub for international trade.*

With the organisation of two temporary exhibitions during the past year, "East meets West, Maritime Silk Routes in the 13th – 18th Centuries" and "The Dragon and the Eagle: American Traders in China, A Century of Trade from 1784 to 1900", the Museum and its partners have continued to deliver on this commitment.

Another major exhibition featured artefacts on loan from the Guangdong Museum, with whom we work closely with. This exhibition used evidence from shipwrecks to examine the nature of goods being traded to Southeast Asia, as well as the spread of Islamic culture to China by Middle Eastern traders. This project was made possible through a generous grant from The Swire Group Charitable Trust.

To operate sustainably, the Museum requires a guaranteed funding stream that keeps pace with inflation. In the current financial year, through the hard work of Museum Director and his staff, a major step forward was achieved with the HKSAR Government increasing its annual grant from HK\$4,429,000 to HK\$6,000,000. Maintaining our facility at Pier 8 - a 4,400 square-metre building - remains a challenge; over the next 12 months, this issue will be raised with government in an effort to provide certainty for planning purposes.

I am nevertheless confident that a combination of commercial activities and support from generous donors will ensure a buoyant schedule of public programmes for the foreseeable future. During the 2018-2019 financial year, HKMM was fortunate to receive over HK\$3,000,000 in grants, sponsorship and in-kind assistance from major donors, ensuring our staff had sufficient resources to undertake their valuable work. We greatly appreciate the support of these corporate benefactors, whose names are listed later in this report. Also precious to us are the many smaller cash donations and pro bono professional assistance given so willingly by our HKMM 'family'.

One of the key services the Museum provides is working with government and industry to promote the value of Hong Kong as an international maritime centre. We are committed to showcasing the contribution the maritime and logistics sector makes to the economic life of the city and the associated employment it generates. A special effort is being made to highlight the many and exciting maritime careers available to young people at sea and ashore. The Museum is delighted to work closely with the Maritime and Port Board in this context.

As we look forward to another full year exploring the city's maritime heritage, I would like to take this opportunity to thank my fellow Board Directors and Trustees, our staff members, volunteers and many generous supporters for making this possible.

**Ian Shiu**  
Chairman, Hong Kong Maritime Museum Limited

在眾多歷史層面中，海事歷史使香港成為全球環境中的重要一員。自香港海事博物館於2003年成立之時，董事會和受託人一直強調本館反映香港發展成為國際貿易樞紐的重要性。

去年舉行的專題展覽《東西匯流——十三至十八世紀的海上絲綢之路》和《花旗飄洋——1784年至1900年遠航來華的美國商人》，則貫徹了此宗旨。我們與廣東省博物館攜手合作，籌辦了一個大型展覽，當中大部分展品由廣東省博物館借出。透過沉船證據展示了東南亞貿易的情況和中東商人在中國傳播伊斯蘭文化的痕跡。該展覽在太古集團慈善信託基金的慷慨資助下順利完成。

為了實踐可持續的營運，博物館需要有穩定的資金以跟上通貨膨脹。通過博物館總監及員工的努力，我們在本財政年度中取得重大進展——政府撥款由每年港幣4,429,000元增至港幣6,000,000元。本館另一挑戰乃持續維修位處的八號碼頭約4,400平方米的建築物。故此，在未來的十二個月，我們期望能向政府提出，以穩固本館的長遠規劃。

在館內商業活動和慷慨捐助者的支持下，我有信心在可見的將來能提供一系列有活力的公眾項目。在2018-2019財政年度，海事博物館有幸獲得主要捐助者們支持的超過港幣3,000,000元的捐款、贊助和實物援助，這些資源讓本館員工能開展有意義的項目。我們衷心感謝這些公司的扶持，本報告中亦列出了捐助者名單。同時我們也非常感謝來自博物館「大家庭」成員的慷慨解囊，提供現金捐贈和無償專業意見。

博物館其中一個主要功能是與政府和業界合作，以提升香港作為國際海運中心的價值。我們致力於展示航運及物流業對城市經濟和創造就業的貢獻。此外，博物館亦為年輕人提供在海上或岸上就業機會的資訊。我們很高興能與香港海運港口局緊密合作。

香港海事博物館展望來年繼續探索本港的海洋文化歷史，我希望藉此感謝董事會、基金會受託人、員工和義工，以及一眾慷慨的捐款人的支持，使本館宗旨得以付諸實行。

香港海事博物館有限公司主席  
邵世昌



# DIRECTOR'S REPORT

## 總監年度報告

*Good museum management requires the right balance of ambition, technical capacity and resources. Achieving this outcome in an environment of competing organisation's needs and high aspirations, is never easy - and the 2018 – 2019 financial year was no exception.*

Staff organised two major trade focused exhibitions during the year which required a high level of coordination with external parties on a global scale. We are fortunate to have strong local partners in the fields of object handling, transport, insurance and design which made it possible for HKMM staff to work seamlessly with museum professionals from both Mainland China and the United States. It is a credit to all parties that they were able to work under pressure to strict guidelines, both in terms of time and quality. The very best was made of available resources and wherever possible the deficiencies inherent in working within the confines of a converted Pier were overcome.

Every effort was made to ensure the exhibitions met with international standards, with regard to humidity, temperature, lighting and security. Consequently the Museum invested in new "smart" monitoring and lighting equipment to improve performance and reduce running costs. A highlight with each project was also the level of engagement achieved with our major donors who not only helped with funding but with expertise. Cathay Pacific's Cargo team, for example, transported priceless collections from museums in the United States to Hong Kong and the Hinrich Foundation highlighted the vital importance of sustainable global trade to prosperity, through public programmes and media events associated with the exhibition. We were also fortunate to secure support from the Hong Kong America-Center for the development of an educational computer game that explains the Canton Trade system via the popular Roblox gaming platform.

The Hong Kong Maritime Museum continues to build its reputation as a leading regional institution but to sustain the current level of

scholarship, exhibition planning and public programming, requires significant investment as even a cursory review of our accounts will reveal.

We were particularly grateful that the Hong Kong Maritime Museum Endowment Trust was prepared to provide additional funds to achieve our ambitious agenda on behalf of the community in this financial year. Undoubtedly, in the future we will need to review the balance between Government and non-government funding to achieve long term sustainability but it was very pleasing to note that for the year in review our government grant was increased to HK\$6,000,000 which has proved to be of great assistance.

Our partners in the education and community sector, including our café provider, the Nesbitt Centre remains vital to our work in providing access to knowledge and leisure opportunities for all elements of society. Communicating information about the Port of Hong Kong and its surrounding waters is the key to our business and I would like to thank all our supporters who enabled us to fulfil this mission over the last 12 months.

The staff, Board Directors, Trustees, volunteers and financial supporters continue to combine together, to provide a vibrant and unique public space on Hong Kong's waterfront. New and old supporters are always welcome to contribute energy, ideas and financial resources to ensure the institution remains energetic, relevant and responsive to community needs.

**Richard Wesley**  
Museum Director

### HIGHLIGHTS

**129,942** total visitors

**66,433** unique website sessions

**12,162** event attendees

**11,591** student visits

**9,377** community group visitors

**4,341** family day participants

**1,038** attended **20** Saturday Talks

**39** artefacts acquired and received

**6** special exhibitions held

**2** corporate donor programmes launched

**1** conference hosted





若要成為優秀的博物館，管理上需要在目標、能力和資源之間取得適當的平衡。然而，在內外挑戰的環境中，要達到這個目標絕非易事，2018-2019財政年度亦不例外。

上年度本館員工策劃了兩個以貿易為主題的展覽，籌備的過程需要與全球不同的組織及人士進行高度協調。全賴我們專業的本地合作夥伴，在搬運展品、安排運輸、保險、以及設計範疇給予莫大的支持，促使本館與國內和美國的博物館從業員無縫合作。這都要歸功於各方的努力，在控制時間和質素方面，都能夠在嚴格的指引下達標，充分善用現有的資源，去克服因由碼頭改裝成博物館的規限。

我們盡一切努力以確保展覽在濕度、溫度、照明和保安方面都能符合國際標準。因此博物館購置了一套新的「智能」監控和照明設備，以提高展覽質素，及降低營運成本。每個高水準的項目可反映主要支持者的參與程度，他們不僅在金錢上作出支援，亦提供專業知識。例如，國泰航空公司協助從美國的博物館運送價值連城的展品到香港；韓禮士基金會通過與展覽相關的公眾活動和媒體信息，分析自由貿易對全球繁榮的重要性。我們亦有幸獲得港美中心的支持，利用具教育意義的電子遊戲使公眾了解廣州貿易體系。

香港海事博物館繼續努力在現時學術研究、展覽策劃及公眾活動等範圍建立地區領導機構的聲譽，若要維持這些服務水平，本館需要投放資源。

本財政年度我們特別感謝香港海事博物館信託基金會提供了額外資金，使我們能夠為社會各界提供更多服務。毫無疑問，若要達致長遠的可持續發展，未來我們需要檢討政府與非政府撥款之間的平衡性。令人鼓舞的是，政府對本館的撥款增加至港幣6,000,000元，對我們的發展有極大幫助。

本館與教育和社區的合作夥伴建立緊密的關係，包括由思拔中心經營的天台咖啡館，都是不可或缺的一環。他們協助博物館為社會人士提供創新及貼心的知識傳遞，以及消閒體驗。有關香港港口及周邊水域的宣傳是本館的關鍵工作之一，我藉此感謝在過去十二個月參與本館活動的所有支持者，協助我們完成這項任務。

博物館的員工、董事會、基金會受託人、義工及捐款人繼續攜手為香港海濱打造一個獨特及充滿活力的公共空間。我們任何時候都歡迎新舊支持者的參與，給予我們正能量、提供意見和財政資源，使博物館保持活力，並聆聽社會的需求，提供適切的服務。

博物館總監  
韋持力

## 重要訊息

參觀人次達 129,942

網頁驅動次數 66,433

參加館內活動人數 12,162

學生到訪人次 11,591

社區團體到訪人次 9,377

參加親子活動人數 4,341

20個周末講座的出席人數 1,038

購贈藏品 39件

專題展覽 6

企業贊助項目 2

研討會 1

Mr. Richard Wesley, Museum Director of HKMM met Mr. Kurt W Tong, U.S Consul General to Hong Kong and Macau, and Mrs. Tong at the opening ceremony of *THE DRAGON AND THE EAGLE: American Traders in China, A Century of Trade from 1784 to 1900* exhibition

香港海事博物館總監韋持力先生與美國駐香港及澳門總領事唐偉康伉儷出席《花旗飄洋——1784至1900年遠航來華的美國商人》展覽開幕典禮



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# OUR MISSION

## 我們的使命

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### MISSION

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

### VISION

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

### STRATEGIC FOCUS

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

### 使命

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

### 願景

本館以香港為基地，匯聚專才，成為探索本地及亞洲區海事知識文化中心。

### 策略方針

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

### ORGANISATIONAL VALUES

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

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

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

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

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

### 機構理念

**尊重** 任何時候至真至誠為公眾提供博物館服務。

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

**學習** 為成人、學生、學者、家庭、社區團體提供持續的學習機會，吸取新知識。

**創意** 不斷鑽研和改善陳列展品的形式，務求推動參觀者和社區團體積極參與。

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



# A SUCCESSFUL PUBLIC – PRIVATE PARTNERSHIP

## 一個成功的公、私營夥伴關係

The Hong Kong Maritime Museum is proudly independent – it is part of its DNA. Formed in 2003, the Museum has always prided itself on being part of the global, not-for-profit, museum sector, seeking to take the ‘road less trodden’ in exhibition and public programming – a boutique, specialist approach, rather than the more mainstream.

Where the Museum succeeds is by linking independent thinking, good museum practice and the concerns of both government and the community, locally and globally. It is of key importance that all visitors leave the Museum having been reminded of two realities: that the shipping industry carries ninety percent of global trade sustainably and that the world’s oceans are suffering an existential threat from human abuse. To carry this message forward successfully, HKMM must work intimately with a multitude of government agencies, including the Maritime Port Board, the Marine Department, the Department of Agriculture, Fisheries and Conservation and numerous universities and community-based conservation organisations.

The Museum’s aim is always to align our work with topics important to promoting a healthy and prosperous Hong Kong. Successful programmes we have undertaken include Hong Kong Maritime Week, held from 18 to 24 November 2018, in partnership with Hong Kong Shipowners Association, Maritime and Port Board, and HUD Group. The Maritime Week was well-received by the industry with a total of 54 events and activities with themes straddling across ship finance, marine insurance, shipping technology, ship management, port and logistics, manpower and maritime education.

There have also been a series of Maritime themed Art Day Camps for primary school children, a comprehensive port discovery pack “Nautic Quest” for secondary students and a fish biodiversity and marine environment public education program.

The Museum makes every effort to work closely with students from the Hong Kong Sea School, the Maritime Service Training Institute and upper secondary pupils to expose them to the many career opportunities that the shipping and logistics industry provides.

From a social welfare perspective, the Museum is strongly committed to pursuing policies in line with, and to enhance, government strategies designed to maximise social inclusion.

Financially, the work of the Hong Kong Maritime Museum requires significant support from the Home Affairs Bureau, especially in the area of exhibition development, building maintenance and special needs programming. Good communication and a sharing of priorities between Museum staff and government officers has been a recipe for high quality outcomes and underlines the “motto” of our Trustees – plus una – or stronger together. Building on our existing public-private partnerships is of vital importance and will remain a continuing key feature of our management philosophy.

**Richard Wesley**  
*Museum Director*

French Research  
Schooner Tara  
docked at Pier 9

法國Tara探險船停  
泊九號碼頭

香港海事博物館的基因為獨立運作，我們為此感到自豪。博物館成立於2003年，是全球非牟利博物館的一份子，我們尋找鮮為人熟悉的主題，以細膩和嶄新的手法籌辦展覽及公眾活動。

博物館的成功之處在於能夠把獨立思考、良好的博物館實踐，與本地和全球政府及社區關注的聯繫起來。讓公眾能夠在參觀後記得航運業正承擔著全球高達百分之九十的貿易；及世界海洋正遭受著人類活動的威脅，是我們至為重視的工作，因此我們必須與眾多政府機構包括香港海運港口局、海事處和漁農自然護理署，以及眾多大學和研究機構保持緊密合作的關係。

我們致力從事推廣香港安定繁榮的工作。過去成功舉辦的活動包括，與香港船東會、香港海運港口局以及香港聯合船塢集團於2018年11月18日至24日舉行的香港海運週。海運週受到業界的好評，共舉辦了54項活動，其主題橫跨船舶金融、海事保險、航運技術、船舶管理、港口和物流，以及人材與海事教育。

我們亦舉行和製作了一系列針對小學生而設的海上主題藝術日營、專為中學生編制的海事學習套裝Nautic Quest魚吐，以及有關魚類和海洋生態的公眾教育項目。

同時，博物館亦竭盡全力與香港航海學校、海事訓練學院和高中生緊密合作，為他們搭建平台，使年輕一代能接觸到更多航運及物流業提供的就業機會資訊。

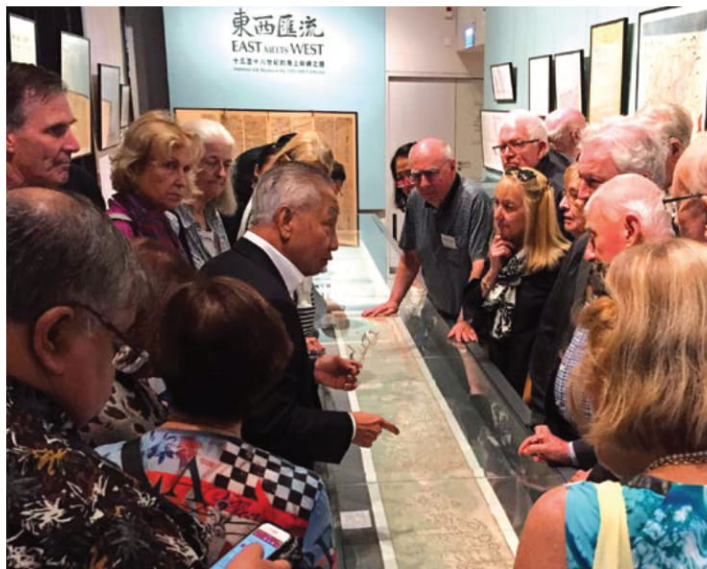
從社會福利的角度而言，我們努力配合政府的施政策略，協助及提高不同群體融入社會的機會。

在財政方面，香港海事博物館的工作需要民政事務局的大力支持，特別是在展覽拓展、樓宇維修及共融教育方面。博物館員工能與政府建立良好溝通關係是達到理想效果的要訣，亦突出了博物館受託人的信念——自強是需要集眾人的力量。建立和鞏固我們現有的公私營合作夥伴關係至為重要，也將繼續是本館管理理念的一個關鍵元素。

博物館總監  
章持力







## SPECIAL EXHIBITIONS / 專題展覽

# EAST MEETS WEST: MARITIME SILK ROUTES IN THE 13<sup>TH</sup>-18<sup>TH</sup> CENTURIES

## 東西匯流——十三至十八 世紀的海上絲綢之路

Co-organised with the Guangdong Museum, supported by the Guangdong Cultural Bureau and Home Affairs Bureau HKSAR, and sponsored by the Swire Group Charitable Trust, this summer exhibition offered a greater appreciation of the Belt and Road policy via an understanding of the development of the maritime silk road in Southern China. It presented important artefacts through the lenses of community, trade, religion, cultural exchange, historical and maritime archaeology. Re-curated from the travelling exhibition by the Ministry of Culture (MOC) of the People's Republic of China, after visiting Hamburg and Rome, the exhibition featured additional highlights, including *Nanhai No. 1* shipwreck materials, navigational maps and an anchor stock recovered by the Hong Kong Underwater Heritage Group from Hong Kong waters.

是次與廣東省博物館合辦，並獲廣東省文化廳及香港民政事務局支持，以及太古集團慈善信託基金贊助的暑期展覽，藉着商品貿易、宗教發展、文化交流、古代史跡和 underwater 考古等多方面的珍貴展品，介紹中國南海沿岸的海上絲綢之路發展過程，並展現「一帶一路」政策的重要性。展覽以國家文物局於漢堡及羅馬展出的巡迴展覽為基礎重新規劃策展，結合包括廣東南海I號、不同的航海圖以及由水下文化遺產小組於香港水域發現的碇石在內的最新水下考古發現，以「香港視角」介紹海上絲綢之路。

Mr. K.L. Tam introduced a long handscroll Chinese map to the visitors

譚廣濂先生向觀眾介紹地圖長卷

# ACTIVATING LOCAL RECORDS – THE STORY OF HIGH ISLAND

## 糧船灣志·「活」地方志

Supported by the Lord Wilson Heritage Trust as part of their twenty-fifth anniversary, an oral history project - "Activating Local Records - the Story of High Island" recorded the history and lives of residents from High Island in Hong Kong's Sai Kung peninsula. Through a wrap-up exhibition of the research project, visitors could better understand the pivotal role of the Sai Kung area as a regional hub of the Maritime Silk Roads in Southern China. It also revealed the historical importance of fishing and the sea to the life and culture of these once remote coastal communities.

承蒙香港衛奕信勳爵文物信託基金支持，作為基金廿五周年誌慶重點活動之一的《糧船灣志·「活」地方志》研究計劃，以地方志形式，搜集、調查並記錄西貢糧船灣的歷史與文化。透過展覽，有助參觀者了解西貢作為海上絲綢之路中轉站在香港、南中國及海上貿易的關鍵地位。展覽包括展出採訪村長的片段、傳統捕魚設備以及傳統海事神像的展示，揭示了香江島嶼漁民的風俗文化在歷史上的重要性。

Parade and ceremony conducted in front of the Tin Hau Temple on High Island

村民在糧船灣天后宮前舉行巡遊及儀式





## PASSIONS FOR SHIPBUILDING

### 造船熱忱

Co-organised with the Hong Kong Shipowners Association and supported by the China Shipbuilding Industry Corporation (CSIC) and Maritime and Aviation Training Fund the Museum arranged this exhibition to celebrate the Hong Kong Maritime Week 2018. Via display of various representative ship models and information panels, public learnt how even the largest container ships are usually completed within 12 months and revealed new methods being employed for designing and manufacturing 'green', low-emission container ships to minimize their impact on the environment. Some of these new vessels have a reduced CO2 footprint of up to 45% per container, compared to pre-2004 levels.

為慶祝香港海運週2018，是次展覽由本館主辦，香港船東會協辦，及得到中國船舶重工集團有限公司（CSIC）和海運及空運人才培訓基金的支持。展覽旨在利用各類具有代表性的現代船型，讓公眾人士及青少年親身領略現代造船業和綠色航運之特色。通過展示各種具有代表性的船舶模型和展板，公眾能夠了解大型貨櫃船的運作，並揭示了設計和製造「綠色」低排放貨櫃船所採用的新方法，以最大程度地減少對環境影響。與2004年前的水平相比，一些新船的每個貨櫃箱所減少的二氧化碳足跡高達百分之四十五。

*Passions for Shipbuilding exhibition*

《造船熱忱》展覽

*The Dragon and the Eagle: American Traders in China, A Century of Trader From 1784 to 1900 Exhibition*

《花旗飄洋 - 1784至1900年遠航來華的美國商人》展覽



## THE DRAGON AND THE EAGLE: AMERICAN TRADERS IN CHINA, A CENTURY OF TRADE FROM 1784 TO 1900

### 花旗飄洋——1784至1900年遠航來華的美國商人

This large scale exhibition examined the inaugural history of Sino-American trade in the late eighteenth and nineteenth centuries. Exhibits included selections from the prominent collections of the Hong Kong Maritime Museum, the Metropolitan Museum of Art, the Winterthur Museum, the Philadelphia Museum of Art, the Peabody Essex Museum, the Independence Seaport Museum, the Baker Library, Harvard Business School, The Kelton Foundation, the Swire HK Archive Service, the HSBC Archives, and a number of local and US-based collectors. This exhibition showcased valuable trade goods, export artefacts, nautical instruments, and archival materials. It sought to demonstrate the mutual benefits introduced by the bilateral maritime trade. Major partners for the project included Title Sponsor Cathay Pacific, Platinum Sponsor Hinrich Foundation, Special thanks went to the U.S. Consulate General Hong Kong and Macau which was, incidentally, celebrating 175 years in Hong Kong. Gold Sponsors included Anthony and Susan Hardy, Crown Worldwide Group, Modern Terminals, Valles Steamship, Silver Sponsors were Keesal, Young & Logan and The American P&I Club. The HKMM Endowment Trust has also contributed significantly.

是次大型展覽由香港海事博物館策劃，旨在揭示十八世紀末至十九世紀中美早期貿易的歷史。展品選自香港海事博物館、紐約大都會藝術博物館、溫特圖爾博物館、費城藝術博物館、迪美博物館、費城獨立海港博物館、哈佛商學院貝克圖書館、凱爾頓基金會、太古集團香港歷史檔案服務部、滙豐歷史檔案部，以及本地和美國藏家的重要珍藏。通過展出珍貴的貿易商品、外銷工藝品、航海儀器、檔案文獻等，呈現中美兩國在海上貿易的互惠互利。展覽的主要合作夥伴包括冠名贊助的國泰航空公司、白金贊助的韓禮士基金會，亦特別感謝慶祝駐香港175周年的美國駐港澳總領事館。另外，還包括金贊助的何安達、陳淑貞伉儷、嘉柏集團、現代貨櫃碼頭有限公司、萬利輪船有限公司，以及銀贊助奇術揚洛根律師行和美國船東互保協會。同時，博物館的信託基金會提供了巨大貢獻。





## CONFERENCE AND SYMPOSIUM

### 學術研討

*The museum proactively engage in discussions concerning the city's unique position in the global maritime industry. This is achieved via hosting academic discussions and research on domestic and international trade, maritime silk routes, and underwater cultural heritage (UCH) in the region.*

The 36th International Map Collectors' Society (IMCoS) was attended by more than 60 international delegates in both Manila and Hong Kong in October 2018. The Hong Kong programme was co-hosted by HKMM and the Hong Kong University of Science and Technology Library, with support from IMCoS. The conference also featured more than 30 maps and charts from the HKMM collection, and private collections from K. L. Tam and Dr. Gordian Gaeta. Special thanks to Mr. Jonathan Wattis and Mr. Peter Geldart.

Over three-years of preparation for the exhibition, "American Traders in China" demonstrated the international collaboration between HKMM and other overseas museums. As a complementary programme of the exhibition and to encourage deeper discussions and innovative study on the issue of early Sino-American maritime trade, the Museum and the Asia Society Hong Kong organised a joint symposium in April 2019.

作為香港的海事博物館，我們透過博物館之間的合作，對本地與全球古今貿易、海上絲綢之路、古地圖和 underwater 文化遺產 (UCH) 等方面的研究，積極建構出香港在全球海事、航運業中的特殊地位。

第36屆國際地圖收藏家協會 (IMCoS) 研討會在2018年10月於馬尼拉及香港舉行。香港的研討會由本館與香港科技大學圖書館合辦，並舉行了《中國地圖中的文化碰撞》展覽。超過60名本地及海外知名學者與收藏家出席。研討會同時展出超過 30 幅本館的藏品地圖和海圖，以及譚廣濂先生和Gordian Gaeta博士的珍藏。特別鳴謝Mr. Jonathan Wattis 和Mr. Peter Geldart。

籌備三年的《花旗飄洋——1784至1900年遠航來華的美國商人》，反映本館與海外博物館之間的國際性合作。2019年4月，本館與亞洲協會香港中心為是次展覽聯合舉辦免費座談會，以鼓勵在中美海上貿易方面的深層次討論和創新的研究。

Panel discussions on early Sino-American Maritime Trade issue

專家學者就早期中美海上貿易的議題展開討論



# CURATORIAL

## 策展工作

### ACQUISITIONS & DONATIONS

The support of a number of generous donors made possible the acquisition of several important works in 2018-2019. In August of 2018, the Museum acquired ten significant objects, including export porcelains, silver ware, painting, furniture, and nautical instruments. These exquisite and high-quality artifacts enrich our collection and are featured in our permanent galleries and upcoming thematic exhibitions to demonstrate the trade and craft interactions between China, Europe, and America in the 18th and 19th centuries. We also received a donation of eight Martaban jars from the estate of the late Walter Kent, some of which were displayed in the "East Meets West" exhibition, telling the history of China and Southeast Asia trade.

In addition, the Museum has made several important acquisitions, including three watercolour paintings, three ship's logbooks, and a sedan chair. The watercolour paintings feature the subject matter of shipbuilding and sailing, which are currently on display in "The China Trade" gallery. The logbooks of the East Indiaman, *Earl of Balcarres*, and the Captain's hat belonging to the commanding officer of the same ship, together with our oil painting of the vessel, help form a complete story of *Earl of Balcarres* and its engagement in the China Trade. The newly acquired sedan chair made of bamboo and wood, enhances our understanding of life in a busy Chinese port during the late Qing era. In addition, we received two Spanish silver coins generously donated by Frederic D. Grant, Jr., and a Burmese black parabaik related to shipbuilding and ten photo reproductions of Victoria Harbour donated by Emeritus Chairman, Anthony Hardy.

In April 2019, an important Kangxi period of the Chinese 8-leaf screen with a view of Canton was generously donated by Anthony Hardy. Together with a number of Chinese export commodities, this key object of the "China Trade" gallery tells the story of Canton trade between the East and the West.

### 購藏和捐贈

端賴各方的慷慨支持，本館在2017-2018年獲贈及新購重要的藏品。另外，本館在2018年8月購得十件精美的外銷商品和航海儀器，包括瓷器、銀器、繪畫、傢俱和羅盤，為常設展廳帶來新面貌。藏品亦亮相於專題展覽，以呈現中國與歐美等地在18至19世紀的貿易和工藝交流。本館又喜獲 Estate of the late Walter Kent 捐贈八尊大陶罐，部分能配合同期的《東西匯流》展覽，訴說中國與東南亞的海上貿易。

此外，本館在2018年底購得幾項重要的港口城市面貌藏品，包括三幅水彩畫、三本航海日誌和一頂轎。水彩畫以船舶建設和航行為主題，已陳列「近代中國貿易」展廳之中。航海日誌屬東印度公司商船Earl of Balcarres，與展廳中屬於船隻司令的船長帽，以及描繪此船的油畫相映成趣，亦同時展示出Earl of Balcarres在中國貿易中的參與。此外，從外國新購入，以竹和木製成的轎子更豐富了參觀者對晚清港口繁榮城市風貌的理解。本館還喜獲弗雷德里克·德拉諾·格蘭特慷慨贈送兩枚西班牙銀元，以及由董事局前主席何安達贈送有關造船的緬甸手稿和十幅維多利亞港複製照片。

2019年4月，本館再次喜獲何安達贈送康熙年間描繪廣東城景象的八頁中式屏風。聯同其他於「近代中國貿易」展廳展出的中國外銷商品，此項珍貴藏品訴說出東、西方在廣東的貿易故事。



Chinese 8-leaf screen with a view of Canton, c. 1690

廣州城風貌八扇屏風，約1690年



## NEW RELATIONSHIPS AND COLLABORATIONS

The Museum entered several external partnerships to facilitate cultural exchange and research opportunities, both locally and internationally.

- Organised by the Hong Kong Archives Society, the International Archives Day with the theme 'Archives: Governance, Memory and Heritage' was held on 9 June 2018 at HKMM. As one of the exhibitors, HKMM presented and introduced the archival materials of Cheoy Lee Shipyards and the High Island oral history project to the public.
- To complement the East Meets West exhibition, the Museum participated in a two-days symposium "Global Jars: Asian Containers as Transcultural Enclosures" organised by the Baptist University. On 8 September 2018, a keynote lecture by Louise Allison Cort, Curator for Ceramics of Freer Gallery of Art and Arthur M. Sackler Gallery, Smithsonian Institution, was held in our museum on container jars, exploring their functions, manufacture, and circulation from different perspectives.
- Working with City University, 17 objects from HKMM's collections, including models, nautical instruments and charts were included in the exhibition "The Cabinets of Curiosities: From the Natural Sciences to the Art of Nature. Collections from France and Hong Kong". It was held at the CityU Exhibition Gallery in partnership with Le French May Arts Festival.

## 新的合作伙伴

本館與以下多間博物館及機構合作，以促進本地和國際間的文化交流及提供相互研習的機會。

- 2018年6月9日，由香港檔案學會主辦、在本館舉行的國際檔案日「檔案：管治、記憶與傳承」取得完滿成功。本館向公眾展示及介紹有關財利船廠、糧船灣研究計劃的檔案藏品。
- 作為《東西匯流—十三至十八世紀的海上絲綢之路》展覽的延伸活動，本館參與香港浸會大學舉辦「全球罐：亞洲器皿作為跨文化的載體」座談會。而佛利爾美術館與賽克勒美術館策展人 Louise Allison Cort 於2018年9月8日在本館講授陶罐並從不同角度探討其功用，及其在亞洲的製作與流傳。
- 本館再次與香港城市大學合作，借出船模型、早期航海儀器及海圖共十七件藏品予香港城市大學展覽館與法國五月藝術節合辦的《「藏珍閣」—由自然科學到大自然藝術珍藏來自法國、香港》展覽。

Mr. Cheung Kin-chung, Chief Secretary for Administration of HKSAR came on The International Archives Day

香港特別行政區政務司司長張建宗先生蒞臨在本館舉行的國際檔案日





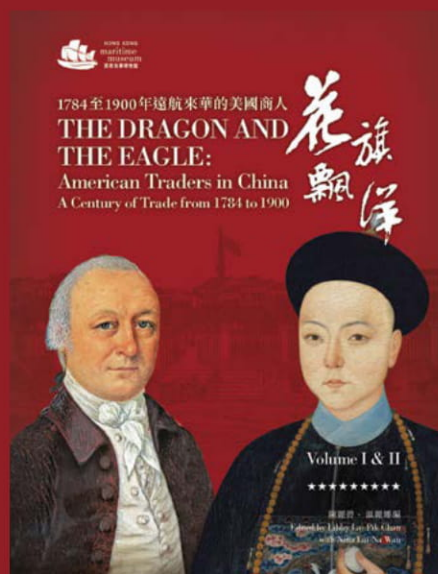
# CURATORIAL

## 策展工作

### RESEARCH AND PUBLICATIONS

The Museum seeks to become a thought leader by promoting and undertaking relevant maritime-related research. Accompanying the exhibition 'East Meets West', 'The Dragon and the Eagle' and 'The Story of High Island', two exhibition catalogues and a pamphlet were published to promote the museum's research outcome respectively.

Several articles published by the curatorial team included: 'The Dragon and the Eagle: American Traders in China, A Century of Trade from 1784 to 1900' by Dr. Libby Chan and Katherine Chu, *Daguan Monthly* (March 2019); 'Telling the History of Early Sino-American Trade through Chinese Export Artefacts: Hong Kong Maritime Museum's Special Exhibition' by Nina Wan, *Art & Collection* (March 2019) and 'Picturing a Land of Prosperity: Export Artefacts from Canton in High Qing China' by Zhenpeng Zhan, *Arts of Asia* (No.3, 2019).



Cover of 'The Dragon and the Eagle' catalogue

《花旗飄洋》展覽圖錄封面

### CONSERVATION

Day-to-day implementation of a preventative conservation strategy, the safe handling of artefacts, and high-quality integration with lending bodies and individuals remain the Museum's ongoing conservation priorities. Besides our regular conservation work, we also collaborate with the local museums and institutions to ensure proper conservation practice. Last year, the Museum received several Han dynasty lacquer boats and figurines for long-term loan. Their condition was very fragile, and the surface revealed serious flaking. The Conservation Office of the Leisure and Cultural Services Department kindly offered conservation service and advice on the lacquer figurines including the application of professional technology in scientific analysis of the materials. So far, a group of figurines has received conservation treatments to consolidate surface flaking and they are ready for display.

### 研究及出版

本館旨在領先推動和開展相關的海事研究。《東西匯流》和《花旗飄洋》展覽均出版了圖錄，而《糧船灣志》展覽則刊印了小冊子，進一步推廣本館的研究。

此外，本館策展團隊相繼於期刊出版文章，如陳麗碧博士、朱文燕合著〈龍與鷹的相遇：花旗飄洋——一七八四至一九零零年遠航來華的美國商人〉大觀雜誌(2019年3月)、溫麗娜的〈從中國外銷工藝品看早期中美貿易史——香港海事博物館特展〉Art & Collection (2019年3月)、詹鎮鵬的〈Picturing a Land of Prosperity: Export Artefacts from Canton in High Qing China〉Arts of Asia (2019年3月號)等。

### 修復工作

對文物古蹟的日常保護及安全性處理至關重要，也一直是博物館文物修復的宗旨。除了館內定期文物修復工作外，本館也與其他機構緊密合作。去年，本館喜獲藏家長期借出數件漆製木船連人像，然而由於人像的表面嚴重剝落，康文署轄下的文物修復辦事處為本館提供修復服務及意見，以專業技術進行材料的科學分析，至今已完成一組人像的修復工作。經適當的修復處理後，漆器的表面得以穩固，大大減低剝落情況。





## MUSEUM LEARNING FOR ALL

### 學習與社區參與

*Education and public engagement are key priorities for HKMM. The projects run by the dedicated Education Team are undertaken inside and outside Pier 8. They seek to engage the public in all things maritime and provide a unique museum experience. Working closely with families and schools has been a particular focus. Over the past 12 months the Museum held a total of 51 family programmes, which represents a significant increase on the previous year.*

#### CONTEMPLATION: SLOW ART DAY 14 APRIL 2018

The Slow Art Day 2018 was a collaborative project between HKMM's Education and Public Engagement Team and the MA Creative Media programme (Curating Art and Media stream), City University of Hong Kong. As part of the HKMM Museum Learning Programme, students gained knowledge about curating and critical engagement with space, objects, exhibits, and narratives. They subsequently used the knowledge to experiment with curating art events for the Museum.

Visitors were invited to be part of the one-day art programme at the Museum, "Sail Back to Shore: The Faded and The Residual". Opportunities were created to contemplate various aspects of maritime life familiar to visitors under three titles, "At the Piers", "To the Lighthouse", and "Along the Coastline".

#### NAUTIC QUEST 魚吐

Funded by the Maritime and Aviation Training Fund of the Hong Kong Maritime and Port Board, the Museum produced an ambitious multimedia and interactive encyclopedic platform for schools. It was designed to enrich the knowledge of students and the general public on the most precious natural resource of Hong Kong - our harbour - and its deep connections with a host of maritime industries and our daily life.

The platform includes printed learning materials, videos and an online treasure hunt game. The school-based learning materials on maritime topics target F4 students and teachers in four HKDSE core subjects: Chinese Language, English Language, Mathematics, and Liberal Studies; A website ([www.nauticquest-yuto.com](http://www.nauticquest-yuto.com)) with the same content was also launched.

Roving exhibition  
*The Yuto Aquarium*

《香江金魚缸》  
巡「洋」展覽





## MUSEUM LEARNING FOR ALL

### 學習與社區參與

教育和公眾參與是我們至為重視的範疇。博物館專門的教育團隊在八號碼頭內外都進行了不同的項目，旨在使公眾參與更多海事文化活動，並提供獨特的博物館體驗。與家庭和學校緊密合作一直是本館工作的重點。在過去的12個月中，博物館共舉辦了51場家庭活動，與上一年相比有顯著增長。

#### 「默觀」— 慢速藝術日 2018年4月14日

去年，本館夥同香港城市大學創意媒體文學碩士課程，舉辦「2018慢速藝術日」，讓學生學習策劃展覽。參觀人士透過參與活動「回到海岸：消逝與存留」，能與館內的藝術互動，於默觀中思索香港海事文化的歷史與承傳。

#### NAUTIC QUEST魚吐

得到香港海運港口局的海運及空運人才培訓基金資助，本館於去年製作了一個百科全書式的海事學習平台NAUTIC QUEST魚吐。此學習平台包括以中學生為對象的海事題材校本學習教材、有關輔助航海安全設施的線上遊戲、巡迴展覽，以及儲存庫和發放頻道等。計劃以富趣味及啟發性的廣泛海事題材為內容，並且採用多樣的互動及多媒體展示方式，以期豐富學生和公眾對海港的認識，讓大家加深了解香港港口及海運行業與我們日常生活的密切關係。以海事為主題的校本學習材料針對中學四年級學生和教師，涉及香港中學文憑考試的四個核心科目：中文、英語、數學和通識教育；具有相同內容的網站 ([www.nauticquest-yuto.com](http://www.nauticquest-yuto.com)) 也已啟動。

In collaboration with the Hong Kong Seaman's Union, we organised the Family Fun Day on Day of the Seafarer

本館於國際海員日與香港海員公會合辦家庭同樂日





## MUSEUM LEARNING FOR ALL

### 學習與社區參與

#### COMMUNITY PARTNERS

As part of Hong Kong Sci Fest, HKMM ran a series of talks and a special documentary film screening from 10 March to 21 April, called *Islands. Oceans. Nuclear pollution*. The film is a documentary record of fishermen in Shin chi town, Fukushima prefecture, in Japan over 3 years since 2011. It investigates the impact of the Great East Japan Earthquake and the subsequent nuclear power plant accident.

In November, to complement the East Meets West exhibition, HKMM cooperated with the Windpipe Chinese Music Ensemble to hold *Soundings and Exchange – Maritime Silk Road and Music*. The audience were able to appreciate the cultural exchange and integration of the Maritime Silk Road from music and be inspired by a musical immersion experience.

Agriculture, Fisheries and Conservation Department funded the organisation of a marine ecosystem public talk series in October 2018

本館獲漁農自然護理處資助於2018年10月舉辦了海洋生態公眾講座系列

#### FAMILY FUN DAYS AND NIGHT AT THE MUSEUM

HKMM worked with the stakeholders in community including the Hong Kong Seamen's Union, Hong Kong Sea Cadet Corps and City University of Hong Kong to enrich the content of the increasingly popular Family Fun Days. The summer event "Night at the Museum" provided opportunities for museum interns and volunteers to organize a series of special events. The Museum also continued to work in partnership with the Education Bureau under the Business-School Partnership Programme by training secondary school students to lead special guided tours, to be a young curator and conducting family programmes. The objective was to build self confidence and organisational skills while learning about maritime issues.

#### VISITATION AND AUDIENCE BUILDING

To encourage visitation, this year we made extra effort on tourism marketing. We expanded partnerships with the Hong Kong Tourism Board, and Hong Kong Pass and CTrip, for not only promoting the Museum but also allowing tourists to purchase our admission tickets online. Increased exposure and accessibility are expected to bring more attention to the Museum.

In addition, the museum is committed to discovering more cultural activities for the public. By joining The Friends of Hong Kong Maritime Museum, members can join the exclusive events. Six Friends-exclusive activities were delivered during the year, including three popular visits to HSBC Archives, Hongkong International Terminals and Kwong Ming Shipyard. In addition to enjoying unlimited free admission, shop and café discounts, the membership can also support the museum.





## MUSEUM LEARNING FOR ALL

### 學習與社區參與

#### 社區團體

作為2018香港科學節的合作伙伴，博物館於去年3月及4月舉辦了「島嶼·海洋·核污染」系列活動，包括共3場專題講座及1場電影放映會。電影記錄了日本福島漁民由2011年起，共3年多的片段，亦調查了東日本大地震和隨後發生的核電站事故的影響。

本館一直銳意為公眾提供不同形式的活動，也樂於與不同團體合作。為配合展覽《東西匯流》，我們去年11月與竹韻小集合作，舉辦「東西南北匯流——海上絲路與音樂」。讓觀眾能在展覽之外，體現絲路的文化交流與融匯。

#### 家庭同樂日及博物館之夜

以拓展親子同樂日的內容，博物館今年分別與香港海員工會、香港海事青年團和香港城市大學合作。而夏季活動「博物館之夜」也加入一系列由大學實習生及義工共同策劃部分。同時為了讓年輕一代在學習海事問題的時能建立自信和組織能，博物館繼續與教育局的「商校合作計劃」合作，協助訓練學生帶領專題導賞團，構思及主持周末家庭活動。

#### 觀眾拓展

本館一直致力開拓不同訪客市場，今年我們重點拓展旅客人數為主，積極與香港旅遊發展局的合作，亦與Hong Kong Pass和攜程旅行網成為合作夥伴。旅客可以透過攜程旅行網在網上預先購買本館門票。這些合作不但提高了本館的曝光率，亦使購票方式更多元化，有望進一步提升本館的入場人數。

此外，博物館亦發掘更多與別不同的文化體驗活動。加入成為香港海事博物館之友，會員於本年度能參與共6個會員尊享活動，包括參觀滙豐銀行檔案部、香港國際貨櫃碼頭以及光明船廠。

Friends of HKMM's visit to the HSBC Archives

香港海事博物館之友參觀滙豐銀行歷史檔案部





## FINANCIAL SUSTAINABILITY

### 財政可持續性

#### VENUE HIRE

Similar to previous years, our venue hire business not only generates income to subsidize the Museum's operation cost but also provides a channel to connect us with a wide spectrum of local organizations. Besides some of our regular partners organizing a China trade painting exhibition, an antique book fair and a few more, the Museum received robust demand for a unique and convenient venue in Central from industries such as FMCG, banking and finance, educational and cultural institutions etc. The maritime industry, including departments in the Transport and Housing Bureau, shipowners and maritime law firms, supported the Museum by staging cocktail and seminar events at the museum throughout the year, especially during the Maritime Week in 2018/19. We look forward to become the favoured venue for conducting maritime Industry events.

The most versatile and popular venue, the Special Exhibitions and Event Gallery, was used again for our own exhibition for 4 months in this financial year, meaning the available period for event related business was shorter. We were, however, fortunate in achieving a 20% increase on the overall rental. Looking ahead, the team will consider improving and upgrading the current facilities to streamline our competitiveness in the market and attract event organisers to choose our venue.

#### SOCIAL ENTERPRISE

The Museums Café 8 is run by the *Nesbitt Centre*, a social enterprise dedicated to supporting the needs of individuals with learning difficulties. Over the last five years Café 8 has grown from a museum café to a genuine social centre where visitors and local residents can meet, socialize and study, whilst enjoying a delicious range of light refreshments. A wide range of groups, from fellow social enterprises to the parents of young children have made Café 8 their base, both for informal meetings and structured workshops.

During the 2018 – 2019 financial year HKMM and the *Nesbitt Centre* commissioned fellow NGO, *Rooftop Republic*, to implement stage one of an "edible" garden project on the outdoor deck. This initiative was made possible through a number of generous HKMM donors. Where possible garden produce is used in the café. A Stage 2 expansion of the project will include additional seating, hanging baskets and signage highlighting the medicinal and nutritional qualities of the plants being grown.

Café 8 continues to provide a much needed service to our visitors and a significant financial contribution to supporting the operational cost of Pier 8. We are therefore grateful to the staff and management of the *Nesbitt Centre*.

#### GIFT SHOP

The shop continued to improve the merchandise variety with notable additions including handmade classic ship models, vintage silverware, artisan embroideries and wood carving from the Qing Dynasty. These, combined with oil on canvas artwork as well as a broad selection of souvenirs and publications about the local culture and maritime traditions, create a culture-rich environment for locals and tourists alike to explore and shop.

#### FUNDRAISING

The generous support from the Government, partners and long-term supporters enabled HKMM to raise around HK\$4 million gross for collection, exhibitions, research projects, educational programmes and special projects in 2018/19.

Among the year's highlights was the *American Traders in China* exhibition which HKMM received HK\$1 million cash sponsorship and HK\$1.1 million in-kind support from 12 organisations and individuals. To celebrate the closing of the exhibition and to express gratitude to the supporters, we invited around 40 VIP guests to a Long Table dinner at the Museum, together with an exclusive tour of viewing over 200 objects that enlighten our understanding of the Sino-U.S. trade from 1784 to 1900.

Developing quality educational programmes is one of the Museum's missions. We were grateful to receive grants from the Government to support two of our major

Image credit 圖片鳴謝:

(Left) Swarovski (左) 施華洛世奇

(Right) Actionable Thought program by ERE Exhibits Ltd  
(右) ERE Exhibits Ltd 主辦之 "Actionable Thought" 項目





## FINANCIAL SUSTAINABILITY

### 財政可持續性

projects, included Agriculture, Fisheries and Conservation Department for *Marine Ecosystem and Our Daily Lives* biodiversity educational programme; and Maritime and Aviation Training Fund of the Hong Kong Maritime and Port Board for the *NAUTIC QUEST* 魚吐 project and the annual Hong Kong Maritime Week (jointly with the Shipowners Association). The sponsorship from Pacific Basin enabled a free admission day with a variety of family programmes in celebration of the Day of the Seafarer.

HKMM received funding from the Lord Wilson Heritage Trust to conduct extensive research for the *Activating Local Records – the Story of High Island* project, with a database of oral history, exhibition and education pamphlets.

#### 場地租用

一直以來，本館透過場地租賃業務，除了可將收入用作營運成本外，亦可以透過活動接觸不同的社會階層。於2018至2019年間，除了現有客戶如中國古書博覽會、中國外銷畫展等舉辦其年度展覽和活動，不少來自零售業、銀行界、金融業或教育機構等也喜歡選用本館作活動場地。同時，航海業界一包括政府運房局、船東及海事律師事務所也鼎力支持，選址本館進行酒會及演講，尤其在海運週期間，博物館希望能夠成為航海業界舉辦社交聯繫的熱門場地。

於本財政年度，廣受客戶深愛的專題展覽及文化活動廳應用作短期展覽達四個多月之久，意味著可供租賃期較短。幸好獲得新舊客戶支持，場地年度收益較去年上升百分之二十。眺望未來，我們將考慮改善及提升館內設施，增強市場競爭力之餘，更期望吸引新客人租用場地。

#### 社會企業

博物館咖啡館Café 8由思拔中心營運，是致力為有學習困難人士提供就業機會等支援的社企餐廳。過去5年Café 8已由一所博物館咖啡館發展成為讓遊客和公眾可以一邊享受各種輕食，一邊聚會和學習的社交場所。從社會企業到年輕家長等不同的團體都以Café 8作為他們日常會面和舉辦研討會的選址。Café 8以營造一個優良環境以及提供優質咖啡館體驗作為管理方針，而Café 8日漸提升的知名度，正好反映其在此方面的成功。

在2018-2019財政年度，有賴熱心人士的慷慨捐助，博物館與經由思拔中心委託的非政府組織——雲耕學院合作進行的「可食用花園」項目，正式於露天空間展開第一期計劃。花園為參觀者提供一個與別不同的博物館體驗，更深受平常較少機會接觸到室外花園的家庭歡迎。與此同時，花園種植的農產品亦可用作咖啡館的食材。項目的第二期將於花園中加設座位、吊籃、標示板以及種植具藥用和營養價值的植物。

Café 8將繼續為參觀者提供服務，並為八號碼頭的營運提供重要的財政支持。對於思拔中心的員工及管理層在參觀者服務方面的支持，我們衷心表示謝意。

#### 禮品店

本年度禮品店的貨品種類擴闊至手工製作經典船模型、清代古物繼有銀器、手工精緻的刺繡和木雕。結合原有的油畫、本土文化及海事相關的紀念品與刊物，營造一復古、且文化氣息濃厚的禮品店予來自世界各地及本地的客人欣賞及選購。

#### 籌款

在政府、合作夥伴及長期支持者的大力支持下，本館在2018-2019年度籌集了約400萬港元的資金用於藏品、展覽、研究項目、教育項目和特殊項目。

年度重點之一的《花旗飄洋——1784至1900年遠航來華的美國商人》展覽，本館獲得來自12個組織和個人的100萬港元現金資助和110萬港元的實物支持。為慶祝展覽閉幕，及感謝是次贊助商的支持，我們邀請了約40位嘉賓參與博物館的長桌晚宴，並安排獨家導賞，讓嘉賓飽覽約200多件中美貿易的珍貴藏品。

制定優質的教育計劃是博物館的工作之一。我們很高興獲得政府的資助，以支持我們的兩個主要項目，包括得到漁農自然護理署支持，與生物多樣性有關的《漁鄉今昔-海洋生態與日常》教育項目；得到香港海運港口局的「海運及空運人才培訓基金」支持的NAUTIC QUEST魚吐項目。還有一年一度的香港海運週（與香港船東會合辦），以及為慶祝海員日，太平洋航運贊助的免費家庭同樂日。

本館亦得到香港衛奕信勳爵文物信託基金支持，開展了《糧船灣志》、「活」地方志」研究計劃，並擁有口述歷史、展覽和教育樣本的數據庫。



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# GOVERNANCE

## 管理模式

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*The Museum has well-developed operational processes and procedures, including public safety and building management, and policies that govern various aspects of our operations. The safety of our staff and patrons is our highest priority and staff training sessions and practice drills are regularly conducted.*

Each year financial statements of the three entities that make up or govern the Museum are prepared by an independent audit firm, while those of Hong Kong Maritime Museum Limited, the Museum's operating unit, are also made available publicly on our website and in this report.

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

### HONG KONG MARITIME MUSEUM TRUST

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

### HONG KONG MARITIME MUSEUM ENDOWMENT TRUST

The Hong Kong Maritime Museum Endowment Trust is a registered charity that oversees the Museum's treasury function and investments and disbursements. The Endowment Trust annually contributes to the Museum, funds proportional amounts for major exhibitions and seeks to grow the principal amount through fundraising, donor support and other initiatives.

### HONG KONG MARITIME MUSEUM LIMITED

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

香港海事博物館已建立一套有效的運作模式，包括公眾安全和物業管理，以及監察館內各方面運作的情況。僱員及訪客的安全問題是我們其中一項最關注的事項，亦會定期提供僱員培訓和演習機會。每年本館會聘請獨立會計師為我們旗下三個單位制定財政報告，其中營運單位—香港海事博物館有限公司的財政報告，公眾可閱覽本館網頁及年報。

監督香港海事博物館營運的單位包括：

#### 香港海事博物館受託人

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

#### 香港海事博物館信託基金會

香港海事博物館信託基金會是一個註冊的慈善組織，負責監察博物館的財務安排及投資策略。信託基金會每年會撥款予博物館作營運用途，亦會因應不同主要展覽的需要，按比例分配資金。另外，也會透過籌款活動、捐款人的支持，以及其他途徑以增加本金數目。

#### 香港海事博物館有限公司

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



Jug  
Creamware with black transfer-printed  
and enamel decoration  
1796-1800  
Hong Kong Maritime Museum Collection  
HKMM2018.0014.0003

執壺  
米白色·轉印版畫圖案  
1796-1800  
香港海事博物館藏





# ORGANISATION AND STAFFING

## 架構與職員

Our organisational structure allows for focused efforts in both day-to-day and long-term endeavours. Staff are drawn from highly diverse backgrounds and bring a range of expertise to their respective roles at the Museum. As of 31 March, 2019, the Museum employed 27 full-time and 12 part-time staff.

我們的架構配合日常營運和長遠的發展需要，職員來自不同的背景及擁有專業知識，在博物館發揮所長。截至2019年3月31日，本館駐有27位全職僱員及12位兼職和合約僱員。

### HONG KONG MARITIME MUSEUM TRUST

香港海事博物館受託人

#### Responsible for 負責:

- Control of Assets  
資產管理
- Policy Development  
政策發展

### HONG KONG MARITIME MUSEUM ENDOWMENT TRUST

香港海事博物館信託基金會

#### Responsible for 負責:

- Treasury  
財務安排
- Investment  
投資策略
- Disbursements of Funds  
資金分配

Audit Committee  
審計委員會  
Investment Committee  
投資委員會

### HONG KONG MARITIME MUSEUM LTD.

香港海事博物館有限公司

#### Responsible for 負責:

- Day-to-day Operations  
日常運作
- Recruitment  
招聘事務
- Fundraising  
籌募工作

Collection Committee  
藏品委員會  
Education Committee  
教育委員會  
Fundraising Committee  
籌募委員會

### MUSEUM DIRECTOR'S OFFICE

總監辦公室

#### Responsible for 負責:

- Policy Implementation  
政策執行
- Control of Operations  
運作管理
- Coordination of Fundraising  
籌募協調

Richard Wesley  
Museum Director  
韋持力  
博物館總監

### FINANCE AND BUSINESS DEVELOPMENT UNIT

財務及業務發展部

#### Responsible for 負責:

- Corporate Governance  
企業管治
- Financial Control  
財政管理
- Sponsorship  
贊助
- Commercial Activities  
商業活動
- Marketing  
市場推廣及宣傳
- Business Development  
業務發展
- Human Resources  
人力資源
- Friends of HKMM  
博物館之友

### MUSEUM SERVICES UNIT

策展部、教育及公眾項目

#### Responsible for 負責:

- Collection Management  
藏品管理
- Exhibition Development  
展覽籌辦
- Research and History Services  
學術及歷史研究
- Education and Public Programmes  
教育及公眾項目
- Library and Archive  
圖書館及檔案

### BUILDING SERVICES UNIT

物業工程部

#### Responsible for 負責:

- Building Maintenance  
物業保養及維修
- Services Maintenance  
設備保養及維修
- Security  
保安
- Cleaning  
清潔
- Building Regulation Compliance  
樓宇守則
- External Contractors  
聯繫外判公司
- Restaurant / Functions  
餐廳 / 活動



# FINANCIAL PERFORMANCE

## 財務報告

In HKD (000s) 以港幣 (千元)

	FY 2018-2019 年度	FY 2017-2018 年度
<b>INCOME 收入</b>		
Admission and Fees 入場費	1,886	1,893
Rentals and Events 場地出租及活動	4,546	3,708
Public and Social Enterprise Programme 公眾及社會企業項目	2,484	2,714
Government Grant 政府撥款	6,000	4,429
Endowment Grant 信託基金會撥款	7,058	4,314
Fundraising and Other 募捐及其他收益	2,155	3,323
	<b>24,129</b>	<b>20,381</b>
<b>EXPENDITURE 支出</b>		
Staff, Consultant and Office Expenses 僱員、顧問及營運支出	13,889	12,838
Building, Equipment Maintenance and Insurance 物業、設備保養維修及保險	3,103	3,009
Public and Education Programmes 教育及公眾項目	4,707	3,008
Communications, Marketing and Fundraising 傳訊、市場推廣及籌款活動	959	1,149
Collections Management 典藏管理	1,471	377
	<b>24,129</b>	<b>20,381</b>
<b>OTHER 其他</b>		
Relocation, Maintenance Government Grant 政府資助搬遷費、保養費	37	0
Relocation, Expansion, Maintenance Expenses 搬遷及擴張費用、保養費用開支	-37	0

Map of Asia  
John Speed, 1676.  
HKMM2018L0601

亞洲地圖  
由約翰·斯皮 (John Speed) 於1676年製訂。  
香港海事博物館藏



# KEY PERFORMANCE INDICATORS

## 績效指標

	FY 2018-19 年度	FY 2017-18 年度
<b>COMMUNITY INVOLVEMENT AND EXPERIENCE</b> 社區參與及參觀者體驗		
Visitors – all 總體參觀人次	129,942	133,381
Visitors – students 學生參觀人次	11,591	8,507
Visitors – community groups 社區團體參觀人次	9,377	7,564
Website user sessions 網頁瀏覽人次	66,433	91,440
<b>CURATORIAL, ACADEMIC AND SPECIAL EXHIBITION ACTIVITY</b> 策展、學術及專題展覽活動		
Exhibitions 展覽	6	6
Published articles and presentations 文章出版及演講	5	5
Acquisitions and donations 購贈藏品	60	73
Collection on Display 藏品展出	1,292	962
Collection Items Online 藏品在線	844	764
<b>MARKETING AND PROMOTION</b> 市場推廣及宣傳		
Media coverage 媒體報導	392	641
Value of media coverage 媒體報導總值	HK\$9,277,701	HK\$9,958,339
In-kind sponsorships 實物贊助	HK\$965,742	HK\$3,666,000
Collaborative / Partner projects 伙伴合作項目	25	10

Map of Asia  
John Speed, 1676.  
HKMM2018L0601

亞洲地圖  
由約翰·斯皮 (John Speed)  
於1676年製訂。  
香港海事博物館藏



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# DIRECTOR, TRUSTEE, COMMITTEE AND SENIOR STAFF MEMBERS

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## HONG KONG MARITIME MUSEUM TRUST

### Trustees

Chee Chen TUNG (Chairman), Chairman  
Orient Overseas (International) Ltd.

Sih Ming Sabrina CHAO, Chairman  
Wah Kwong Shipping Holdings Ltd. (Resigned on 31 March)

Lui Fai Gerry YIM, Chief Executive Officer  
Hutchison Port Holdings Trust

Wai Lun NG, Partner, PricewaterhouseCoopers

Sai Cheung Ian SHIU, Former Executive Director  
Swire Pacific Ltd.

Timothy John SMITH, Managing Director  
Maersk Hong Kong Ltd.

Chavalit TSAO, Chairman, IMC Pan Asia Alliance Group  
(Resigned on 31 March)

Roger Freeman TUPPER, Former Director of Marine  
Hong Kong Marine Department

Jianhui ZHU, Executive Director and Vice Chairman  
COSCO International Holdings Ltd.

## HONG KONG MARITIME MUSEUM ENDOWMENT TRUST

### Trustees

Chee Chen TUNG (Chairman), Chairman  
Orient Overseas (International) Ltd.

Yee Andrew CHEN, Chairman  
Grand Seatrade Shipping Co., Ltd.

Chee Kong Kenneth KOO, Group Chairman and CEO  
Tai Chong Cheang Steamship Co., (HK)

Sik Ying William WAUNG, Retired High Court Judge

## HONG KONG MARITIME MUSEUM LIMITED

### Directors

Sai Cheung Ian SHIU (Chairman), Former Executive Director  
Swire Pacific Ltd.

Chee Chow David KOO, Managing Director  
Valles Steamship Co., Ltd.

Yiu Kei CHAN, Maritime Arbitrator and Shipping Consultant

Yee Andrew CHEN, Chairman, Grand Seatrade Shipping Co., Ltd.

Kong James CHIN, Maritime Historian  
Centre of Asian Studies, HKU

Chee Kong Kenneth KOO, Group Chairman and CEO  
Tai Chong Cheang Steamship Co (HK) Ltd.

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Sik Ying William WAUNG, Retired High Court Judge

Wai Lun NG, Partner, PricewaterhouseCoopers

Jon Zinke, Resident Partner, Keesal, Young & Logan (Joined on 1  
June 2018)

Fung Kam Wing, Associate Professor, School of Chinese at The  
University of Hong Kong (Joined on 8 March 2019)

Christopher Buttery, Chairman, Taylor Maritime Group (Joined on  
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Richard WESLEY, Museum Director, HKMM Ltd.

Libby CHAN, Assistant Director (Curatorial and Collections),  
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School of Biological Sciences, The University of Hong Kong

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Registrar and Chair Professor of Teacher Education of the  
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Joe LEUNG, Chief Curriculum Development Officer  
Native English Teachers Scheme, Education Bureau

Yun Chi CHAN, Secretary, Hong Kong Seaman's Union

Alan LAU, Project Development Manager, St. James' Settlement

Cho Nga LEUNG, PhD, Former Lecturer  
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Libby CHAN, Assistant Director (Curatorial and Collections)

Pik Ki LEUNG, Head of Education and Public Engagement

Louisa LEUNG, Finance Manager

Denise CHAU, Events Manager

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## 2018-2019

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COVER IMAGE  
Junks at Ap Lei Chau, Kam  
Cheong Ling (1911-1991),  
Watercolour, Hong Kong Maritime  
Museum Collection

在香港鴨脷洲的帆船 · 甘長齡 ·  
水彩繪畫 · 香港海事博物館藏

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